



Canada

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

EC90/D79  
File: 105

International Centre for Ocean Development  
Draft Agenda  
Executive Committee Meeting  
18 January 1991  
0900 hours  
Halifax, Nova Scotia

<u>Schedule</u>	<u>Document #</u>	<u>Time</u>
1. <b>CALL TO ORDER -</b>		0900-0905
Quorum, Adoption of the Agenda etc.	EC90/D79	
2. <b>MINUTES</b>		0905-0915
Review of Executive Committee Minutes of 13 September 1990	EC90/D80	
Tabling of Board Minutes of 1 & 2 November 1990	EC90/D81	
3. <b>BUSINESS ARISING</b>		0915-1030
i. Selection of Candidates for President	Verbal	
ii. Board Membership and Committee Membership	Verbal	
iii. ICOD Forum	Verbal	
iv. Follow-up to Special Examination Report	Verbal	
v. Updated By-Laws	EC90/D82	
vi. Miscellaneous		
<b>COFFEE BREAK</b>		1030-1045
4. <b>PRESIDENT'S REPORT</b>	Verbal	1045-1130
5. <b>FINANCIAL MATTERS</b>	Verbal	1130-1200
i. Consolidated Balance Sheet	EC90/D86	
ii. Miscellaneous		

<u>Schedule</u>	<u>Document #</u>	<u>Time</u>
LUNCH		1200-1300
6. POLICY DISCUSSIONS		1300-1400
i. Corporate Plan	EC90/D83	
ii. Miscellaneous		
7. PROJECT PROPOSALS		1400-1500
Economic Analytical Support - Namibia Fisheries (#900381)	EC90/D76	
Support to Fisheries Research in Sao Tomé and Príncipe (#900379) (Appui à la recherche halieutique) (Document to follow)	EC90/D77	
Graduate Program in Marine Resource and Environmental Management - Phase I (#880195) (Change of Scope/Project Extension)	EC90/D78	
Establishment of Rural Fishing Groups (#870150) (Cost Increase)	EC90/D84	
Provisional Treaty Lines (#890279) (Cost Increase)	EC90/D85	
8. DATE OF MEETINGS		1500-1515
i. Executive Committee		
ii. June Board Meeting		
iii. November Board Meeting		
9. OTHER BUSINESS		1515-1530

Meeting Adjourns (to be followed by coffee)

(Please reserve the full day in case discussions take longer than anticipated)



Canada

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

EC90/D80  
CONFIDENTIAL  
File 105

**EXECUTIVE COMMITTEE MEETING  
HALIFAX, NOVA SCOTIA  
13 SEPTEMBER 1990**

Draft Minutes

PRESENT: Elisabeth Mann Borgese, Chairman  
John Vandermeulen, Vice Chairman  
Roy Cheeseman  
Robert Maguire  
Gary Vernon, President  
Garry Comber, Vice President  
Jeanne-Mance Côté, Administration Officer

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

The agenda was amended to include under Item 9 "National Research Council - Chemical Standards". Members agreed to continue meeting into the next day if all matters at hand had not been resolved. The agenda was then approved with those amendments.

2. i. REVIEW OF EXECUTIVE COMMITTEE MINUTES - 11 JUNE 1990

The Minutes were adopted as presented.

2. ii. TABLING OF BOARD MINUTES - 12 & 13 JUNE 1990

One Member commented on the usefulness of the remarks from the International Directors at each Board Meeting and how this provided insights into their respective regions. One Member noted that, in its report to the Board at the June meeting, the Executive Committee had expressed their surprise at the fact that no action had been taken in the issue of the selection of candidates for President.

2. iii. TABLING OF AUDIT AND EVALUATION COMMITTEE MINUTES - 11  
JUNE 1990

The Minutes were tabled for Members' information.

3. BUSINESS ARISING

i. Selection of Candidates for President (EC90/D69)

A profile of the position had been circulated to Members of the Selection Committee and copies were made available to John Vandermeulen and Roy Cheeseman at the meeting. One Member wanted clarification on the role of the Board in the selection of the President and whether the Minister would welcome input from the Board. One Member also expressed surprise that little or no action had been taken so far.

The President told Members he had submitted his written resignation to the Minister while also outlining the Board's request that he remain in his post for an additional three months until June of 1991. The Department of Fisheries and Oceans to whom he had made the same request had, for their part, already sent written confirmation of an extension of up to six months to the President's Executive Interchange agreement.

The Executive Committee agreed in principle that ICOD would draft an Order in Council to be sent to the Minister requesting an extension of the term of the President by six months and at the same time outlining the plan to amend the ICOD By-Law in the event that the Order in Council was not approved in time. If the Minister were in agreement, it would be recommended to the Board that ICOD By-Law No. 1 be amended as stated in the 10 September 1990 memorandum from the Counsel whereby the Board may act on the expiry of term to appoint the

incumbent President as President 'pro tem' with duties and powers identical to those of the President.

ii. Board Membership (EC90/D70)

No word has yet been received from the Minister's office on the status of three of the four ICOD Board Members whose term has expired in 1990. Suitable candidates are being actively sought at the present time for the possible replacement of the fourth Member, Danielle de St. Jorre, who is now a Minister in the Seychelles Government.

It was felt that International Directors should be selected from ICOD target countries.

It was pointed out that the terms of six additional Board Members (including the President) were expiring during the course of 1991. With the impending departure of the President, Members felt that some continuity must be safeguarded parallel to the orderly turnover of Board Members. The Board's concern over the four appointments already expired and the six appointments expiring in 1991 would be relayed in a letter from the Chairman to the Minister in the interest of continuity within the Board.

The Secretary was asked by a Member to look up information on the question of Vice Chairmanship and whether this was an annual appointment or for the term of the appointee.

iii. Board Expenses (EC90/D64)

It was agreed by Members that Treasury Board guidelines for the accounting of travel expense funds be followed. It is the understanding of Members that if meals are provided by the Centre during the course of meetings, the daily \$50 allowance for meals and incidentals will be reduced by the applicable amount established in the Treasury Board guidelines. Moreover, any unusual expenses over the daily allowance must be supported by receipts.

iv. ICOD Brochure (EC90/D65)

A memo dated 29 August 1990 was tabled for Members' information on proposed content changes and new timetable for the preparation of the Brochure. It was pointed out that Board Members' comments as to format, layout and content had been taken into consideration and were being integrated in the redrafted version.

v. ICOD Forum (EC90/D66)

It is Management's understanding that the Board had opted for a Forum in the form of a debate about a controversial and topical issue. Depending on the intended audience, one Member suggested inviting Dr. David Suzuki to talk on a current topic while another Member felt that the proposed format of inviting academics to address one particular problem in depth would be very enlightening for ICOD staff and the surrounding development community.

The President suggested that the debate should be at the policy level and attended by decision makers, prominent members of the community and a more general audience. Subsequently, a much broader audience could be reached through a written record and the preparation of papers generated by the debate.

The Chairman felt that "The Case for Rapid versus Restrained Development" was no longer a current topic and a suggestion was made to concentrate on the fundamental issue of the management of ocean resources. Of particular concern to both developing and developed countries is the overfishing by vast fleets of fishing vessels from Japan, Portugal and Spain who ignore environmental consequences. Results of the Forum might provide a contribution toward the 1992 Conference on the

Environment in Brazil.

The document about the proposed Forum would be rewritten before being submitted to the November Board meeting taking into consideration suggestions made during the Executive Committee meeting.

vi. Follow-up to Special Examination Report

Members were told that all deficiencies reported by the Auditor General during the June meeting of the Audit and Evaluation Committee were being addressed at the present time and that ICOD was committed to having all points resolved by June 1991. An interim report would be submitted to the Audit and Evaluation Committee in November.

vii. Miscellaneous

Members were asked to fill out a questionnaire for the Treasury Board on "Orientation for Board of Directors".

#### 4. PRESIDENT'S REPORT

Finance - A financial report for the first six months of the Fiscal Year would be available shortly but there were already indications of delays in expenditures. This would be addressed through program spending in Namibia and through new short-term initiatives meeting ICOD's objective of keeping a balance between the four regions.

Namibia - Since the June Board Meeting, a number of meetings have been held with individuals and organizations regarding possible ICOD involvement in Namibia. The Centre has retained the services of a consultant who will be travelling to Namibia shortly for project development purposes.

Indian Ocean - External Affairs has requested that efforts be made by ICOD to start programming activities in Mozambique.

West Africa - ICOD will be exploring the possibility of opening an office in the Region.

Crown Corporations - During his visit to ICOD, Mr. Peter Towe, Chairman of the Board and Chief Executive Officer of PetroCanada International Assistance Corporation, suggested that ICOD take the lead in convening a meeting between IDRC, PCIAC and ICOD to discuss common issues and problems inherent to Crown Corporations.

In addition, the Director of Fisheries at IDRC has expressed an interest in joint meetings with CIDA and ICOD to look at ways of coordinating Canadian efforts in the Fisheries sector and has suggested that ICOD convene such meetings. This would allow ICOD to take a lead role in the oceans sector.

i. Aquaculture in the Caribbean

Following the November 1989 Board visits to the Caribbean, Mr. Cheeseman expressed an interest in the role of aquaculture in the Caribbean and was therefore provided with a background document on the subject. He felt that, as the oceans' fish stocks were being depleted, aquaculture would play a major role in world fish consumption. Mr. Cheeseman knew of very successful aquaculture ventures and wondered if the technology could be transferred through ICOD's intervention. The President pointed out that ICOD's own mandate prevented it from undertaking inland activities but that countries could be made aware of the existing techniques. Also, ICOD did not normally get involved in commercial ventures.

Dr. Vandermeulen added that ICOD should focus on the enhancement of mariculture using the very advanced aquaculture technology and that this could provide a new resource management option for fish stocks.

ii. Assessment of Giarini Paper

Reports from two independent peer reviewers were provided to the Chairman and the Vice Chairman for their information. ICOD considered that no further action on the report was warranted at this time.

5. **FINANCIAL MATTERS**

The balance sheet for the first five months of the 1990-1991 Fiscal Year was circulated for Members' information. Members commended the Director of Finance for having provided an easily understandable document and asked that information on bank charges and interest rates be prepared for the November 1990 Board Meeting.

6. **PROJECT PROPOSALS**

Fisheries Assessment and Planning: Advanced Course for Francophone Fisheries Scientists - A New Multi-Disciplinary Approach (EC90/D74) (#890276)

This project was within the President's delegated authority. However, as approval in principle had been granted by the Board, Management felt that it should be brought to the Executive Committee for information in view of the increased costs. Comments

by some Members about the costs of items 5, 9, 12 and 13 of page 8, which they regarded as too high would be brought to the attention of the responsible officers. This project was considered as having been approved by the President.

Institutional Development - Vanuatu Fisheries Department (Northern District) Phase II (EC90/D75) (#900364)

This project was a follow on to the first phase and was brought to the Executive Committee for approval. Members asked that on page 4, item 2) the order of the goal be reversed to read "... food self-sufficiency and economic return.". The wording will also be changed in 3.c.i. "Consultancy Funds - Background" on page 7 concerning the skills required and one contractee.

The project was approved with the changes noted above.

## 7. POLICY DISCUSSIONS

One Member asked if regional-focus discussions were being held regularly at the divisional level within ICOD. The President gave examples of internal policy discussions such as whether ICOD's approach should be proactive or responsive; whether to limit ourselves to the small island states of the Caribbean or to expand to the coastal states of Central and South America; and the feasibility of incorporating all seven themes in each of our

geographical areas.

As ICOD is at a turning point in rethinking and reformulating its philosophy and operational principles, it was suggested that the three ICOD line directors be invited at the next Board meeting to give exposés on their respective regions and activities. Members of the Executive Committee will recommend that the Board hold discussions on ICOD's future direction.

Executive Committee - One Committee Member suggested that the Board be advised that the Executive Committee will hold meetings on a quarterly basis and at the call of the Chair with dates of meetings to be announced in advance and Agendas circulated to all Members.

Overseas Board Meetings - A short discussion on the merits of holding such overseas meetings bi-annually was held with some Members indicating a preference for sending smaller groups of three to four Members to different regions.

**8. DATE OF NEXT EXECUTIVE COMMITTEE MEETING AND DATE AND LOCATION  
OF NEXT BOARD MEETING**

Executive Committee Meeting - Members agreed to hold the next Executive Committee Meeting on 18 January 1990.

Board Meeting - The Executive Committee will recommend to the Board at its November 1990 meeting that the next Board Meeting be held in St. John's, Nfld at the latest practical date during the month of June 1991.

#### 9. OTHER BUSINESS

Dr. Vandermeulen informed ICOD Management that the National Research Council's library of reference materials dealing with chemical standards is available to Third World countries and asked if there existed within ICOD a mechanism to help transfer this type of information to target countries. Dr. Vandermeulen also offered the use of his computerized research bibliography on oil spills. The President indicated that ICOD could certainly inform clients in target countries of the existence of those resources.

Mr. Cheeseman thanked Committee Members for allowing enough time for discussion of all agenda items and the meeting was adjourned at 17:15.

5 November 1990  
CONFIDENTIAL  
File: 104



**BOARD OF DIRECTORS MEETING  
HALIFAX, NOVA SCOTIA  
1 & 2 NOVEMBER 1990  
DRAFT MINUTES**

**PRESENT:** Elisabeth Mann Borgese, Chairman  
Roy Cheeseman  
Mary Jo Duncan  
Gastien Godin  
Vaughan Lewis  
Ellen McLean  
Moise Mensah  
Nicole Sénécal  
John Vandermeulen  
Gary Vernon, President  
Garry Comber, Vice-President  
Jeanne-Mance Côté, Administration Officer

**ABSENT:** Danielle de St. Jorre  
Robert Maguire  
Philipp Muller  
Sharon Proctor

**GUESTS:** David Copp  
Carol Amaratunga  
Chris Barr  
Peter Flewwelling  
François Gilbert

**1. i. CALL TO ORDER**

The Chairman called the meeting to order, welcomed Members to Halifax and noted that there was a quorum. It was noted that ICOD's Legal Counsel would attend the meeting as an observer.

1. ii. ADOPTION OF THE AGENDA

The addition of "Committee Membership" under Item 3.iii was adopted. Item 7 of the Agenda, "Report of the Audit and Evaluation Committee" would now be dealt with immediately after Item 3 "Business Arising".

It was moved by Ellen McLean, seconded by Mary Jo Duncan,

BD90/2/R1            THAT THE AGENDA BE ADOPTED WITH THE ABOVE-NOTED  
                         CHANGES.

Motion carried unanimously.

1. iii. MISCELLANEOUS - Comments from International Directors

Caribbean Basin

Dr. Lewis thanked ICOD for their message of sympathy on the recent death of an OECS staff member and in turn asked that his condolences be expressed to Angela Graham.

Dr. Lewis reflected on the situation in the Persian Gulf and its effects on small Caribbean countries. Although oil revenues to Trinidad and Tobago have experienced a slight windfall, the Caribbean would be severely affected should the situation persist as it relies heavily both on imports and on tourism.

The recent attempted coup in Trinidad and Tobago has had a negative impact on both the government and the population of those two islands and it is hoped that they can recover quickly.

In the wider Caribbean, a series of discussions are being held to rationalize maritime boundaries with an agreement being reached between Venezuela and Trinidad and Tobago. After long negotiations, an agreement on fisheries exploitation has been reached between Barbados and Trinidad and Tobago.

The Government of St. Vincent and the Grenadines is still very supportive of the St. Vincent Fisheries Unit. Governments of Caribbean countries are increasingly concerned with the pollution of the environment through deforestation of small islands, agricultural pesticides and inappropriate water and sewage treatment plants, among others. Land exploitation by governments is being questioned and public debates are being held on tourism and its effect on the environment. Local NGO's are becoming very active on environmental issues. Governments in the Caribbean would be advised that this issue is being addressed in ICOD's Corporate Plan for future ICOD involvement.

Another ICOD theme under the Corporate Plan, Marine Transportation, was also very timely as many difficulties are being experienced in cargo transportation and there is insufficient warehousing at ports to store perishables.

Lower tariff levels recently negotiated among Caribbean Commonwealth countries would permit an easier flow of fisheries products within the region.

In closing, Dr. Lewis noted that some governments in the Caribbean are exploring possibilities of other sources of development assistance, notably with Japan.

#### West Africa

Mr. Mensah conveyed his condolences to Angela Graham as well as his wishes for her own complete recovery.

In recent months, Benin has been undergoing drastic political changes towards a democratic system and Mr. Mensah is serving as Special Advisor to the President for an interim period.

Three subjects are gaining the attention of West African countries namely coastal erosion, productivity of estuaries in mangrove areas and marine pollution.

An ad hoc meeting of marine geologists in Abidjan emphasized the need for long term coastal management in the Central Eastern Atlantic region. A first project to study the effects of dams on sediment flux of rivers reaching the coastline was carried out in

Ghana. The second project on hydrography and the study of the dynamics of coastal zones including the inner continental shelf would require a regional effort. A first scientific cruise using an oceanographic vessel from Nigeria was carried out from Cameroun to Côte d'Ivoire and plans are now underway for a second cruise with the possibility of using a Moroccan vessel. UNESCO who were involved with the first cruise may approach ICOD for possible support.

The second major problem concerns the effects on the productivity of mangroves of man-made modifications to the estuaries' ecosystem. A report on the results of two UNDP-UNESCO sponsored workshops on the subject has just been published. The report on a third research workshop attended by five West African countries is under preparation.

A seminar on the treatment of waste in the oceans was held in May and June of this year in Abidjan where West African countries learned of worldwide progress in marine pollution control.

Sustainable development of living and non-living resources may call for a greater contribution from ICOD to international efforts in these areas.

John Vandermeulen noted that the presentations were informative and provided a window on the activities of the regions. He then asked

if ICOD could play a role in helping target countries with the processes of negotiation of maritime boundary agreements to which the President replied that ICOD's role would be to assist countries in the preparation stages of negotiations.

As research vessels are in short supply worldwide, Dr. Vandermeulen mentioned the possibility of leasing Canadian research vessels for work in other regions when they are not in use in Canada.

Members noted the document sent by Danielle de St. Jorre on the Fishery Activity in the South West Indian Ocean Area. The imbalance between industrial and artisanal fisheries was commented upon and it was noted that the extension of the EEZ had not affected this imbalance.

2. REVIEW OF MINUTES - Board Meeting, 12 & 13 June 1990

On page 29 under Selection of Candidates for President, the following sentence would be added to the sections: "Members of the Executive Committee expressed their surprise at the fact that no action had yet been taken by the Selection Committee."

Also on page 29 under Board Expenses, Board Members felt that the advantages of holding overseas Board Meetings outweighed the disadvantages and that this should be reflected in the Minutes.

The following wording was proposed to be inserted before the last sentence of the section: "On balance, it was considered a worthwhile exercise".

It was moved by Gastien Godin, seconded by Moise Mensah,

BD90/2/R2

THAT THE MINUTES OF THE JUNE 1990 BOARD MEETING BE ADOPTED WITH THE ABOVE-MENTIONED CHANGES.

Motion passed unanimously.

3. BUSINESS ARISING FROM MINUTES

3. i. ICOD Development Forum - It was felt that the Agenda for Day One should not present the case for rapid development of ocean resources as this went against ICOD's philosophy. The panel discussions should centre on how to reach sustainable development and on its implementation. The discussions on the first day would be open to the general public, students and the press. The Chairman would wrap up the first day of the Forum with a list of specific key issues to be discussed during the second day's workshops with a maximum 20 invited participants in attendance. If appropriate, publications resulting from the Forum would serve as a contribution to the 1992 World Conference on Environment and Development. Many comments and suggestions were made for ICOD management to consider and incorporate within the Forum.

It was moved by Roy Cheeseman, seconded by Gastien Godin,

BD90/2/R3

THAT ICOD MANAGEMENT PROCEED WITH THE ICOD FORUM HAVING TAKEN INTO ACCOUNT THE CONCERNS OF THE BOARD AND THE EXECUTIVE COMMITTEE.

Motion passed unanimously.

3. ii. Selection of Candidates for the Position of President -

The Minister wrote ICOD's Chairman acknowledging the departure of the President and his willingness to remain in his position until the appointment of a new President. A Draft Order in Council extending the term of the President for an additional six months would be sent to the Minister's office. However, in the event that it did not come to pass by the 19 April 1991 deadline, an Amendment to ICOD By-Law No. 1 was also prepared whereby the Board could appoint an additional Executive Officer.

It was moved by Ellen McLean, seconded by Mary Jo Duncan,

BD90/2/R4

THAT THE FOLLOWING DRAFT ORDER IN COUNCIL BE SUBMITTED TO THE MINISTER: "HIS EXCELLENCY THE GOVERNOR GENERAL IN COUNCIL, ON THE RECOMMENDATION OF THE MINISTER FOR EXTERNAL RELATIONS, PURSUANT TO SUBSECTION 7(3) OF THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT ACT, IS PLEASED HEREBY TO RE-APPOINT GARY C. VERNON OF OTTAWA, ONTARIO TO BE PRESIDENT OF THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT TO HOLD OFFICE DURING PLEASURE, FOR A TERM OF SIX MONTHS, EFFECTIVE APRIL 19, 1991."

Motion passed with the President abstaining.

It was further moved by Ellen McLean, seconded by Mary Jo Duncan,

BD90/2/R5

TO AMEND ICOD BY-LAW NO. 1 BY DELETING PART VIII, SECTION 3 IN ITS ENTIRETY AND INSERTING THE FOLLOWING THEREFOR:

"3. (A) SUBJECT TO THE ACT AND THE BY-LAWS, THE PRESIDENT HAS, ON BEHALF OF THE BOARD, THE DIRECTION AND MANAGEMENT OF THE AFFAIRS OF THE CENTRE.

(B) IN THE EVENT OF THE ABSENCE OR INCAPACITY OF THE PRESIDENT, OR THE VACANCY OF THE OFFICE OF PRESIDENT, AND UNLESS AND UNTIL A PRESIDENT OR ACTING PRESIDENT IS APPOINTED PURSUANT TO THE ACT, THE BOARD MAY BY RESOLUTION APPOINT AN ADDITIONAL EXECUTIVE OFFICER OF THE CENTRE, DESIGNATED THE PRESIDENT PRO TEM, TO PERFORM SUCH DUTIES AND EXERCISE SUCH POWERS AS MAY BE SPECIFIED IN THE RESOLUTION OF APPOINTMENT."

Motion passed with the President abstaining.

Appointment of Gary C. Vernon as President pro tem - It was moved by Mary Jo Duncan, seconded by Moise Mensah,

BD90/2/R6

THAT PURSUANT TO PART VIII, SUB-SECTION 3(B) OF BY-LAW NO. 1, GARY C. VERNON BE APPOINTED TO THE OFFICE OF PRESIDENT PRO TEM, EFFECTIVE 19 APRIL 1991, FOR A TERM OF UP TO SIX MONTHS OR UNTIL SUCH TIME AS A PRESIDENT OR ACTING PRESIDENT IS APPOINTED PURSUANT TO THE ACT.

THE TERMS AND CONDITIONS OF EMPLOYMENT, INCLUDING THE SALARY, OF THE PRESIDENT PRO TEM APPOINTED PURSUANT TO THIS RESOLUTION SHALL BE THE SAME AS THOSE OF THE CURRENT OFFICE OF PRESIDENT OF THE CENTRE, EXCEPT TO THE EXTENT THAT SUCH TERMS AND CONDITIONS ARE INCONSISTENT WITH THIS RESOLUTION

**AND BY-LAW NO. 1.**

**THE PRESIDENT PRO TEM APPOINTED PURSUANT TO THIS RESOLUTION SHALL HAVE, ON BEHALF OF THE BOARD, THE DIRECTION AND MANAGEMENT OF THE AFFAIRS OF THE CENTRE.**

**THE APPOINTMENT OF THE PRESIDENT PRO TEM PURSUANT TO THIS RESOLUTION SHALL BE EFFECTIVE ONLY IN THE EVENT THAT, UPON THE EXPIRY OF THE CURRENT TERM OF THE PRESIDENT, A PRESIDENT OR ACTING PRESIDENT IS NOT APPOINTED PURSUANT TO THE ACT.**

Motion passed with the President abstaining.

Board Members were invited to submit names of suitable candidates along with their cv's in strict confidentiality to the Chairman, care of ICOD. The Ad Hoc Committee would review suggestions and make a recommendation to the Minister.

3. iii. Status of Board Membership - A decision is expected soon from Cabinet on the issue of Board succession for terms ending in 1990. As for terms expiring in 1991, the Minister has indicated that she will take the Board's written recommendations into consideration.

The Chairman, in a letter to the Minister, would suggest that three of the six Members be reappointed in 1991 in order to maintain the continuity of Board operations and policies. It was suggested that Members who do not wish to be reappointed make their intentions known to the Chairman. A list of those Members will be included

with the letter to the Minister.

Committee Membership -

It was moved by Moise Mensah, seconded by Vaughan Lewis,

BD90/2/R7            THAT MEMBERS OF BOARD COMMITTEES BE REAPPOINTED  
UNTIL JUNE 1991.

Motion passed unanimously.

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

BD90/2/R8            TO KEEP THE STATUS QUO FOR THE VICE-CHAIRMANSHIP  
UNTIL JUNE 1991.

Motion passed with John Vandermeulen abstaining.

3. iv.    Delegation of Authority -

It was moved by Roy Cheeseman, seconded by Ellen McLean,

BD90/2/R9            THAT THE DELEGATION OF COST INCREASE AUTHORITY  
WOULD NOT BE AMENDED AS PROPOSED IN THE VICE-  
PRESIDENT'S MEMORANDUM OF 5 OCTOBER 1990.

Motion passed with the President abstaining.

4.           **TABLING OF MINUTES**

- A.    EXECUTIVE COMMITTEE - 11 JUNE 1990
- B.    EXECUTIVE COMMITTEE - 13 SEPTEMBER 1990
- C.    AUDIT & EVALUATION COMMITTEE - 11 JUNE 1989

Board Members took note of the Minutes.

5.           **REPORT OF THE EXECUTIVE COMMITTEE**

Date and Location of June 1991 Board Meeting - Members of the Executive Committee recommended that the June 1991 Board Meeting be held in St. John's, Nfld as late in June as possible. The Board agreed by consensus. Precise dates would be communicated to Members.

6.           **PRESIDENT'S REPORT**

6.    i.    **Overview**

As the Canadian economic situation shows no signs of improvement, ICOD's budget for the next fiscal year will grow by only about 7 to 8%. With recession, the costs of military buildup and the needs of

Eastern Europe, official development assistance funds will likely be further reduced.

Internationally, no new major initiatives are forthcoming in the oceans sector and most relevant agencies such as the International Maritime Organization, the International Oceanographic Commission of UNESCO, and the Food and Agriculture Organization are experiencing funding problems.

ICOD is now looking for outside funding particularly in view of the Canadian economic situation. Visits to the Asian and African Development Banks are planned and one Member suggested a visit to the Kuwaiti Fund which is now based in London and is still very active.

#### 6. ii. Policy

On the national scene, ICOD has participated in discussions with Dalhousie University which is trying to define its role in the oceans sector. ICOD has sponsored candidates for the Commonwealth of Learning meeting in Vancouver on Distance Education and is also participating in the planning of the Conference on "Internationalizing the Campus and the Community" sponsored by the Canadian Bureau for International Education (CBIE).

Internationally, several UN agencies are looking for outside organizations to either jointly fund projects the UN has identified or to directly undertake such projects themselves. Conversely, the Commonwealth Fund seems to be well funded and is looking to cooperate with ICOD in Namibia. There may be a possibility for ICOD to act as a manager for Commonwealth funds in the fisheries sector in that region. The President informed the Board he would be visiting Namibia, and noted he would also visit the headquarters of the Southern African Development Co-ordination Conference (SADCC) which includes countries from the southern tier of Africa bordering on South Africa.

Corporate Brochure - The redraft of the Corporate Brochure was noted. The photograph of a fisheries vessel was pointed out to be inappropriate.

#### 6. iii. Programs

Eight countries of the Indian Ocean area are discussing the formation of an Indian Ocean Tuna Organization and ICOD has already funded two of their meetings. It is expected that a convention will be ratified in early 1991.

Following positive reports on progress within ICOD's Mauritius programs, ICOD is now ready to place a Marine Environment

Specialist in the Marine Conservation Unit of the Government of Mauritius.

A World Bank sponsored donors' meeting similar to the one held for Mauritius is scheduled in Paris in February for bids on an environment program for the Seychelles. ICOD will be in attendance at the meeting.

#### 6. iv. Administration

Subsequent to the completion of ICOD's reorganization, ICOD's major thrust will be to complete the work on its internal management system and to improve the program management cycle which includes the Corporate Plan process.

The Corporate Plan process will identify specific actions for the coming year on the basis of ICOD's overall objectives. Directors' performances will be judged on their adherence to their Divisional Operational Plans. Management responsibilities and accountability have been clarified and strengthened, authority levels have been assigned and key divisional targets have been set and agreed to for the remainder of the fiscal year.

Job descriptions for all positions are being written up to be followed by a classification review of levels based on positions

and responsibilities. Positions of corporate experts and ICOD associates will be further defined.

ICOD now has three offices: Fiji, Ottawa and Halifax. The Ottawa office has just been moved to a new, more central location at a cheaper rental cost. It is still being shared with the World Food Day organization. In Halifax, additional space has been secured on the 7th and 8th Floors to accommodate new staff and the South Pacific and Caribbean Division now located on the 4th Floor.

#### 6. v. Finance

The President had reported to the Executive Committee at their September meeting, that the rate of spending was low and that ICOD faced a possible lapse of up to \$400K at the end of this fiscal year. Meetings were held with divisional Directors to discuss corrective action through increased program spending, reallocation of funds and new programs and ICOD is now overcommitted by \$300K. The situation will be monitored very closely.

#### 6. vi. Information

ICOD has obtained statistics from FAO on monies being spent by each donor agency in the field of fisheries. Statistics were provided

to Board Members on how much is being given by whom to ICOD target countries in the fisheries sector.

**6. vii. Issues Arising from President's Report**

Policy on Training and Scholarships - The new thrust for training will be a more active determination of partner countries needs', provision of tailor-made training, better integration of training with technical assistance projects and drawing heavily on Lessons Learned.

Training programs tailored to managers and sectoral experts will help ICOD achieve its fundamental objective of fostering and supporting initiatives to assist developing countries with the management and utilization of their ocean resources.

Priority sites for the conduct of training projects will be, in descending order, ICOD target regions, Canadian institutions and at unique training institutions in other developed or developing countries.

One Member asked that a statement be added whereby ICOD recognizes that similar training activities are being carried out elsewhere and that efforts are being made to coordinate and harmonize training with that of other institutions. It was also suggested to

give consideration to training at the support level, more specifically in the maintenance and repair of boats as they are closely tied to not only fisheries but also tourism.

It was felt that the section on Institutional Enhancement should be part of the general statement and not be made into a separate statement and that the addition of "The Strengthening of Oceanography in developing countries" should be inserted under the Sectoral Training Program. It was suggested that ICOD support short-term secondments of practitioners to academic institutions to broaden their knowledge base. Also, to ensure continuity, a small percentage of funds be dedicated to follow up activities stemming from training and scholarship projects.

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

BD90/2/R10      THAT APPROVAL BE GIVEN TO ICOD'S "TRAINING POLICY"  
PAPER TAKING INTO ACCOUNT THE ABOVE-NOTED COMMENTS.

Motion passed unanimously.

Namibia -

It was moved by Moise Mensah, seconded by Vaughan Lewis,

BD90/2/R11      THAT NAMIBIA BE ADDED TO ICOD'S LIST OF TARGET  
COUNTRIES.

Motion passed unanimously.

Establishment of an ICOD Office in West Africa - It was recognized by ICOD Management that ICOD would become more effective in dealing with West African target countries and that project proposals would be stimulated by the opening of an ICOD office.

Both Gastien Godin and Moise Mensah congratulated Management on their submission and on the thorough analysis leading to the choice of Sénégal.

It was moved by Gastien Godin, seconded by Moise Mensah,

BD90/2/R12

THAT THE BOARD AUTHORIZE THE OPENING OF AN OFFICE IN DAKAR, SÉNÉGAL, DURING THE CURRENT FISCAL YEAR, IN KEEPING WITH THE BUDGET IN ANNEX 1 ATTACHED TO DOCUMENT BD90/D115; AND

THAT THE BOARD AUTHORIZE AN EVENTUAL COLLABORATION WITH ANOTHER CANADIAN GOVERNMENTAL OR NON-GOVERNMENTAL ORGANIZATION (NGO) ENTITY IN ORDER TO REDUCE COSTS.

Motion passed unanimously.

#### 7. REPORT OF THE AUDIT AND EVALUATION COMMITTEE

The Committee held a full day meeting on 31 October 1990. Invited guests included: Brian Pearce, Kevin Potter and Jay Johnson of the

Office of the Auditor General and Ed Cayer, Corporate Management Advisor.

Internal Audits

- i) 1989-90 Internal Audits - A document was presented which indicated the follow-up action taken on each of the audits completed during 1989-90. It is apparent that management has attempted to resolve items raised during last year's audits and that most of the issues raised have been actioned.
- ii) Lessons Learned - A summary of the major lessons learned by ICOD staff as a result of 1989-90 audit activities was then reviewed by the Committee.
- iii) 1990-91 Internal Audits - The Committee was briefed on the status of each of the internal audits completed or planned for the current fiscal year and was given information related to two additional audits which have been scheduled in the interim for 1990-91. The following summarizes the current status of the Internal Audit function:

West Africa/Indian Ocean Division - This audit has been completed by Members of the Audit Services Bureau. The audit covered a number of projects in the West Africa and Indian Ocean regions as well as the management of the Division. The

auditor's overall conclusion was that "ICOD delivers its program, manages its funds and serves its recipient clients, in West Africa and the Indian Ocean, in a manner that reflects due care and concern for efficient and effective project administration" . . . "and that the recipient countries and organizations involved exercise sufficient operational and financial controls in project administration." A number of specific issues were raised by the auditor and recommendations made. Management has responded to each of the recommendations made and has a plan for dealing with deficiencies identified.

OECS Follow-Up Audit - The audit has been completed by a private audit firm - Tom Egan and Associates. A number of problems were identified by the Auditor and the Audit and Evaluation Committee made a recommendation to the Board which was subsequently withdrawn.

It was moved by Roy Cheeseman, seconded by Gastien Godin,

BD90/2/R13      **THAT ICOD MANAGEMENT BE CHARGED WITH TAKING STEPS  
TO ENSURE CORRECTIVE ACTION IS TAKEN.**

Motion passed with the abstention of Vaughan Lewis.

Other Audits - Audits to be carried out during the current fiscal year include Finance Division, IOI projects, FFA projects and Delegation of Signing Authorities.

The IOI projects audit will be conducted in response to a recommendation made during the recent evaluation completed by ICOD. The FFA project audit will be conducted concurrent with the evaluation to be carried out this year.

- iv) 1991-92 Internal Audit Plan - The Internal Audit Plan for 1991-92 and future years was also reviewed by the Committee. The Plan will result in a complete internal audit of ICOD within the five year period as prescribed by Section 131(3) of the Financial Administration Act.
- v) Special Examination - A verbal report on the status of follow-up activities undertaken as the result of the Special Examination was presented to the Audit and Evaluation Committee. It was indicated that there had been progress towards resolution of concerns raised by the Auditor General. Management anticipates that items which remain outstanding at this time will be addressed by June of 1991. Management will present a comprehensive report of action taken to address all shortcomings raised at that time.
- vi) Financial Audit Plan - A presentation was made by staff of the Office of the Auditor General respecting the plan for the 1990-91 financial audit. The plan for this year's financial audit is consistent with prior years with the exception that, to the extent possible, the staff of the Auditor General will

place reliance on Internal Audit activities completed for ICOD. In addition, the new format for the 'Auditor's Report' was presented.

### Evaluations

- i) Follow-up to June 1990 Abstracts - A check list of recommendations and related action by ICOD, associated with each abstract was presented to the Committee. These were presented for the IOI, Marine Affairs, Study in Canada and World Fisheries Map evaluations. The OECS evaluation identified ongoing management suggestions which the desk has accepted and did not require a check list.
  
- ii) Lessons Learned - A description of the approach to the identification and communication of lessons learned within ICOD was presented. This approach, developed over the past year with input from the in-house Evaluation Committee was first attempted in September 1990 and appears to have produced the desired results i.e. staff participation in identifying the lessons and absorbing the experience.

A draft document outlining the Lessons Learned Pilot Project was presented reviewing the primary lessons learned by IRCAD from the evaluation of its scholarship projects.

iii) 1990-91 Evaluation Plan Report - A verbal report covering the progress in implementing the evaluation plan was presented to the Committee. Also provided was a list of projects covered in the evaluations undertaken to date. The Committee felt that ICOD has responded well to the need for good evaluation coverage of the program while maintaining a close eye on evaluation costs.

Copies of evaluation abstracts on CERMES, Erindale, Maritime Boundary Delimitation Course, the Law of the Sea Advisory projects, DELMAR, and WMU were also presented.

iv) 1991-92 Evaluation Plan - A preliminary evaluation plan for 1991-92 was discussed. ICOD plans to focus an increasing amount of its energy on making the system work in the coming year. The establishment of performance indicators this year was discussed and the proposal to hold seminars with sister agencies and central agencies was outlined.

#### Review of Corporate Plan Chapter

The Performance Indicators and Program Effectiveness chapter of the Corporate Plan was reviewed and accepted by the Committee.

Bank Accounts

Presentations were made to the Committee with respect to the establishment of additional bank accounts to facilitate the management and administration of services.

The need to open an additional US\$ account in Fiji was identified to hold funds for transfer to the Canadian Cooperation Office - Fijian currency account to preclude major losses due to currency fluctuations.

It was moved by Gastien Godin, seconded by Mary Jo Duncan,

BD90/2/R14

THAT ICOD OPEN A US\$ ACCOUNT AT WESTPAC IN SUVA, FIJI, TO HOLD CANADIAN COOPERATION OFFICE FUNDS SUBJECT TO THE PROVISIONS OF THE FINANCIAL ADMINISTRATION ACT.

Motion passed unanimously.

The need to open an additional bank account in Halifax to accommodate CIDA funding for the Caribbean Fishery Resource Assessment and Management Program was also identified. Given that ICOD will require an additional bank account in Halifax each time a major project is undertaken which is sponsored by another major donor,

It was moved by Gastien Godin, seconded by John Vandermeulen,

BD90/2/R15

THAT ICOD OPEN ADDITIONAL DOMESTIC BANK ACCOUNTS AS REQUIRED TO ACCOMMODATE SPONSORED PROJECTS SUBJECT TO THE PROVISIONS OF THE FINANCIAL ADMINISTRATION ACT.

Motion passed unanimously.

A new account will be needed in Belize to accommodate the safekeeping of project funds administered through the Caribbean Fishery Resource Assessment and Management Program.

It was moved by Gastien Godin, seconded by Mary Jo Duncan,

BD90/2/R16

THAT ICOD OPEN AN OVERSEAS ACCOUNT IN THE CARIBBEAN REGION TO ACCOMMODATE THE NEEDS OF THE CIDA CARIBBEAN FISHERIES RESOURCE ASSESSMENT AND MANAGEMENT PROJECT SUBJECT TO THE PROVISIONS OF THE FINANCIAL ADMINISTRATION ACT.

Motion passed unanimously.

This completed the report of the Audit and Evaluation Committee.

## 8. FINANCIAL REPORT

Nicole Senécal provided Members with a briefing on the current review of ODA budgets by the Government and the activities of CIDA and the Ministers responsible to deal with possible budget cuts and the impact of such cuts.

### 8. i. Consolidated Balance Sheet

The Balance Sheet to 30 September was noted by the Board. A detailed cash flow projection mechanism has been instituted within ICOD whereby only monthly cash needs are being drawn down as per government regulations.

### 8. ii. Statement of Operations

As of 30 September 1990, 50.6% of the total 1990/91 ICOD budget had been committed compared to 70% for Fiscal Year 1989/90. After undergoing an additional forecasting exercise, Directors have been given a new plan of action for the remainder of the year with specific targets and completion dates.

After one year of operation, employees have adjusted to the Free Balance system which has proven a useful financial tool. Members asked if Free Balance could be used by ICOD recipients but were told that recipients must report to several donor agencies each with its own financial reporting requirements and that a more feasible alternative would be for major recipient agencies to use one basic system which addresses generally accepted accounting principles.

Members noted document BD90/D113, Review of Banking Alternatives.

9. **CORPORATE PLAN, POLICY ISSUES, DIVISIONAL PRESENTATIONS**

The Directors for South Pacific and Caribbean Division, West Africa and Indian Ocean Division and the Acting Chief for the Interregional and Cooperative Activities joined the meeting.

Corporate Plan - Members objected to the wording on page 13, paragraph (j) "... their relative importance to ICOD programming should diminish." The President explained ICOD's intention of working towards an increased parity between the West Africa/Indian Ocean and South Pacific/Caribbean regions by also focusing on countries which have a greater absorptive capacity. The wording would be changed to better reflect this strategy.

Section 2 in Chapter V on page 9 is redundant and should be dropped.

Divisional Presentations -

South Pacific - ICOD's target countries in the South Pacific cover an area of 204,000 square miles with six million square nautical miles of Exclusive Economic Zone, roughly four times the size of Canada. 25% of the world tuna and 40% of the world skipjack are caught in the region. With a net value of US \$500 M this is the most valuable renewable resource in the area.

In the past, ICOD has worked mainly with the Forum Fisheries Agency (FFA), the South Pacific Commission (SPC), the Forum Secretariat, the South Pacific Applied Geoscience Commission (SOPAC) and the University of the South Pacific (USP).

From 1985 to date, a major share of ICOD funding has been allocated to Fisheries Management. However, future planning allows for a greater parity amongst the various themes according to regional requests and requirements.

Because marine resources are transnational, regional agencies play a major role in maintaining a control over them. Since 1985 ICOD has focused on regional organizations to maximize the impact of the relatively small amount which was expended in the region. Bilateral efforts will be increased in support of regional agencies. To assist agencies in achieving self-funding, ICOD will have to plan for longer term support and, perhaps, financial assistance for those agencies.

Sustainability, social impact and environmentally-sound development will remain basic criteria for ICOD's efforts in the region.

In 1991/92, approximately \$1 M will be spent at the regional level while bilateral commitments will reach \$85,000. An assessment will be made on increasing the potential of bilateral projects in Western Samoa, Kiribati and Tonga to bring them up to the minimum

standards of countries in the region. Although some ICOD funding will be drawn away from regional organizations, it will bring the bilateral effort closer to attaining regional objectives. The Chairman emphasized the importance of national infrastructure to regional cooperation.

Future Planning Activities - ICOD will be looking at establishing a better balance between sectoral themes. The Division is presently devising a set of guidelines for project monitoring and evaluation whereby a program officer would, on a yearly basis, do a formal on-site monitoring of at least 50% of the projects and programs in the region each year. A mid-term evaluation of the CIDA project managed by ICOD will be undertaken and it is hoped that the results will lead to a second phase. Following ICOD's attempt to undertake a fisheries human resource training needs assessment, FFA, USP and SPC are forming a team of experts who will look at fisheries related training needs in the region.

As funds become available the following activities will be considered: an analysis of a secondary thematic focus, an analysis of the 5-year plan of the University of the South Pacific, human resource development training needs assessment in ICOD's other sectoral themes, the enhancement of inter-thematic linkages, a review of women's programs and other donor funding.

Nicole Senécal suggested that ICOD, as part of their recommendation

to CIDA to extend the CSPODP project into a second phase, should have a substantiated impact study of the benefits of Canada's contribution to the region. She also felt that the term "sustainable development" had different meanings to different organizations and that ICOD should define what it meant by the term.

Caribbean Basin - ICOD target countries cover an area of .5 million square kilometres over an ocean area of 2.5 million square kilometres. The economy of the region centres on agriculture and tourism with ocean development a distant cousin.

ICOD deals with several regional organizations such as CARICOM, CEHI, UWI and the OECS to name a few. From 1985 to the present, ICOD has spent \$9 M in sectoral commitments with an emphasis on fisheries development and management. Special considerations in the region include: lack of economic diversity, short term tourist revenue pressures versus longer term environmental stability, the need for longer term planning and policy development, and other donor agencies' activities which do not promote sustainable development. ICOD is contemplating small scale projects in Central America based on the already successful themes for the Caribbean Basin. Priority will be given in the region to social impact analysis, gender-related issues and the environment.

The 1991/92 Caribbean program will focus on human resource

development, institutional enhancement and policy development. There are five main thrusts to the program: follow-on support for ongoing initiatives; activities associated with the major ICOD themes; development of underdeveloped themes; definition of ocean development needs and initial support in Central America and the Dominican Republic; and, consideration of expansion to Guatemala, Honduras and Suriname. Sectoral commitments on the environment theme at \$697,000 will surpass commitments in fisheries.

Future planning as funds become available includes: Phase II of CERMES (dependent upon a further review of their activities); support for the OECS Fisheries Unit; an assessment of environment training needs for future ICOD support in mariculture; and the potential role of the OECS in the oceans sectors such as coastal development, ports and marine transportation, etc.

Lessons Learned in general from evaluations done by other agencies and ICOD's own evaluations in other regions have helped to identify a number of areas for improvement and have helped to avoid potential problems.

The Division will review some policy issues affecting both regions.

ICOD will look at bilateral assistance, greater recipient involvement in program development, regional organization cooperation, joint donor evaluation and enhancement of ICOD's

profile. There may be a possibility for a preliminary needs assessment with French Polynesia and New Caledonia who are moving towards independence. Individuals from developing countries could be offered short-term assignments with ICOD to develop strategies in areas of regional expertise.

1991/92 Budget - To date, of a total budget of \$1,715,497, commitments for the South Pacific have reached \$1,102,074. The Caribbean Basin is almost totally committed at \$1,681,657 with \$33,840 remaining uncommitted. In both regions, ICOD is also managing major CIDA-funded projects.

One Member asked what ICOD's strategy would be if there were no budget increase and it was felt best that, to obtain the most impact on an already relatively small budget, ICOD should concentrate on certain sectoral themes per region. Being aware of ongoing work by other donor agencies would also allow ICOD's role to be complementary and not competitive. One Member asked for more flexibility on the part of ICOD when asking for counterpart contribution, as this is not feasible for some of the poorer countries. However, Members strongly felt that some form of commitment on the part of recipient countries, not necessarily financial, ensures sustainability of the project.

A Member asked about lessons learned and was told that, to ensure maximum benefit, lessons learned will be determined by ICOD

employees from the observations and recommendations of audits and evaluations carried out on each project.

Vaughan Lewis indicated that private sector development due to tourism was a major issue in his region. ICOD can assist governments by providing expertise in coastal development, by conducting environmental impact assessments and by training people in the region in these fields.

Roy Cheeseman suggested that it would be useful exercise for Board Members and Directors to have an exchange of views on ICOD policies.

West Africa/Indian Ocean - In West Africa, ICOD deals with countries stretching from Morocco in the north and Namibia to the south. Activities at the regional level must take into account five different languages and a great disparity in terms of population and revenues. Target countries in the Indian Ocean region comprise five coastal and six island states with three main languages. Although the coastline in the Indian Ocean Region is double the size of that of West Africa, the fish catch in the latter is twice as high. ICOD must take into account the tremendous per capita revenue disparities which exist in both regions.

Against the background of economic stagnation of the 1980s, the

long term potential of the rich fisheries resources of the EEZs has stimulated renewed interest among both West African and Indian Ocean governments.

Training has been and remains a focal point of ICOD participation in both regions through scholarships, regional seminars and short term attachments. Special considerations to be taken into account by ICOD in both regions include: the lack of strong regional coordinating organizations; internal upheavals and conflicts with neighbouring countries; and, limited planning and absorptive capacity related to relatively large needs. Lessons learned from evaluations showed that planning and delivery of regional seminars should be handled through the services of institutions and that predetermination of a country's absorptive capacity will allow for better choices of initiatives to support.

In West Africa, at the regional level, institutional and project support will be given to various organizations. At the bilateral level, ICOD will consolidate its presence in Mauritania, Benin, Cap Vert and Sao Tomé. An ICOD office will be opened in West Africa.

In the Indian Ocean, institutional and project support will be given to tuna producing countries of the Indian Ocean and to IOMAC, SADCC, IOC and relevant NGOs. Programming will be consolidated in Mauritius and the Seychelles and will be established in Madagascar, Tanzania and the Maldives.

The Division will develop its "Southern Component" in Namibia and with SADCC in the coming year.

The total program budget for both regions will be increased by 25% from \$2 to \$2.5 M. Of the \$1.1 M allocated to West Africa, 35% has already been committed compared to 71% of the \$1.4 M for the Indian Ocean.

Interregional and Cooperative Activities - IRCAD focuses its efforts on training policies and programs, institutional links and partnership with educational organizations, experimental project initiatives including Women in Development, and corporate functions related to training and education. Since 1985, ICOD has initiated 130 projects with a training component. A budget of over \$3 M has been allocated to IRCAD for 1991/92.

The ICOD Training Policy approved by the Board will guide future IRCAD programming.

The scholarship and training programs are largely attributed to Integrated Ocean Management and Development, Fisheries Management and Development, Marine Environmental Conservation and, Non-Living Resource Management and Development. IRCAD cooperates with multi-lateral agencies, bilateral organizations and NGO's. Staff training and development seminars have been held on the subject of Women in Development.

Small island and coastal states have common needs with respect to protecting their offshore resources, such as information sharing, training and development, and regional cooperation. Greater emphasis will be given to support of regional training institutions as opposed to training in Canada and other developed countries. ICOD recognizes the need for more South-South and regional exchanges to reduce the heavy reliance on expatriates which in the long-term may retard the development of local expertise.

One of the major challenges of the division will be to train human resources to deal with the emerging issues of structural adjustment, environmental protection and food security. The need to train decision-makers and those working in sectoral areas has also been recognized.

Lessons learned from evaluations carried out in IRCAD showed that, given the profile of ICOD scholars, special considerations are required to adapt the programs to their needs. Over the next year, IRCAD will build a series of administrative tools for managing training projects. Formal specification of reporting and respective responsibilities of each partner should also improve overall administrative systems.

The workplan for 1990 through 1992 includes needs assessment studies, alumni follow-up, and administrative guidelines for nomination and selection procedures.

Corporate Plan - The chapter on Performance Indicators and Program Effectiveness had been presented to the Audit and Evaluation Committee for their review. A large number of evaluations were carried out in 1990/91 and major goals have been set for 1991/92 including the convening of an inter-agency group to help define corporate performance indicators. Major findings of the Special Examination carried out by the Office of the Auditor General will be highlighted under the section on Special Examination.

Commenting on the Corporate Plan, one Member asked that the following be added on page seven, Item B, third paragraph, "recognizing that environmental integrity is a common principle to all of them." Another Member felt that the issue of Women in Development should be better integrated into the Corporate Strategy. It was also suggested that a compilation of the Lessons Learned be published either into a document or as a part of the Annual Report. Caution was also expressed that ICOD should not spread too thin in view of the ODA budget restrictions.

The Chairman felt that the chapter on Communications dealt too much with ICOD public relations and not enough with developing countries. The Chairman will leave suggestions for changes to Annex B's Target Groups and these will be raised at the next Executive Committee meeting. The principle of follow-up funding to support the continuation of ICOD projects will be looked at and possibly factored into the Corporate Plan.



BD90/2/R19

THAT FINAL APPROVAL BE GIVEN TO PROJECT #900368 -  
ERINDALE MARITIME BOUNDARY DELIMITATION COURSE  
(PHASE IV: TWO YEAR) UP TO A MAXIMUM ICOD  
CONTRIBUTION OF \$203,435 CANADIAN.

Motion passed unanimously.

11. OTHER BUSINESS

Board Members asked the President to thank all staff members for the presentations and other preparations. The meeting was then adjourned.

BY-LAWS

OF

THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Halifax, Nova Scotia

Effective 27 June 1985  
Amended to 1 November 1990

---

**BY-LAWS  
OF THE CORPORATION NAMED  
THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT  
CENTRE INTERNATIONAL D'EXPLOITATION DES OCEANS**

---

**BY-LAW NO. 1**

A By-Law relating generally to the management of the business, activities and other affairs of the International Centre for Ocean Development (hereinafter called "the Centre").

BE IT ENACTED and it is hereby enacted as a By-Law of the Centre as follows:

**I     Short Title**

1. This By-Law may be cited as the ICOD General By-Law. BD85/2/R3

**II    Definition and Interpretation**

1. In this By-Law, unless expressly provided or unless the context otherwise requires, words and phrases shall be interpreted in accordance with Section 2 of the International Centre for Ocean Development Act, 1985, hereinafter called "the Act", the Interpretation Act, and the Financial Administration Act. BD85/2/R3

**III   Offices**

1. In accordance with Sub-Section (1) of Section 13 of the Act, the principal office of the Centre shall be in the City of Halifax, Nova Scotia. In addition, the Centre may establish and maintain such other offices as the Board of Directors, hereinafter called "the Board", may determine from time to time. BD85/2/R3

**IV Corporate Seal**

1. The seal, an impression whereof is stamped in the margin hereof, shall be the seal of THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT/CENTRE INTERNATIONAL D'EXPLOITATION DES OCEANS and shall be kept at the principal office.  
BD85/2/R3

**V Meetings of the Board**

1. Subject to Sub-Section (2) of Section 13 of the Act, meetings of the Board shall be held at such times and places as the Board may from time to time decide.  
BD85/2/R3
2. In addition to the meetings called pursuant to the Act, the Chairman, after consultation with the members of the Executive Committee, shall call special meetings of the Board when he/she deems it necessary or when he/she receives a request in writing from the President, the Executive Committee or three or more directors. BD85/2/R3
3. The Chairman shall call the special meeting referred to in Sub-Section (2) not less than 30 days and not more than 60 days from the receipt of the written request for such meeting. BD85/2/R3
4. Notice of meetings of the Board shall be delivered or mailed or telegraphed or sent by any other form of transmitted or recorded message to each Director not less than fifteen (15) clear working days before the meeting is to take place, provided that: BD85/2/R3
  - a) meetings of the Board may be held at any time without the formal notice if all the Directors are present or those absent have waived notice or have signified their consent in writing to the meeting being held in their absence; and
  - b) notice of any meeting or any irregularity in any meeting or notice thereof may be waived by any Director. BD85/2/R3
5. Pursuant to Section 10 of the Act, the Chairman shall preside at all meetings of the Board. Subject to Sub-Sections (5) or (6) of Section 7 of the Act, if the Chairman is absent or unable to act or if the office of Chairman is vacant, the Vice-Chairman shall preside and if

the Vice-Chairman is absent or unable to act or if the office of Vice-Chairman is vacant, the Board may authorize one of the directors who is not an officer of the Centre to act as Chairman of the meeting. BD85/2/R3

6. Questions arising at any meeting of the Board shall be decided by majority of the votes of the Directors present. In case of an equality of votes, the Chairman of the meeting, pursuant to Sub-Section (5) shall, in addition to his/her original vote, have a casting vote. BD85/2/R3
7. In the absence of a quorum at the time and place set for a meeting of the Board, those present may adjourn the meeting from time to time until a quorum is present. BD85/2/R3
8. Where he/she is unable to attend a meeting of the Board, the President may designate a representative to attend in his place but such representative shall have no vote. BD85/2/R3
9. An annual meeting of the Board shall be held on a day designated by the Board. BD85/2/R3

#### VI Executive Committee

1. At its first meeting, the Board shall elect three directors to serve with the Chairman and the President on the Executive Committee of the Board, at least two of whom shall be Canadian citizens, and thereafter the membership of the Executive Committee shall be determined at each annual meeting of the Board. BD85/2/R3
2. A Director may resign from the Executive Committee by advising the Chairman of the Board of his resignation in writing. BD85/2/R3
3. Where for any reason a position on the Executive Committee becomes vacant during the term of the Director elected thereto, the remaining members of the Executive Committee may appoint another Director to that position for the remainder of that term. BD85/2/R3
4. a) Subject to Sub-Section (5) and except as otherwise provided in this By-Law, the Executive Committee shall exercise and perform all of the powers and functions of the Board between meetings of the Board. BD85/2/R3

- b) The Board may approve the conduct of Executive Committee meetings by telephone conference call or other means when the members of the Committee cannot assemble. BD85/2/R3
  - c) No error or omission in giving notice of any meeting of the Executive Committee shall invalidate such meeting or make void any proceedings taken thereat and any member so such committee may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. BD85/2/R3
5. The Executive Committee shall restrict its decisions to those matters which it considers require urgent action between Board meetings and which are consistent with the broad policies of the Centre as established by the Board. The Executive Committee is authorized to exercise all powers and capacities and perform all duties of the Board except the following:
- a) to approve the corporate plan;
  - b) to approve the operating budget;
  - c) to approve the annual report of the Centre;
  - d) to make, amend, or repeal any By-Laws. BD85/2/R3
6. Three members of the Executive Committee, one of whom shall be the Chairman or the President, and two of whom shall be Canadian citizens, shall constitute a quorum. BD85/2/R3

#### VII Audit and Other Committees

1. Section 150 of the Financial Administration Act requires the establishment of and prescribes the duties of an Audit Committee. There shall be an Audit and Evaluation Committee comprised of three Directors, the majority of whom shall be Canadian citizens and shall not be officers or employees of the Centre. BD88/2/R6
2. The Board may, from time to time, appoint from amongst its members one or more other committees to consider, review, monitor, or supervise on behalf of the Board and otherwise

- make recommendations to the Board, on such matters and under such terms of reference as the Board may determine from time to time. They shall be comprised of not less than three nor more than five Directors. BD85/2/R3
3. Members of the Audit and Evaluation Committee and other Committees shall hold office until the Centre's financial year end or the appointment of their successors, whichever is later. BD88/2/R6
  4. A Director whose term of service as a member of the Audit and Evaluation Committee or other Committees has expired shall be eligible for reappointment. BD88/2/R6
  5. One member of the Audit and Evaluation Committee and other Committees shall be designated by the Board of Directors to be Chairman of such Committee. BD88/2/R6
  6. Two members of Audit and Evaluation Committee and other Committees, one of whom shall be a Canadian citizen, shall constitute a quorum.
    - a) Decisions of Audit and Evaluation Committee and other Committees are taken by a majority of votes by the members present. The Chairman of such a Committee may vote on any question unless he has declared a conflict of interest. He has no casting vote.
    - b) Matters on which votes are equally divided shall be submitted to the Board for resolution. BD88/2/R6
  7. The Audit and Evaluation Committee and other Committees shall meet as required in conjunction with meetings of the Board. Special meetings of Committees may only be called with the consent of the Board or, with the consent of the Chairman of the Board, when the Board is not meeting. BD88/2/R6
  8. The Secretary of the Centre or his designate shall discharge such duties in connection with the Audit and Evaluation Committee and other Committees as are discharged for the Board. BD88/2/R6
  9. The Audit and Evaluation Committee and other Committees may establish procedures for the conduct of their business. BD88/2/R6

10. All Audit and Evaluation Committee and other Committee decisions, other than decisions relating to the conduct of the Committee's business, shall be expressed in the form of a recommendation to the Board of Directors and be accepted or approved by the majority of Committee members, except in circumstances where clause 6(b) is applicable. BD88/2/R6
11. Minutes of all proceedings of the Audit and Evaluation Committee and other Committees of the Board shall be tabled at regular meetings of the Committees. BD88/2/R6
12. When not named to the Audit and Evaluation Committee and other Committees, the Chairman and the President shall receive notice and agenda of their meetings and shall have the right to attend all Committee meetings, but, unless they have been designated as regular member of a Committee, they shall be under no obligation to attend its meetings and shall not be counted to determine the number necessary to make a quorum or to determine whether or not a quorum is present. When not in attendance at the meetings, they shall be informed forthwith of their deliberations. In the absence or inability to act of the appointed Chairman, the other members of the Committee may appoint a substitute member and from among them they may elect a Chairman pro tem. BD88/2/R6

#### VIII Executive Officers

1. The Officers of the Centre are the Chairman, Vice-Chairman, President, Vice-President, Secretary, Treasurer and such other Executive Officers as the Board from time to time may deem expedient. BD88/2/R9
2. The Chairman of the Board shall preside at all meetings of the Directors. BD88/2/R9
3. a) Subject to the Act and the By-Laws, the President has, on behalf of the Board, the direction and management of the affairs of the Centre. BD90/2/R5  
b) In the event of the absence or incapacity of the President, or the vacancy of the office of President, and unless and until a President or acting President is appointed pursuant to the Act, the Board may by resolution appoint an additional Executive Officer of the Centre, designated the President pro tem, to perform such duties and exercise such powers as may be specified in the resolution of appointment. BD90/2/R5

4. a) The Board may, on the recommendation of the President, appoint such Executive Officers of the Centre as it deems necessary to assist the President in carrying out the functions of the Centre. BD88/2/R9
- b) The Executive Officers of the Centre shall carry out such duties as are assigned to them by the President. BD88/2/R9
5. a) There shall be a Vice-President of the Centre, appointed by the Board on the recommendations of the President. BD88/2/R9
- b) The Vice-President shall:
  - i) ensure that the Centre's systems and procedures are developed and maintained;
  - ii) direct the administrative activities of the Centre;
  - iii) manage the selection and allocation of expert resources within ICOD;
  - iv) manage and participate in the planning processes within the Centre and ensure that the Centre responds to the requirements of central agencies and regulatory bodies;
  - v) participate in the long range planning, forecasting and defining of corporate goals and objectives;
  - vi) guide the development of the Centre's personnel and formulate plans for the enhancement of the Centre's human resources;
  - vii) assist the President in the conduct of the Centre's affairs;
  - viii) oversee ICOD's undertaking on behalf of outside funding agencies. BD88/2/R9
6. a) There shall be a Secretary of the Centre, appointed by the Board on the recommendation of the President. BD88/2/R9

- b) The Secretary shall:
  - i) serve as Secretary to the Board;
  - ii) keep the records of the Centre;
  - iii) enter or cause to be entered into the books kept for that purpose the minutes of proceedings at meetings of the board, the Executive Committee and, with the exception of the Audit and Evaluation Committee, any other Committees appointed by the Board;
  - iv) give the required notice of all meetings of the Board, the Executive Committee and other Committees;
  - v) co-ordinate the preparation of the annual report relating to the activities of the Centre for each fiscal year;
  - vi) keep the custody of the seal of the Centre;
  - vii) carry out such other duties as are assigned to him by the President. BD88/2/R9
  
- 7. a) There shall be a Treasurer of the Centre appointed by the Board on the recommendation of the President. BD88/2/R9
  
- b) The Treasurer shall:
  - i) manage the financial affairs of the Centre;
  - ii) have custody of the funds and securities of the Centre;
  - iii) co-ordinate the preparation of the budget of the Centre for each fiscal year;
  - iv) prepare the financial statements required for the annual report of the Centre for each fiscal year;
  - v) supervise the operation of any accounts established by the Centre for its operations;

- vi) provide for the Auditor General of Canada or his representatives such information relating to the accounts and financial transactions of the Centre as may be required;
  - vii) carry out such other duties as are assigned to him by the President or the Audit and Evaluation Committee. BD88/2/R9
8. Where for any reason the office of the Vice-President, Secretary, Treasurer, or any other Executive Officer becomes vacant during the term of the person appointed to that position by the Board, the President may appoint a replacement to that office on the same terms and conditions, but such appointment shall not extend past the date of the next meeting of the Board. BD88/2/R9

**IX Terms and Conditions of Employment**

- 1. The Board may, on the recommendation of the President, fix the salaries and the terms and conditions of employment of the Vice-President, Secretary, Treasurer and the other Executive Officers. BD88/2/R9
- 2. Subject to such limitations as the Board may impose, the President shall fix the remuneration and the terms and conditions of employment of any employee, consultant and advisor. BD85/2/R3

**X Bank Accounts, Cheques, Drafts and Notes**

- 1. Cheques on the bank accounts, drafts drawn or accepted by the Centre, promissory notes given by it, acceptances, bills of exchange, orders for payment of money and other instruments of a like nature may be made, signed, drawn, accepted or endorsed, as the case may be, by such officer or officers, person or persons as the Board may by resolution, from time to time, name for that purpose. BD85/2/R3

2. Cheques, promissory notes, bills of exchange, orders for the payment of money and other negotiable paper may be endorsed for deposit to the credit of the Centre's bank account by such officer or officers, person or persons, as the Board may by resolution from time to time name for that purpose, or they may be endorsed for such deposit by means of a stamp bearing the Centre's name. BD85/2/R3

#### XI Execution of Documents

1. Every deed, agreement, contract, formal instrument in writing or any other administrative document that requires execution of certification on behalf of the Centre shall be signed by the President or by such other person or persons as are designated by the President in writing. BD85/2/R3

#### XII Requests and Donations

1. No gift, bequest or donation shall be accepted by or on behalf of the Centre without the prior approval of the Board. BD85/2/R3
2. Where a gift, bequest or donation to the Centre is approved by the Board, it shall be dealt with in accordance with its terms and with the conditions of its acceptance by the Board. BD85/2/R3

#### XIII Conflict of Interest

1. During the consideration of any proposed appropriation of funds or resources of the Centre to a proposed beneficiary, by the Board or by a Committee thereof, any director who is officially or formally connected with the proposed beneficiary, shall indicate his relationship with the proposed beneficiary, shall refrain from voting on such appropriation, and shall withdraw from the meeting at the time the vote is taken, but such a withdrawal shall be deemed not to affect the existence of a quorum. BD85/2/R3
2. No member of the Board, other than the President, shall, during his term of office as a Director of the Centre, enter into a contract with the Centre, whether as an employee, independent contractor or otherwise. BD85/2/R3

**XIV Book and Records**

1. The Board shall see that all necessary books and records of the corporation required by the By-Laws of the corporation or by any applicable statute or law are regularly and properly kept. BD85/2/R3

**XV Amendments**

1. At any duly constituted meeting of the Board, a vote of the majority of the Directors in office may make, amend or repeal the Centre's By-Laws, provided that written notice of any proposed amendment has been sent to each Director not less than twenty (20) clear working days before the meeting is to take place stating the text of the proposed amendment or amendments. BD85/2/R3

Created: BD85/2/R3  
Amended: BD88/2/R6  
BD88/2/R9  
BD90/2/R5

REGLEMENT ADMINISTRATIF

DU

CENTRE INTERNATIONAL D'EXPLOITATION DES OCEANS

Halifax (Nouvelle-Ecosse)

Tel qu'approuvé le  
27 juin 1985 et  
modifié le 1<sup>er</sup> novembre 1990

---

REGLEMENT ADMINISTRATIF  
DE LA PERSONNE MORALE DENOMMEE:  
LE CENTRE INTERNATIONAL D'EXPLOITATION DES OCEANS  
THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

---

REGLEMENT ADMINISTRATIF N° 1

Règlement général concernant la gestion des activités, des affaires et des autres obligations du Centre international d'exploitation des océans (ci-après appelé le "Centre").

IL EST DECRETE par la présente promulgation que le Règlement Administratif du Centre soit :

**I Titre abrégé**

1. Le présent règlement peut être cité sous le titre: Règlement général du CIEO. BD85/2/R3

**II Définitions et interprétation**

1. Sauf disposition expresse ou indication contraire, les mots et les expressions figurant au présent règlement s'interprètent en conformité avec l'article 2 de la Loi sur le Centre international d'exploitation des océans (1985) (ci-après appelée la "loi"), la Loi d'interprétation et la Loi sur l'administration financière. BD85/2/R3

**III Siège social et autres bureaux**

1. Conformément au paragraphe 13(1) de la loi, le siège du Centre est fixé dans la ville de Halifax (Nouvelle-Écosse). De plus, le Centre peut constituer et maintenir d'autres bureaux au gré du conseil d'administration (ci-après appelé "le conseil"). BD85/2/R3

#### IV Sceau corporatif

1. Le sceau dont l'empreinte est apposée dans la marge ci-contre constitue le sceau du CENTRE INTERNATIONAL D'EXPLOITATION DES OCÉANS/INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT. Il est conservé au siège du Centre.  
BD85/2/R3

#### V Réunion du conseil

1. Sous réserve du paragraphe 13(2) de la loi, le conseil tient ses réunions aux date, heure et lieu de son choix.  
BD85/2/R3
2. En plus des réunions qui sont convoquées en application de la loi, le président du conseil, après consultation des membres du comité de direction, convoque des réunions extraordinaires lorsqu'il le juge nécessaire ou lorsque le président du Centre, le comité de direction ou au moins trois administrateurs lui en font la demande par écrit.  
BD85/2/R3
3. Le président du conseil convoque la réunion extraordinaire dont il est fait mention au paragraphe (2) 30 jours au plus tôt et 60 jours au plus tard à compter de la date à laquelle il a reçu une demande par écrit pour la tenue d'une telle réunion. BD85/2/R3
4. L'avis de convocation de toute réunion du conseil est posté, expédié par télégramme ou communiqué sous toute autre forme de transmission ou d'enregistrement à chacun des administrateurs, au moins quinze (15) jours ouvrables francs avant la date de la réunion, à condition que:
  - a) les administrateurs puissent tenir une réunion à tout moment sans avis de convocation réglementaire s'ils sont tous présents ou si les administrateurs absents ont soit renoncé à l'avis de convocation, soit consenti par écrit à ce que la réunion se tienne en leur absence;
  - b) tout administrateur puisse renoncer à l'avis de convocation de toute réunion, ou à toute irrégularité commise au cours de toute réunion ou dans l'avis de convocation. BD85/2/R3

5. Conformément à l'article 10 de la Loi, le président du conseil dirige les réunions du conseil. Sous réserve des paragraphes 7(5) et (6) de la Loi, en cas d'absence ou d'empêchement du président du conseil, ou de vacance de son poste, les réunions sont dirigées par le vice-président du conseil. En cas d'absence ou d'empêchement du vice-président du conseil, ou de vacance de son poste, le conseil peut autoriser l'un des administrateurs qui ne fait pas partie des dirigeants du Centre à diriger les réunions. BD85/2/R3
6. Les questions soulevées au cours de toute réunion du conseil sont décidées à la majorité des voix des administrateurs présents. En cas d'égalité des voix, celui qui dirige la réunion en application du paragraphe (5) dispose d'une voix additionnelle prépondérante. BD85/2/R3
7. En l'absence du quorum à l'heure et à l'endroit désignés pour la réunion du conseil, les administrateurs présents peuvent, selon les besoins, ajourner la réunion jusqu'à ce que le quorum soit atteint. BD85/2/R3
8. Lorsqu'il ne peut assister à une réunion du conseil, le président du Centre peut désigner un représentant pour y assister à sa place, mais ce représentant n'a pas droit de vote. BD85/2/R3
9. Le conseil tient une réunion annuelle à la date qu'il fixe. BD85/2/R3

#### **VI Comité de direction**

1. Lors de sa première réunion, le conseil élit trois administrateurs, dont au moins deux sont citoyens canadiens, pour faire partie, avec le président du conseil et le président du Centre, du comité de direction du conseil; par la suite, la composition du comité de direction est fixée lors de chaque réunion annuelle du conseil. BD85/2/R3
2. Un administrateur peut démissionner du comité de direction en donnant un avis écrit de sa démission au président du conseil. BD85/2/R3

3. Lorsque l'un des postes du comité de direction devient vacant, pour quelque cause que ce soit, pendant la durée du mandat de l'administrateur qui en est le titulaire, les autres membres du comité de direction peuvent nommer un autre administrateur à ce poste pour le reste de la durée de ce mandat. BD85/2/R3
- 4.a) Sous réserve du paragraphe (5), et sauf indication contraire du présent règlement administratif, le comité de direction exerce tous les pouvoirs et remplit toutes les fonctions du conseil dans l'intervalle entre les réunions du conseil. BD85/2/R3
  - b) Dans le cas où les membres du comité de direction ne peuvent se réunir, le conseil peut autoriser la tenue de réunions par conférence téléphonique ou tout autre moyen. BD85/2/R3
  - c) Les erreurs ou omissions relatives aux avis de convocation de réunion du comité de direction n'ont aucun effet sur la validité de la réunion en cause et des dispositions qui y ont été prises. Il est loisible à chaque membre du comité de renoncer en tout temps à l'avis de convocation et de ratifier, d'approuver et de confirmer toute disposition adoptée ou prise à la réunion en cause. BD85/2/R3
5. Le comité de direction ne prend de décisions que s'il y a urgence d'agir dans l'intervalle entre les réunions du conseil, et sous réserve de conformité avec la politique générale du Centre établie par le conseil. Le comité de direction est autorisé à exercer tous les pouvoirs et attributions, et à remplir les fonctions du conseil, à l'exception des suivants:
  - a) approbation du plan d'entreprise;
  - b) approbation du budget de fonctionnement;
  - c) approbation du rapport annuel du Centre;
  - d) prise, modification ou abrogation de tout règlement administratif. BD85/2/R3
6. Le quorum est constitué par trois membres du comité de direction, dont l'un doit être le président du conseil ou le président de Centre, et dont deux doivent être citoyens canadiens. BD85/2/R3

**VII Comité de vérification et autres comités**

1. Conformément à l'article 150 de la Loi sur l'administration financière qui exige la constitution d'un comité de vérification et en prescrit les fonctions, est constitué un comité de vérification composé de trois administrateurs dont la majorité sont citoyens canadiens et ne sont pas dirigeants ou salariés du Centre. BD88/2/R6
2. Le conseil peut, au besoin, établir parmi ses membres un ou plusieurs comités chargés d'examiner, d'étudier, de réviser ou de suivre les questions qu'il détermine, et de lui faire des recommandations à cet égard. Ces comités doivent être composés d'au moins trois et d'au plus cinq administrateurs. BD85/2/R3
3. Les membres du comité de vérification et d'évaluation et des autres comités restent en fonction jusqu'à la fin de l'exercice financier du Centre ou jusqu'à la nomination de leurs successeurs, selon la dernière éventualité. BD88/2/R6
4. L'administrateur dont le mandat de membre du comité de vérification et d'évaluation ou d'un autre comité expire, est admissible à un autre mandat. BD88/2/R6
5. Le conseil d'administration désigne l'un des membres du comité de vérification et d'évaluation ou des autres comités pour agir en qualité de président du comité. BD88/2/R6
6. Le quorum est constitué par deux membres du comité de vérification et d'évaluation ou des autres comités, dont l'un doit être citoyen canadien.
  - a) Les décisions du comité de vérification et d'évaluation et des autres comités sont prises à la majorité des voix des membres présents. Le président du comité peut voter sur toute question, à moins de conflits d'intérêt. Il ne dispose pas d'une voix prépondérante.
  - b) En cas d'égalité des voix, la question est soumise à l'attention du conseil. BD88/2/R6

7. Les réunions du comité de vérification et des autres comités ont lieu, au besoin, conjointement avec les réunions du conseil. Les comités ne peuvent être convoqués en réunion extraordinaire qu'avec l'approbation du conseil ou, lorsque ce dernier ne siège pas, ou avec l'approbation du président du conseil. BD88/2/R6
8. Le secrétaire du Centre, ou son remplaçant désigné, remplit, auprès du comité de vérification et d'évaluation et des autres comités, les mêmes fonctions que celles qu'il remplit auprès du conseil. BD88/2/R6
9. Le comité de vérification et d'évaluation et les autres comités peuvent établir les règles de procédures à suivre dans la conduite de leurs travaux. BD88/2/R6
10. Les décisions du comité de vérification et d'évaluation et des autres comités, à l'exception des décisions concernant la conduite des travaux, sont formulées sous forme de recommandations au conseil d'administration, et sont prises à la majorité des voix des membres, sauf application de l'alinéa 6(b). BD88/2/R6
11. Les procès-verbaux des délibérations du comité de vérification et d'évaluation et des autres comités sont déposés lors des réunions ordinaires de ces comités. BD88/2/R6
12. S'ils ne sont pas nommés au comité de vérification et d'évaluation et aux autres comités, le président du conseil et le président du Centre reçoivent l'avis de convocation et l'ordre du jour des réunions de ces comités, et ont droit d'y assister; mais, à moins d'être désignés comme membres ordinaires, ils n'ont aucune obligation d'y assister et ne doivent pas être comptés au nombre des membres nécessaires pour former ou maintenir le quorum. S'ils n'assistent pas aux réunions, ils doivent être immédiatement informés de leurs délibérations. En cas d'absence ou d'empêchement du président du comité nommé, les autres membres du comité peuvent nommer un substitut et élire l'un d'eux président intérimaire. BD88/2/R6

### VIII Personnel de direction

1. Les dirigeants du Centre sont le président et le vice-président du conseil, le président du Centre, le secrétaire, le trésorier ainsi que les autres dirigeants que le conseil désigne, suivant les besoins. BD88/2/R9
2. Le président du conseil dirige toutes les réunions des administrateurs. BD88/2/R9
- 3.a) Sous réserve de la loi et des règlements administratifs, le président a le pouvoir de diriger, au nom du conseil, les affaires du Centre. BD90/2/R5
  - b) En cas d'absence ou d'empêchement du président à exercer ses fonctions, ou en cas de la vacance du poste de président, et à moins que et jusqu'à la nomination d'un président ou d'un président intérimaire conformément à la loi, le conseil peut nommer, par résolution, un dirigeant additionnel du Centre à titre de président intérimaire, afin d'exercer les fonctions et les pouvoirs précisés dans la résolution de nomination. BD90/2/R5
- 4.a) Le conseil peut, sur la recommandation du président du Centre, nommer les dirigeants qu'il juge à propos de nommer en vue d'aider le président à exercer les fonctions du Centre. BD88/2/R9
  - b) Les dirigeants du Centre exerce les fonctions que lui attribue le président du Centre. BD88/2/R9
- 5.a) Est établi le poste de vice-président du Centre; ce dernier est nommé par le conseil sur la recommandation du président du Centre. BD88/2/R9
  - b) Le vice-président doit:
    - i) assurer l'élaboration et le maintien des systèmes et des règles de procédure du Centre;
    - ii) diriger les travaux administratifs du Centre;
    - iii) gérer la sélection et l'allocation des ressources spécialisées au sein du CIEO;

- iv) gérer les processus de planification du Centre et y collaborer et s'assurer que le Centre respecte les exigences des organismes centraux et des organismes de réglementation;
  - v) collaborer à la planification à long terme, à l'établissement des prévisions et à la définition des objectifs à long terme du Centre;
  - vi) orienter le perfectionnement du personnel du Centre et mettre au point des plans visant l'amélioration des ressources humaines du Centre;
  - vii) aider le président à conduire les affaires du Centre;
  - viii) superviser les initiatives du CIEO au nom des organismes de financement de l'extérieur.
- 6.a) Est établi le poste de secrétaire du Centre; ce dernier est nommé par le conseil sur la recommandation du président du Centre. BD88/2/R9
- b) Le secrétaire du Centre doit:
- i) agir comme secrétaire du conseil;
  - ii) conserver les documents du Centre;
  - iii) inscrire ou faire inscrire aux registres tenus à cette fin les procès-verbaux des délibérations du conseil, du comité de direction et, à l'exception du comité de vérification et d'évaluation, de tous les autres comités nommés par le conseil;
  - iv) fournir le préavis nécessaire de toutes les réunions du conseil, du comité de direction et d'autres comités;
  - v) coordonner la préparation du rapport annuel relatif aux activités du Centre portant sur chaque année financière;

- vi) avoir la garde du sceau du Centre;
  - vii) exercer toutes les autres fonctions qui lui sont attribuées par le président. BD88/2/R9
- 7.a) Est établi le poste de trésorier du Centre; ce dernier est nommé par le conseil sur la recommandation du président du Centre. BD88/2/R9
- b) Le trésorier du Centre doit:
- i) diriger les opérations financières du Centre;
  - ii) avoir la garde des fonds et des valeurs du Centre;
  - iii) coordonner la préparation du budget du Centre pour chaque année financière;
  - iv) établir les états financiers requis pour le rapport annuel du Centre portant sur chaque année financière;
  - v) surveiller les opérations afférentes à tout compte qu'établit le Centre aux fins de ses activités;
  - vi) fournir au besoin au vérificateur général du Canada ou à ses représentants les renseignements relatifs aux comptes et aux activités financières du Centre;
  - vii) exercer toutes les autres fonctions que lui attribue le président du Centre ou le comité de vérification. BD88/2/R9
8. Lorsque, pour quelque cause que ce soit, le poste de vice-président, de secrétaire, de trésorier ou celui de tout autre dirigeant devient vacant pendant la durée du mandat de la personne que le conseil a nommée à ce poste, le président du Centre peut nommer un remplaçant à ce poste selon les mêmes conditions, mais la durée de ce mandat ne doit pas se prolonger au-delà de la date de la prochaine réunion du conseil. BD88/2/R9

**IX Conditions d'emploi**

1. Le conseil peut, sur la recommandation du président du Centre, établir les taux de rémunération ainsi que les conditions d'emploi du vice-président, du secrétaire, du trésorier et de tout autre membre du personnel de direction. BD88/2/R9
2. Sous réserve des restrictions que le conseil peut imposer, le président du Centre établit le taux de rémunération ainsi que les conditions d'emploi de tout employé, conseiller technique ou autre. BD85/2/R3

**X Comptes en banque, chèques, traites et billets**

1. Les chèques, traites, billets à ordre, acceptations de traites, lettres de change, ordres de paiement et autres effets semblables peuvent être faits, signés, tirés, acceptés ou endossés, selon le cas, par le ou les dirigeants ou autres personnes que le conseil peut, par résolution, désigner à cette fin. BD85/2/R3
2. Les chèques, billets à ordre, lettres de change, ordres de paiement et autres effets négociables peuvent être endossés pour dépôt au compte en banque de Centre par le ou les dirigeants ou autres personnes que le conseil peut, par résolution, désigner à cette fin, ou par apposition d'un sceau portant le nom du Centre. BD85/2/R3

**XI Signature des documents**

1. Toute acte, toute convention, tout contrat, tout instrument d'une nature formaliste fait par écrit, ou tout autre document administratif qui doit être établi ou certifié au nom du Centre doit être signé par le président du Centre ou par toutes autres personnes que le président du Centre désigne par écrit à cette fin. BD85/2/R3

**XII Donations et legs**

1. Aucune donation ni aucun legs ne peuvent être acceptés par le Centre ou au nom de celui-ci sans l'approbation préalable du conseil. BD85/2/R3

2. Lorsqu'une donation ou un legs en faveur du Centre sont approuvés par le conseil, il en est disposé en conformité avec leurs modalités respectives et avec les conditions auxquelles ils sont acceptés par le conseil. BD85/2/R3

#### **XIII Conflits d'intérêts**

1. Au cours de l'examen, par le conseil ou par un comité du conseil, d'une affectation des fonds ou des ressources du Centre qui est proposée en faveur d'un bénéficiaire, un administrateur qui, officiellement ou formellement, se trouve lié avec le bénéficiaire proposé doit indiquer la nature de ce lien, s'abstenir de voter au sujet de cette affectation et se retirer de la réunion au moment du vote; cependant, l'absence d'un administrateur qui s'est ainsi retiré n'est pas censée empêcher le quorum. BD85/2/R3
2. Aucun des membres du conseil, autre que le président du Centre, ne doit, pendant la durée de son mandat à titre d'administrateur du Centre, conclure un contrat avec le Centre soit à titre d'employé, soit à titre d'entrepreneur indépendant ou autrement. BD85/2/R3

#### **XIV Livres et registres**

1. Le conseil veille à la tenue correcte et à la mise à jour de tous les livres et registres devant être tenus par la personne morale en vertu des règlements administratifs ou des dispositions législatives applicables. BD85/2/R3

#### **XV Modifications**

1. Les règlements administratifs du Centre peuvent être pris, modifiés ou abrogés à la majorité des voix des administrateurs en fonction lors d'une réunion du conseil dûment convoquée, pourvu qu'un avis, accompagné du texte du projet de modification, ait été donné à chaque administrateur au moins vingt (20) jours ouvrables francs avant la tenue de la réunion. BD85/2/R3

Crée: BD85/2/R3  
Modifié: BD88/2/R6  
BD88/2/R9  
BD90/2/R5

**CENTRE INTERNATIONAL D'EXPLOITATION DES OCEANS**  
**INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT**

**CERTIFICATION du REGLEMENT ADMINISTRATIF**

**JE CERTIFIE PAR LA PRESENTE** que le document annexé est un énoncé correct et exact des règlements administratifs du Centre international d'exploitation des océans, entrant en vigueur à compter de la présente date.

**DATE A HALIFAX**, dans le comté de Halifax et la Province de la Nouvelle-Ecosse ce                    jour de décembre 1990.

---

**Garry A. Comber**

**SECRETAIRE**

EC90/D83  
#108

CONFIDENTIAL

8 January 1991

DRAFT

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

CORPORATE PLAN  
1991/92- 1995/96

OPERATING BUDGET  
1991/92

CAPITAL BUDGET  
1991/92

## TABLE OF CONTENTS

1.	Executive Summary .....	1
	A. Narrative Summary .....	1
	B. Statement of Sources and Uses of Funds .....	2
II.	Mandate .....	3
III.	Corporate Organization .....	4
IV.	Operational Environment and Corporate Assessment .....	6
	A. International Context .....	6
	B. Canadian Consideration .....	7
V.	Philosophy & Operational Principles .....	9
VI.	Operational Plans .....	11
	A. Corporate Program Strategy .....	11
	B. South Pacific & Caribbean Basin Division .....	15
	C. West Africa & Indian Ocean Division .....	30
	D. Interregional & Cooperative Activities Division (IRCAD) .....	49
	E. Communications, Policy & Planning, and Information Program .....	62
	F. Executive Offices, Corporate Services .....	67
VII.	Performance Indicators and Program Effectiveness .....	69
VIII.	Capital Budget .....	76
Annex A - Definition of Sectoral Program Themes		
Annex B - Strategic Planning Document		
Annex C - List of ICOD Recipient Countries		
Annex D - Corporate Financial Program Summary		
Annex E - List of Acronyms and Abgreviations		
Annex F - List of Programs and Projects Evaluated		

I EXECUTIVE SUMMARY

A. Narrative Summary

The International Centre for Ocean Development (ICOD) is a Federal Crown Corporation established by statute on 27 February 1985.\* The mandate of the Centre is to "initiate, encourage and support cooperation between Canada and developing countries in the field of ocean resource development".

In 1990/91, the Centre consolidated its organizational structure following a major reorganization in 1989/90, refined its program approach elaborated in seven major sub-sectoral themes, completed policy studies related to three of the seven themes, and refined its approach to corporate and geographic strategies through the preparation of divisional operational plans. In 1991/92, ICOD will complete its policy analysis of the remaining sub-sectoral themes and further consolidate its corporate and program strategic approach which guides the Centre's four geographic programs and one global program. These programs are supported by appropriate program support services units.

For indicative planning purposes, expenditures of \$79,900 have been projected for the five year period 1991/92 to 1995/96. In addition, ICOD is projecting a flow through of funds from other donor agencies of YYY\$ based on agreements currently in place. This amount could increase if additional project funding is channeled through ICOD as a result of increased efforts to attract outside funding for Canadian implemented international development assistance activities.

ICOD's geographical and global programs have started a formal process of sectoral needs assessment in 1990/91 which will be continued in 1991/92. Procedures relating to planning, implementation and monitoring, evaluation and audit will be reviewed in 1991/92.

ICOD's audit and evaluation activities are an integral part of the project management cycle and considerable effort is made to learn from these exercises to assist in future planning activities. Audit and evaluation activities are also structured so as to provide an appropriate review of all ICOD programs, projects and program units within a five-year period.

---

\* S.C. 1984-85, c.6.

EXECUTIVE COMMITTEE TO NOTE THAT THERE IS STILL UNCERTAINTY OVER THE BUDGET FOR 1991/92. THEREFORE, WE HAVE NOT PROJECTED FIGURES FOR THE FULL 5 YEARS. ALSO, THE DIVISIONAL FIGURES IN THE BODY OF THE TEXT MAY NOT EQUAL THE VALUES GIVEN IN THIS TABLE. ADJUSTMENTS WILL BE MADE SHORTLY, WHEN THE FINAL BUDGET TOTAL IS KNOWN.

ICOD EXPENDITURE/BUDGET PROFILE

	89-90 ACTUALS	NOTES	90-91 BUDGET	91-92 BUDGET	92-93 BUDGET	93-94 BUDGET	94-95 BUDGET	95-96 BUDGET
<b>CORPORATE SERVICES</b>								
FINANCE AND ADMINISTRATION	\$378,598	1	\$925,000	\$900,000	\$820,000			
HUMAN RESOURCES DEVELOPMENT	\$473,213	1	\$390,000	\$400,000	\$385,000			
LEGAL SERVICES	\$119,099		\$200,000	\$225,000	\$245,000			
	<u>\$970,910</u>		<u>\$1,515,000</u>	<u>\$1,525,000</u>	<u>\$1,450,000</u>			
<b>PROGRAM DIVISIONS</b>								
AFRICA - INDIAN OCEAN	\$1,721,400		\$2,710,000	\$3,312,000	\$4,245,000			
SOUTH PACIFIC/CARIBBEAN DIV	\$3,645,516		\$4,260,000	\$4,500,000	\$5,000,000			
INTERREGIONAL & COOPERATIVES ACTIVITIES	\$2,145,219		\$2,450,000	\$2,700,000	\$3,000,000			
	<u>\$7,512,135</u>		<u>\$9,420,000</u>	<u>\$10,512,000</u>	<u>\$12,245,000</u>			
<b>OFFICE OF THE PRESIDENT</b>								
GENERAL ADMINISTRATION	\$520,683	2	\$350,000	\$400,000	\$450,000			
POLICY & PLANNING	\$195,992		\$400,000	\$400,000	\$385,000			
COMMUNICATION & PUBLICATION	\$303,458		\$450,000	\$450,000	\$480,000			
	<u>\$1,020,133</u>		<u>\$1,200,000</u>	<u>\$1,250,000</u>	<u>\$1,315,000</u>			
<b>OFFICE OF VICE-PRESIDENT</b>								
INFORMATION RESOURCE CENTRE	\$70,664		\$95,000	\$110,000	\$125,000			
GENERAL ADMINISTRATION		2	\$160,000	\$172,000	\$185,000			
OTTAWA OFFICE	\$57,681		\$80,000	\$81,000	\$90,000			
PROGRAM EVALUATION			\$235,000	\$125,000	\$90,000			
BUSINESS COOPERATION			\$115,000	\$125,000	\$150,000			
CORPORATE INITIATIVES	\$42,994		\$102,000	\$100,000	\$150,000			
	<u>\$171,339</u>		<u>\$787,000</u>	<u>\$713,000</u>	<u>\$790,000</u>			
<b>TOTAL ICOD</b>	<b>\$9,674,517</b>		<b>\$12,922,000</b>	<b>\$14,000,000</b>	<b>\$15,800,000</b>			

NOTE 1 - RESPONSIBILITY FOR ADMINISTRATION HAS MOVED FROM THE HUMAN RESOURCES DIVISION TO THE FINANCE DIVISION

NOTE 2 - THERE WAS NO SEGREGATION OF ADMINISTRATION EXPENSES BETWEEN THE PRESIDENT & VICE-PRESIDENT FOR 1989/90

II. MANDATE

As stated in the Act establishing the Corporation (International Centre for Ocean Development Act, S.C. 1984-85 c.6), 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.

### III. CORPORATE ORGANIZATION

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)].

#### 1. 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, Rimouski  
 ROY CHEESEMAN, Newfoundland \*  
 GASTIEN GODIN, New Brunswick +  
 PAUL HENRI LEBLOND, British Columbia  
 VAUGHAN LEWIS, St. Lucia  
 ELLEN MCLEAN, Nova Scotia +  
 MOISE MENSAH, Italy (Benin)  
 PHILIP 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 & Secretary:	Garry A. Comber
Treasurer:	Christopher Barr

## 2. OPERATIONAL STRUCTURE

ICOD was reorganized in the Spring of 1989 and staffing was completed in 1990/91 in accordance with the reorganization plan. The new structure reflects ICOD's focus on four geographical program areas while maintaining a global perspective. It provides Executive Offices, Corporate Services (which include personnel, finance, administration, and legal services) and improved access to sectoral expertise under contractual arrangements in areas critical to ICOD's activities.

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

At the present time, ICOD maintains three 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 Street, Suva, Fiji.

The ICOD Board has given approval to the opening of an office in West Africa. It is anticipated that the appropriateness of opening an office in the Caribbean Basin will be discussed again during 1991/92.

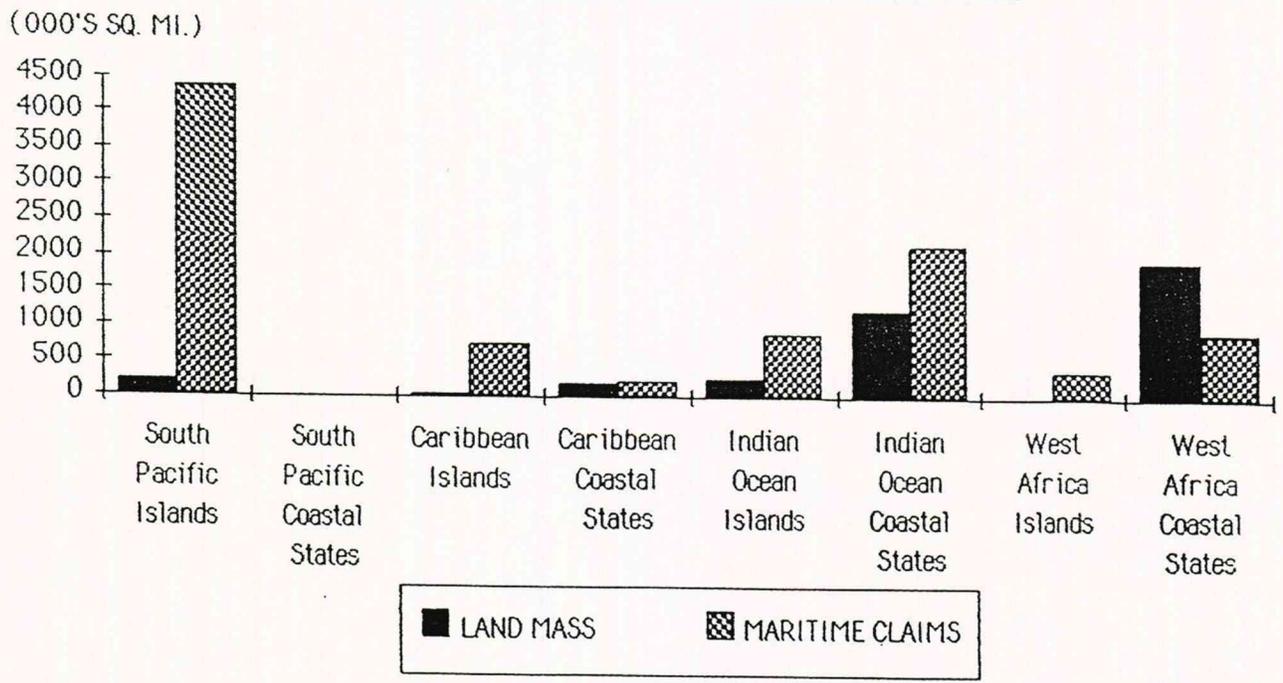
**IV. OPERATIONAL ENVIRONMENT AND CORPORATE ASSESSMENT**

**A. International Context**

The adoption of the 1982 Convention of the Law of the Sea and the massive expansion of coastal state jurisdiction over marine space presented many developing countries with a significant new resource base and potential increases in national wealth. Coastal states acquired sovereign rights over all economic uses of their Exclusive Economic Zone (EEZ) and the continental shelf beyond that. These new rights to marine space and resources are counterbalanced by new responsibilities to manage the interrelated resources and uses of the expanded jurisdictional zones. The United Nations Convention on the Law of the Sea provides a new framework for management and new mechanisms for scientific/industrial cooperation, both North-South and South-South.

The impact of these developments is truly revolutionary. The political globe includes 130 coastal states and the implementation of EEZs has placed a significant new portion of the oceans under their economic control. (ICOD's 63 recipient countries alone have maritime claims equal to 9.6 million square miles. See chart below.) This has occurred at a time when rapid technological advances are intensifying human use of the most productive zones of the ocean to a degree where the very life of waters is endangered.

**MARITIME CLAIMS COMPARED TO LAND MASS**



The task of formulating and implementing ocean policies and plans for rational and sustained resource development and use is one which places a heavy burden on all coastal states. This is particularly so since many of the world's coastal states, which gained so much in jurisdiction and responsibility at the Conference, are among the world's Least Developed Countries (LDCs). As they often lack the essential ocean management expertise infrastructure, as well as the financial resources to exploit their new resource base, many of these LDCs are precluded from realizing significant substantial benefit from their expanded resource base.

**B. Canadian Considerations**

ICOD was created as the Canadian response to these new requirements of Third World countries to effectively manage and develop their ocean resources pursuant to the adoption of the United Nations Convention on the Law of the Sea. It was the government of Canada's desire that ICOD offer specialized assistance to developing countries in ocean management and development, as an effective way of meeting the needs and seizing the opportunities arising from the Conference. Canada is the only country thus far to establish such an agency. This policy initiative is especially practical as Canada possesses a recognized 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.

ICOD's programs flow from the Government's overall ODA strategies and from ICOD's legislative mandate. As well, programming is directly influenced by the needs and objectives of ICOD clients in the Third World.

Based on its objectives and experience over the past six years, ICOD has refined its sectoral priorities into seven Sectoral Program Themes recognizing that environmental integrity is a common principle of all of them\*.

- (1) Integrated Ocean Management and Development
- (2) Fisheries Management and Development
- (3) Mariculture
- (4) Coastal Development and Management
- (5) Non-Living Resource Management and Development
- (6) Marine Transportation and Ports Management
- (7) Marine Environmental Conservation

\*(Not listed in order of priority)

ICOD's global program and four geographical programs are defined in the context of these themes. The sectoral program themes also form the basis of ICOD's coding structure for planning, financial and management reporting, consultant registration and selection. A detailed elaboration of these Sectoral Program Themes is attached as Annex A.

## V. PHILOSOPHY AND OPERATING STRATEGIES OR PRINCIPLES OF ICOD

ICOD's fundamental goal in ocean development is to foster and support initiatives between Canada and developing countries that assist the latter in managing and utilizing their ocean resources in a rational and sustainable manner.

Pursuit of this goal is based on the following considerations:

- (1) 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;
- (2) The potential economic returns from ocean activities cannot be realized without due respect for the protection of the ocean environment and conservation of the living resources of the sea;
- (3) Ocean management must incorporate scientific, social and economic considerations;
- (4) Effective management of ocean resources must hinge on the development of appropriately trained personnel committed to a program of environmentally sound, sustainable and socially relevant technology.

In tackling its primary objectives, ICOD has pledged to respond quickly and efficiently to the priority needs of developing countries and regional organizations which fall within ICOD's theme areas. In addition, the Centre has adopted the following strategies to guide its program development:

### 1. Geographical Focus

ICOD limits its focus to countries and regions where ocean resources can have a major development impact and where the Centre's limited funds can yield the largest national or regional benefits. Included, where possible, are small island and coastal countries that are eligible for Canadian assistance but in which a Canadian presence is lacking.

### 2. Human Resource Development

ICOD concentrates on the development of human resources and management capacity. In the development of projects, the Centre gives particular consideration to the pivotal role of women in developing countries where possible.

### 3. Canadian Content

When acting on behalf of the Government of Canada and other donors, 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.

#### 4. South-South Transfers

ICOD attempts, wherever appropriate, to facilitate 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.

#### 5. Promoting Ocean 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 development and to marshalling support for greater efforts in this sector.

#### 6. Inter-agency Cooperation

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. This may involve ICOD as an implementing agency, a partner involved in joint funding, or a facilitator linking donors and aid recipients.

#### 7. Project Criteria

ICOD considers projects which are submitted by or have the support of government bodies and address regional marine priorities and objectives.

Project summaries are prepared within ICOD from accepted project proposals for review by the President or the Board of Directors. Approved projects are initiated through a Memorandum of Understanding negotiated between the beneficiary and the International Centre for Ocean Development. The Centre regularly undertakes evaluations of completed projects/programs.

## VI. OPERATIONAL PLANS

### A. Corporate Program Strategy

ICOD has now fully instituted a new strategic planning and reporting system based on both Geographical Target Areas and Sectoral Program Themes. (See Annexes A and B.) The strategic planning approach also defines twelve operational themes and a preliminary grouping of targets or beneficiaries. This strategic planning approach will continue to evolve based on operational and policy considerations.

Since ICOD's overall objective is to assist developing countries to manage and utilize their own ocean resources in a rational and sustainable manner, the Centre's approach will continue to emphasize:

- (a) training of key personnel and the strengthening of national and regional ocean resource management institutions in the developing world;
- (b) a progressive increase in the self-sufficiency of developing country institutions to conduct training, make policy and transfer assistance to other developing regions;
- (c) long term planning to ensure the sustainability of programs once ICOD funding has been withdrawn;
- (d) the need to ensure that all programs are compatible with sustainable development and the protection of the ocean environment.

In 1991-92, ICOD will continue to adjust its programs to meet a broader range of needs in its four geographic areas of concentration (South Pacific/Caribbean Basin, South and West Indian Ocean/West Africa). The Centre will continue to pursue the following general program objectives in the coming fiscal year:

- (a) In all four geographical regions of concentration, the Centre will seek to establish programs which cover as broad a range of Program Themes as is feasible and compatible with the expressed needs of developing countries;
- (b) In all four geographical regions, the Centre will continue to foster the development of regional approaches to ocean management; however, additional efforts will be made toward the concurrent bolstering of national capacities for ocean management and development;
- (c) The Centre will undertake to expand its cooperation with the full range of international and Canadian agencies dealing with ICOD-related subject matter;

- (d) Where appropriate, ICOD will continue to utilize agencies within regions as partners in executing ICOD programs;
- (e) Where possible, the Centre will promote and facilitate 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 regions;
- (f) ICOD will make efforts to increase the funding base for projects in its areas of interest by preparing submissions for funding to Banks or other Donor Agencies in partnership with developing countries.
- (g) ICOD will expand its participation in the development of national and international policy on oceans matters, particularly insofar as such policy relates to the importance of the ocean sector on developmental issues.
- (h) Development of strategic plans for the balance of the seven Sectoral Program Themes will be completed in 1991-92.

1. Geographical Program Strategy

The four geographical regions in which ICOD operates are sufficiently dissimilar in geography, level of development, and outlook so that each requires a different approach. Although the long term objective is to achieve a rough parity in ICOD's commitment to each of the geographical regions, the rate of growth and the tactics employed have been geared to particular needs as well as to the absorptive capacity of the regions. While the particularities of the approach are reflected in the geographical and global Divisional plans outlined in later sections, several general issues will be addressed:

- (a) Geographical policy approaches will be reviewed on a regular basis and updated as required. Eligibility of certain Central American countries and of Southern African countries will be reviewed in light of developments;
- (b) The role of current 'secondary focus' countries will be re-assessed in the light of possible regional approaches in West Africa and elsewhere;
- (c) The ICOD office in West Africa will become fully functional, a project office will be opened in Belize, and consideration will be given to the possible establishment of ICOD offices in the Caribbean and the Indian Ocean in future years;
- (d) ICOD will develop and put forward at least two submissions for funding to development banks or other donor agencies on behalf of developing country partner agencies;

- (e) In both the South Pacific and Caribbean Basin, and commensurate with the availability of funding, efforts will be made to develop bilateral projects to supplement and reinforce the extensive regional programs already in place. Such bilateral projects will concentrate on strengthening national capacities for the management of ocean resources and increasing access to the economic returns from ocean activities for all socio-economic groups.
- (f) In both the South Pacific and the Caribbean Basin, ICOD will continue to be heavily involved in the implementation of joint CIDA/ICOD programs in fisheries.
- (g) In both the Indian Ocean and West Africa, ICOD will continue to have, as a priority objective, the development of regional organizations for fisheries management. The focus in the Indian Ocean will be on a tuna management agency comprised of all developing states in the region. The role of IOMAC as a coordinating agency for ocean matters in the region will continue to be assessed and supported as appropriate. In West Africa, possible regional initiatives arising from the Conference of Fisheries Ministers of the Atlantic Coast of Africa will be considered for support. Wherever appropriate, ICOD will participate as a partner with other donor agencies such as the World Bank, Nordic Countries or FAO.
- (h) Concurrent with its regional thrusts, ICOD will continue with its "grass-roots" approach to development in some countries of West Africa utilizing NGO's where feasible and giving preference to projects offering the most direct impact on end users; special emphasis will be given to projects which can "anticipate" and prevent future problems through implementation of appropriate mechanisms;
- (i) Special emphasis will be placed on gender analysis and women in development activities in all four regions and in global programs.
- (j) In Southern Africa, a program will be implemented in Namibia to assist in the management of ocean resources;
- (k) In the Indian Ocean area, increasing attention will be given to the larger countries of East Africa such as Kenya, Tanzania and Mozambique as well as Madagascar.
- (l) The possibility of a follow-on funding mechanism after major project activities have been completed to assure continuity of project concepts and prolonged impacts will be assured.

## 2. Sectoral Program Strategy

ICOD's sectoral strategy will continue to be based on the seven themes outlined earlier. Thusfar, the level of activities and budget allocations within the themes have varied widely. Insofar as possible, 1991-92 will see a progression toward a more equitable representation of each theme in divisional budgets.

- (a) Within geographical divisions, attempts will be made, where feasible, to introduce projects on themes which thusfar are significantly underrepresented. For 1991-92, efforts will be made to undertake program initiatives in Coastal Development and Management in the Caribbean and South and West Indian Ocean areas; Marine Transportation and Ports Management in West Africa; Non-living Resource Development and Management in the Caribbean; Marine Environmental Conservation in the South Pacific; and Mariculture in the South Pacific and Caribbean.

## 3. Training and Scholarships

Following an ICOD policy review of Human Resource Development in 1990-91, the Centre has adopted a broadly-based, flexible approach to training and scholarships. This involves support for a longer-term "strategic" program of formal training at the academic level in Canada, at appropriate international institutions, and at universities in ICOD's target regions. It also involves a shorter-term "tactical" approach based on needs for training identified in ICOD's technical assistance projects and involving short term assignments, exchanges, as well as specialized formal training where required.

- (a) During 1991-92, the Centre will complete the review of, and implement where appropriate, ancillary elements of the overall training and scholarships program dealing with scholarship administration, possible contracting out of certain scholarship programs, use of distance education and, twinning of universities;
- (b) HRD needs will be built into all new project and program proposals and will be posted accordingly;
- (c) Following from the human resource needs assessments on the themes of Marine Environmental Conservation and Fisheries Management and Development which were undertaken in the Caribbean and the South Pacific respectively, needs assessments on Fisheries Management and Development in the Indian Ocean and in West Africa will be undertaken in 1991-92.
- (d) A comprehensive program of monitoring the career performance and recipient government utilization of ICOD trainees and scholars will be fully implemented.

**SOUTH PACIFIC and CARIBBEAN BASIN DIVISION  
CORPORATE PLAN**

**1.0 INTRODUCTION**

The South Pacific and Caribbean Basin Division is comprised of two distinct units. The South Pacific region has a vast ocean area and small population widely dispersed throughout the small island states, while the Caribbean Basin area has a significantly smaller ocean area and a large population. The underlying thread that runs through both regions is the desire for rational sustainable and environmentally sound development of their marine affected areas and ocean space. ICOD's goal in both the South Pacific and Caribbean Basin regions is to assist the independent developing countries to reach an economically viable level of development and use of their ocean areas.

The future challenge of this Division will be to provide the necessary education and development of human resources within the regions to enable the recipients to better manage their ocean resources. However, both regions are tourist areas which adds a conflict to the development process, as short-term financial gains often negatively affect long-term environmentally sound development.

**2.0 SOUTH PACIFIC**

**2.1 Background**

The ten target countries in the South Pacific collectively have approximately 204,000 square miles of land mass, and an area consisting of national exclusive economic zones (EEZ's) of up to 15.5 million square miles, or four times that of Canada's EEZ. The population of all these target countries is approximately 4.3 million.

The Law of the Sea permits island states to gain substantial increased benefits from the resources off their shores. Tuna represents the region's most valuable marine renewable resource and probably its most valuable single resource overall. The very substantial benefits flowing from the resource now accrue to distance water fishing nations (DWFNs). The harnessing of this resource for the benefit of island countries represents perhaps their greatest opportunity to achieve economic self sufficiency. The realization that each small island state alone could not compete in the present world of developed countries and large trade blocs has resulted in the growth of regional organizations, varying in importance and strength but all focused on their greatest collective asset - the oceans.

The five primary regional organizations include: the Forum Fisheries Agency (FFA) (est. 1979), which has had considerable success in developing new approaches and fisheries agreements between the island states and DWFNs; the South Pacific Commission

(SPC) (est. 1952) has established itself as the coordinator for the collection and processing of catch and effort data from the foreign tuna vessels working in the region, and the SPC South Pacific Women's Bureau is now becoming organized to the point where its activities in enhancing the role of women in development are expected to be more visible in the near future, and the SPC South Pacific Regional Environmental Program (SPREP), commenced in 1986, is now becoming an environmental focus in the region; the Forum Secretariat (est. 1971), as part of the South Pacific Forum, is an organization of heads of governments of independent and self governing countries of the South Pacific and was formed to voice joint political views on: i) trade ii) promotion and transport of island products iii) telecommunications iv) energy and, v) aid coordination; the South Pacific Applied Geoscience Commission (SOPAC) (est. 1968) is an intergovernmental regional organization and is concerned with the physical environment of coastal and nearshore areas, coastal development projects, coastal and offshore minerals, hydrocarbon and wave energy potential, marine geological and geophysical research, and training of nationals; and, the University of the South Pacific (USP), currently serves eleven Pacific Island member countries and in 1990, the University had 274 academic staff; enrollment included 1,800 full time, 600 part time, 6,600 extension and 1,600 continuing education students.

## 2.2 History of ICOD Programs in the Region

ICOD has initiated, and also supported in conjunction with an ICOD administered CIDA grant (Canada South Pacific Ocean Development Program [CSPODP]), a total of 112 projects leading to improved management and development of ocean resources in the South Pacific. The table below shows relative levels of ICOD and CSPODP support and number of approved projects by theme (\$17.5 million and 112 projects) committed to December 1990.

	<u>No. of Projects</u>	<u>ICOD</u>	<u>CSPODP</u>
Integrated Ocean Management	19	10.30%	29.16%
Fisheries Management	70	58.05	24.75
Mariculture	2	0.63	3.36
Coastal Development	3	-	21.04
Non-living Resources	10	29.34	19.34
Ports and Marine Transportation	5	-	2.33
Environmental Conservation	3	1.68	-

Of the total ICOD committed project funds to December 1990, 87.5% has been directed towards regional support through the regional institutions of FFA, SOPAC, SPC and USP. The remainder (12.5%) has been for direct bilateral support.

## 2.3 Analysis and Special Considerations

### 2.3.1 Perceived Needs

ICOD has supported activities in the marine sector in the South Pacific by responding to the expressed needs emanating from the

regional organizations. These needs can be considered under ICOD's seven sectoral program themes.

Fisheries management and development programs are needed to address the following sectors in the fisheries of the region: research, collection and dissemination of data and information, control and enforcement of negotiated agreements, human resource development in maritime law and fisheries negotiation, renewable resource management, Monitoring Control and Surveillance (MCS), post-harvest technology, and fisheries extension. Key to this need is an effective radio communications and vessel tracking system without which regional organizations or member states will have little opportunity of successful implementation of the management strategies.

**Marine environmental conservation** is a program theme focused primarily through SPREP. The areas to be addressed include: enhancement of environmental awareness, policy and legislative development, training and institutional enhancement for monitoring and enforcement. Environment remains the thread that links all areas of sound, sustainable development in oceans programs.

There remains considerable work to be done in the areas of integrated ocean management which includes: general ocean policy development, boundary delimitation, and national and regional agreements and legislation which transcend and encompass several of the Centre's thematic areas of oceans development (fisheries, environment, coastal development, etc.). FFA, USP and SPC are expected to have key roles to play in this important area that has considerable relevance for the South Pacific.

Although gaining in interest, mariculture remains at the scientific development/proof stage, requiring heavy donor assistance. Future areas to be addressed include support for further research, technology transfer, training and legislative development and marketing.

Coastal development and management, being addressed in part by CIDA, UNDP and ICOD, through SOPAC and the Forum Secretariat, requires support for maritime coastal development training and public education to promote protection and controlled coastal development with sound environmental awareness. SOPAC, the Forum Secretariat, FFA, SPREP and national governments will all have key roles in this program.

Non-living resource management and development is a program being addressed almost exclusively by SOPAC, and consequently some of the needs, such as mapping and data management, noted under coastal development may overlap in this area.

Ports and marine transportation requires assistance in port operations and management reviews, sub-regional shipping services review, port safety training, ship surveyor training and shipbuilding and repair facilities reviews.

### 2.3.2 Special Considerations

Three main factors that impact on ICOD's role in the South Pacific are:

- i) Regional agencies involved in the marine sector play a critical role in the management and development of ocean resources in the South Pacific, due to the transnational nature of marine resources and the political and economic strength realized by a representative single voice.
- ii) Bilateral projects, depending on their size, can be more difficult and slower to develop and may require more intensive monitoring. They may also require more than one funding phase (i.e. longer term funding) and are more taxing on the administrative load of the Division and the Centre.
- iii) ICOD's lead role as a Canadian donor in the region, by virtue of the size of its own program and through management of the CSPODP has considerable impact on Canada's image in the region.

Of the four regional program areas of the Centre, the South Pacific is probably the most developed in terms of project implementation and has had the longest experience of ICOD support. As a result, there are a number of issues immediately affecting future program planning in the region that has the potential of impacting other Centre programs. Some of the issues that need to be examined in the future are the following:

- the long-term viability of ICOD programs and the nature of support to regional institutions which do not have substantial independent funding sources;
- consideration of self-funding or ICOD assisted procurement of alternative donor funds for future development activities.
- social impact (gender related issues such as the role of women in ocean development);
- consideration of bilateral development at the "lowest least developed countries" (LLDC) level and the impact of the resulting reduced support in the regional institutions.

### 2.4 **Lessons Learned**

The following are considerations for new programming based on lessons learned from ICOD programs in all areas.

- greater input and involvement from potential recipients and at the project/program design stage, in the definition of objectives and milestones to increase recipient commitment;
- more interaction with recipient agencies to encourage development in new ocean themes through the initial support to small-scale projects;

- recognition of the preference and potential greater success of inter-region training linked to ongoing projects and programs to address cultural concerns and achieve a higher probability of absorption and retention of trained personnel in the region;
- identification of mechanisms for collection and dissemination of marine related information within the region to ensure maximum use and benefits.

## 2.5 Program Objectives

### 2.5.1 Rationale

The training of human resources and physical infrastructure support which would allow Pacific Island Nationals to assume increased control of their destiny requires both support from ocean resource experts and financial assistance from the developed world. The South Pacific regional organizations have, for the most part, reached that stage in development where human resource development over the next decade is key to the replacement of expatriate expertise with trained local expertise. Advisory and financial support for the introduction of new, appropriate technology will remain a requirement for the foreseeable future.

### 2.5.2 Objectives

Sustainability, social impact and environmentally sound development will remain the pillars of future ICOD development in the region. This will be achieved through:

- i) Consolidation of fisheries management support and increased efforts in other program themes.
- ii) Pursuit of bilateral development initiatives where they:
  - a) support regional programs; and b) do not impact negatively on funding levels to regional agencies that would cause difficulties with the success of regional initiatives.

## 2.6 Program Proposal

### 2.6.1 Current Commitments

#### Regional

Total regional commitments for 1991/92 amount to \$1,017,274 and are focused at the following four regional institutions: FFA (\$207,500); SOPAC (\$536,490); SPC (\$118,500); USP (\$154,784).

#### Bilateral

ICOD has supported two important artisanal or fisheries extension projects in Vanuatu and Solomon Islands. Both have completed their first phase of funding and have requested further funding for an additional three years. Total bilateral commitments to date have been \$1,390,952, which also includes several training projects.

## Sectoral

An imbalance towards support for fisheries management and development exists in the South Pacific. This however reflects the reality of the sectoral needs of the region as identified by the independent states of the region. The second largest commitment in the region is in the non-living marine resources sector for programs in the areas of nearshore minerals, hydrocarbon, and coastal development. Support in the sector of integrated ocean management has been through the FFA implemented Ocean Resource Management Program (ORMP) at USP. Commitments in the sector of coastal development and management have concentrated on assessment studies and training schemes focused through SOPAC. ICOD has shown little support in marine transportation and ports management, however the vastness of the ocean sector of this region labels this as a growth area. The area of lowest support in the past has been marine environmental conservation, however three Marine Environment programs in SPREP are in their initial phase of support by ICOD and CSPODP.

### 2.6.2 Future Plans

Support to the South Pacific region in the past has by and large been "responsive" to the needs of the region. While not losing touch with all aspects of "responsiveness", it is necessary to take a more "proactive" role in longer term program planning. This shift will require several years to be done properly.

The fisheries development and management theme will continue to draw the highest percentage of Divisional program funds for at least the next five years as this is still a "high priority" for the region. It is anticipated that SOPAC, with enhancement of regional training capability at USP, will remain the main channel for development in the non-living marine resource sector for the future. SOPAC will be encouraged to identify methodologies to enhance the "regionalization" of some of the highly skilled research work in this sector. Under the Canadian funded USP Marine Studies Program, the Professor of Marine Studies will develop, in consultation with regional organizations, a comprehensive five year plan to address the development needs of education and training programs in the region within the theme of integrated ocean management. The longer term commitments in the sector of coastal development and management will remain on training, needs assessments and enhancement of public awareness of controlled coastal development with appropriate linkages to the marine environment program. With the impending autonomy of SPREP from SPC, by 1992 it is anticipated that ICOD and CSPODP funding in the sector of marine environmental conservation will be requested to support regional and bilateral programs linked to the "Action Strategy for Nature Conservation in the South Pacific Region", adopted by the 27 member countries of SPREP. South-South exchanges between the South Pacific and the Caribbean Basin in regard to controlling the growth of tourism, will be encouraged. ICOD will work closely with the SPC Women's Bureau and the Women's Fisheries Program Officer in SPC to enhance the development of generic specific projects in the region with expected emphasis on the post

harvesting fisheries sector in the short term. Further management initiatives for planning or commencement in 1991/92 to determine the future development course of ICOD in the South Pacific include the following:

- Increased program and project monitoring and the evaluation of the ICOD/CSPODP fisheries and information program in the region.
- The mid-term evaluation by CIDA of CSPODP to determine whether to go forward with a Phase II or phase out this project.
- The Fisheries Human Resource Training Needs Assessment will be analyzed in 1991/92 with the intent to determine ICOD's future support in this area.

As funds become available, ICOD will carry out the following assessments and studies to assist in future planning:

- Analysis of secondary thematic support to the fisheries sector such as formal and non-formal training, curriculum development, research, MCS, data collection and networking, legal affairs, post harvest activities, fisheries development.
- Analysis of the USP 5 year plan to determine ICOD support to institutional strengthening of USP.
- Human resource development and training needs assessments in the region in other program sectors.

**CARIBBEAN BASIN  
CORPORATE PLAN**

### **3.0 CARIBBEAN BASIN**

#### **3.1 Background**

The Caribbean Basin is approximately 2.5 million square kilometres in area, surrounded by island and coastal states, the majority of which are ICOD target or secondary focus countries. The population of potential recipient countries is 23 million in a land area of approximately 0.5 million square kilometres.

In general, the economies of most of the countries within this region have been dependent upon agriculture. Lack of diversity in the economies of the region, dependence on oil importation, and, in some countries, poor recovery from the last recession, have left the region vulnerable. The need for economic diversification to counter this problem growth has been recognized as has the economic potential of ocean resources. Traditionally, activities related to ocean resource exploitation have been small-scale or artisanal in nature.

The capacity within the region to deal with ocean resource management and development planning varies from country to country. The region is characterized by a relative lack of human and financial resources which can be committed to improve the sector. Compounding this is the problem of emigration of trained people from the region.

Despite the constraints to ocean development in the Caribbean Basin, several regional organizations have evolved. For example, the Caribbean Community and Common Market (CARICOM), through the Caribbean Environmental Health Institute (CEHI), coordinates Caribbean-wide activities related to the marine environment and health. The United Nations Environment Program (UNEP) Regional Coordination Unit (RCU) coordinates regional policy development related to the marine environment. The Caribbean Conservation Association (CCA) promotes and coordinates environmental and conservation activities at the national and sub-regional levels. The University of the West Indies (UWI), through its programs in Jamaica, Trinidad, and Barbados (CERMES in particular) has been the focus and foundation of much of the marine research and training in the Caribbean. Several sub-regional organizations are actively involved in regional fisheries management and development; for example, the Organization of Eastern Caribbean States (OECS) Fisheries Unit and OLDEPESCA in Latin America. All the regional organizations noted above have an important role in obtaining and distributing overseas donor funds.

#### **3.2 History of ICOD Programs in the Region**

ICOD has initiated and supported cooperation in management and development of ocean resources in the Caribbean Basin through forty-three approved projects.

Table 1. **Relative Levels of Support by Theme** (% of \$9,025,000 committed for all approved projects) and number of projects.

Fisheries*	66.8%	28
Environment	20.2	4
Integrated Ocean Management	11.0	7
Mariculture	1.5	2
Coastal Development	0.4	1
Ports and Marine Transportation	0.1	1
Non-living Marine Resources	0	0

\* including the ICOD support to the Caribbean Fisheries Resource Assessment and Management Program (CFRAMP). This program will place a further \$15M of fisheries support into the region from CIDA over 8 years.

To date, most of the support has been provided to the English-speaking Caribbean with an emphasis on the Eastern Caribbean.

Table 2. **Relative Levels of Support by Regional Sub-area** (% of total committed \$) and number of projects.

Regional	58.7%	8
Eastern Caribbean	32.9	30
Western Caribbean (including Dominican Republic)	6.4	3
Central America	2.0	2

ICOD has provided significant support to regional fisheries management initiatives. ICOD has also supported several bilateral projects in this theme. Further, ICOD has been instrumental in development of marine science and environmental management education through UWI.

### 3.3 Analysis and Special Considerations

#### 3.3.1 Perceived Needs

The assessment of needs is expressed below according to the seven themes in which ICOD provides support.

In general, within the fisheries sector, there is a need for institutional strengthening of fishermen's organizations, management structures, improvement of data collection, and training in all aspects of fisheries for future economic self-sufficiency.

Needs within the marine environmental conservation theme include: development of policy, guidelines, and legislation at national and regional levels including emergency preparedness and pollution control; training and institutional strengthening to support environmental monitoring, development of environmental databases, enforcement, and planning; and provision of support for public education in this sector.

Needs in integrated ocean management in the Caribbean Basin include support for Law of the Sea implementation, such as training related to boundary delimitation. There is also a need for development of a marine parks management network.

**Mariculture** has not traditionally been a high priority area for development within the region, although there is increasing interest in policy development, research and training. In particular, there is interest in expanding the culture of seamoss in the region.

The needs in coastal development and management relate to increased protection of coastal resources and development of policies and guidelines related to sustainable development through institutional strengthening, training and public education.

Non-living resource management and development is a nascent sector in most parts of the Caribbean. There is a need for development of policy, legislation, and planning strategies.

The same is true of the ports and marine transportation sector.

### 3.3.2 Special Considerations

Future program planning will take into consideration the absorptive capacity of the recipients and program sustainability, provision of other donor support, impact of large regional programs, and the increased involvement of potential beneficiaries at the design stage.

ICOD will focus on efforts which deal with longer term planning while attempting to mitigate the detrimental effects of short term pressures, such as coastal development designed to attract foreign tourist revenue without regard for capacity of the coastal environment to absorb the development.

In Central America, ICOD's inexperience in the region dictates a go-slow policy. This also reflects financial limitations within the Division as there is a high level of commitment to other sub-regions and themes.

Priority will be given to defining the positive social impact of projects (e.g., gender-related issues) and increasing the consideration for the environmental effects of projects.

### 3.4 **Lessons Learned**

Evaluations have been completed on the fisheries program in the Eastern Caribbean, scholarship support for UWI, and CERMES. Regional initiatives appear to have been effective and will receive further support.

There is a need for greater input from the recipients and potential beneficiaries at the project/program design stage, and better definition of objectives and milestones.

There will be more interaction with agencies or departments which may have responsibility for new program sectors. Experience in ICOD indicates that small-scale projects appear to be the most reasonable way to initiate some of these themes in the region to minimize risk and determine counterpart commitment.

Training will be related to ongoing projects/programs and provided within the region as much as possible so that there is a higher probability of absorption of trained people into the region.

Mechanisms for collection and dissemination of information should be better defined and developed at the program design stage.

Sustainability of programs after donor support has ended will receive increased consideration by ICOD.

### **3.5 Program Objectives**

The objective of the Caribbean Basin sub-division is to enhance the abilities of the governments and resource users in the Caribbean to develop and manage ocean resources within their EEZ's in a manner which improves the quality of life for as many people as possible. Development priorities, identified by the recipient countries, prevail in determining the type of support that ICOD will provide.

ICOD will endeavour to ensure stability in the fisheries and environment sectors that have received most of the support to date and will examine less-developed sectors and geographic areas which have received little ICOD support.

ICOD has recognized the effective role of regional organizations in ocean development and they will receive continued support (75%) in 1991/92. Bilateral support will be considered where the regional activities do not have a full impact.

### **3.6 Program Proposal**

The Caribbean program for 1991/92 focuses on human resource development, institutional enhancement, and policy development, as they pertain to ocean resource management and development. There are five main thrusts to the program which reflect the needs and activities outlined in the previous sections of the plan. These are:

1. follow-on support for ongoing initiatives;
2. activities associated with ongoing ICOD themes which broaden their scope and allow for more integration;
3. development of themes which have received little ICOD support in the past;
4. definition of ocean development needs and initial support in Central America and the Dominican Republic; and,
5. consideration of geographical expansion in Central and South America (Guatemala, Honduras, and Suriname).

Current Commitments

To a large extent, the program for 1991/92 is defined by existing commitments to relatively large multi-year regional projects. **Table 3** shows the level of committed funds for 1991/92 based on approved projects:

<u>Regional</u>	<u>Bilateral</u>	<u>Sectoral</u>
University of the West Indies	Jamaica (lobster assessment)	Environment Fisheries
Caribbean Conservation Association	Jamaica/Belize (reef fisheries management)	Integrated Ocean Management
CARICOM (CFRAMP)	St. Kitts (education kit)	
OECS Fisheries Unit		
CARICOM (CEHI)		
<b>TOTAL \$1,509,724</b>	<b>TOTAL \$171,933</b>	<b>TOTAL \$1,681,657</b>

The high level of commitment reflects continuing support for the OECS Fisheries Unit, support of various UWI projects (MARLAW, CERMES, and the Marine Science Centre), the CEHI environmental monitoring project, the CCA marine parks network, the Caribbean Marine Resource Assessment and Management Project (CFRAMP), and smaller bilateral projects in St. Kitts, Belize, and Jamaica.

Future Plans

Remaining uncommitted funds are limited and project approval will depend on the availability of funding. Table 4 indicates the possible level of support for potential projects which are considered in the pipeline. The impact of declining ICOD support of the Fisheries Unit in the future and the possibility of assisting the Unit with a package for other donor funding will be assessed.

The development of themes other than fisheries and environment (such as mariculture) will continue. The environmental human resource development needs assessment will assist in determining future support. South-south information exchanges (OECS/FFA) will be encouraged.

Assessment of bilateral support for countries such as Guyana, Dominican Republic, and Belize will be undertaken.

**Table 4.** Caribbean Basin potential projects.

<u>Regional</u>	<u>Bilateral</u>	<u>Sectoral</u>
OECS Fisheries Unit	Jamaica Mariculture	Fisheries
CERMES Phase II	Central America	Environment
OECS Non-fisheries	Coastal Development	Mariculture
Habitat Mapping	Guyana Mariculture	Non-living Resource
UWI/CCA	Marine Ports and	Management
Environmental	Transportation	Integrated Ocean
Training		Management
		Coastal Development
		Marine Ports and
		Transportation
<b>TOTAL \$800,000</b>	<b>TOTAL \$535,000</b>	<b>TOTAL \$1,335,000</b>

(approximately)

#### 4.0 Divisional Organization

All but one of the 14 positions (South Pacific Program Officer) will be staffed this F/Y with one officer on secondment to the CIDA CFRAM Project in Belize and a replacement for the Fiji CCO office expected in the summer.

#### 5.0 Financial Profile

The financial projections are attached with a further breakdown of approved ICOD and CSPODP projects for 1991/92.

At the time of writing, the \$20 million CFRAM Project had not been signed. However, it is expected to be signed before year end with a total disbursement of \$1.5-1.8 million (CIDA and ICOD) in 1991/92.

##### Administration

General Administration	\$ 909,080
Program Development	132,000
FIJI Office; (CCO)	99,013
Evaluation	50,000
	<u>\$1,190,093</u>

##### Projects

	<u>Approved Projects</u>	<u>Planning</u>	<u>Budget</u>
South Pacific	\$1,102,074	\$ 613,423	\$1,715,497
Caribbean Basin	1,681,657	33,840	1,715,497
Canadian			
Co-operation Office (CSPODP)	1,919,158	(357,158)	1,562,000

ICOD Projects (over \$50,000) for 1991/92

<u>Project #</u>	<u>Title</u>	<u>Amount</u>
870130	PIMRIS	\$ 73,450
880193	Enhancement of Fisheries Information Handling Capabilities	136,000
880195	Graduate Program in Marine Resource and Environmental Management	110,454
880212	Lobster Assessment Program - Jamaica	85,885
880217	MARLAW Data Base and Document Delivery Service	200,000
880227	OECS Small Projects Funding	225,000
880252	Enhancement of Coastal and Marine Environmental Monitoring Capability	225,000
890274	Nearshore Minerals Prospecting Program - SOPAC	400,000
890302	FFA Surveillance Officer	93,700
890305	Coordination of Albacore Data - SPC	82,000
890307	Development of Marine Science Centre - UWI	92,000
900364	Institutional Development - Vanuatu Fisheries Department (Northern District)	67,000

CSPODP Projects 1991/92

<u>Project #</u>	<u>Title</u>	<u>Amount</u>
C-004	FFA Institutional Cooperation	\$ 40,943
C-005	USP Maritime Studies Development Program - USP	65,000
C-006	FFA - ICLARM Aquaculture of Giant Clams	90,610
C-012	FFA Fellowship Program	52,995
C-013	FFA Technical Assistance Program	218,500
C-014	Legal Affairs - FFA	45,200
C-015	Fisheries Data Base Development - FFA	17,300
C-016	Hydrocarbon Program - SOPAC	269,000
C-017	Coastal Development Program - SOPAC	169,410
C-018	Offshore Program - SOPAC	195,900
C-019	ORMP Training Activities - FFA	72,500
C-020	Regional Marine Turtle Conservation and Management; South Pacific - SPREP	132,500
C-023	Coastal Resource Management - SPREP	195,000
C-025	ORMP - Infrastructure Support	160,620
C-032	Women in Fisheries Program Development	130,880
C-033	Marine Studies Scholarship	62,800
C-034	National Port Safety Seminars: South Pacific Maritime Development Program	129,159
C-035	Regional Maritime Training Plan	214,500
C-036	Shipbuilding and Repair Facilities Regional Planning Study	232,450
C-037	Regional Maritime Legal Advisor	403,900
C-038	Earth Science and Marine Geology Program Development, USP	324,000

VI C.

INTRODUCTION

STRATEGIC PLANNING FOR WAIOD

The WAIOD will have a full staff complement at the beginning of fiscal year 1991-92 and a regional office for West Africa situated in Dakar, Senegal.

1991/92 will see an intensification of short and long term program planning with the goal of matching the level of funding of the SPCBD in 3-5 years.

The challenge is considerable in these two heterogeneous geographical regions where regional and sub-regional co-operation is just beginning. On the other hand marine resources are promising and local administrations are becoming more and more interested.

With a budget of \$3.3 million (annex 1) management proposes a strategy which is well anchored in the reality of its client regions, and is cognizant of the restraints to be overcome, while remaining confident in the will of the countries to develop a marine potential essential to their survival.

## WEST AFRICA AND INDIAN OCEAN DIVISION

WEST AFRICA1. REGIONAL OVERVIEW

The intervention of ICOD in West Africa targets primarily the coastal countries and small isolated states which extend the length of the West African coast from Morocco in the north to Namibia in the south. Of fourteen target countries eight are francophone, three Portuguese speaking, one Spanish speaking and one Arab. Namibia is English speaking. They have a combined total of more than 78 million inhabitants. In addition, ICOD deals with eight other secondary focus countries. Among the priority countries, 10 are among the poorest developing countries (LLDC) with per capita revenues less than \$545 U.S., varying between \$170 U.S. and \$440 U.S.

In terms of internal politics, the region is relatively unstable given rapid population growth, low education rates, high unemployment and a high rate of poverty worsened by the pressures of structural adjustment programs and by regimes with totalitarian tendencies. In terms of external politics, ethnic and border conflicts (over both maritime and terrestrial boundaries) are frequent. Regional cooperation exists in certain domains (eg agriculture), but is still weak in the marine sector.

The oceans of the region are amongst the richest fishing grounds in the world, but not all countries have an equally developed fisheries tradition. As well, artisanal fishermen in certain countries (eg Senegal and Ghana) exercise their trade by migrating from one country to another. The industrial fisheries are dominated by foreign fleets operating under license. With few controls, this fishery is often exploited to the detriment of the African countries and over-fishing is now endangering the survival of certain stocks.

In West Africa, ocean transport is crucial not only for the import-export trade of coastal countries, but as well for landlocked countries of the Sub-Sahara and Central Africa which are served by the former.

The West coast of Africa is unevenly populated, but where it is densely populated the pressure on the environment is very strong due to urban concentration, industry, agriculture and port infrastructures which are largely uncontrolled sources of pollution and erosion. Conservation of the marine environment, aquaculture, and the exploitation of non-living resources are underdeveloped.

## 2. HISTORY OF THE PROGRAM

In West Africa, ICOD first concentrated its efforts on training by means of fellowships in Canada and at the World Maritime University in Sweden and regional courses and seminars in the field. These seminars were concerned with the biological aspects of stock management, the legal aspects of delimitation of marine boundaries, and the management of non-living marine resources. Training in Canada is provided through a Diploma in Marine Affairs, Master level programs, and various short-term attachments at different research and educational institutions.

Most projects in the Region have been bilateral. They were concerned primarily with the gathering and analysis of data on fisheries statistics, documentation management, support for research, transformation of fish products at an artisanal level, increasing awareness to questions of marine pollution and training in various domains.

Until recently, projects were of modest scope and, with the exception of regional seminars, limited to certain countries such as Morocco, Mauritania, Cameroon, Cape Verde, Benin and Sao Tome e Principe. In 1990/91, initiatives were launched in Guinea-Bissau, Guinea-Conakry, and Namibia.

The distribution of expenditures and commitments by sector since 1986 is as follows:

### ALLOCATION OF FUNDS BY SECTOR

SECTOR	EXPENDITURES	%
Integrated Ocean Management	\$816,335	34%
Fisheries Management and Development	1,178,810	48%
Mariculture	0	0%
Coastal Development and Management	0	0%
Non-Living resources Management	170,000	7%
Maritime Transportation and Ports	28,000	1%
Marine Environmental Conservation	241,740	10%

### 3. EVALUATION OF NEEDS AND SPECIFIC CONSIDERATIONS

The marine potential in the region is in certain cases underexploited and in other cases endangered either by foreign exploitation or by inadequate local management or because of environmental degradation.

The means of evaluating and efficiently managing these resources and for ensuring their protection are generally weak. Food security is a central preoccupation; agriculture does not meet the demand.

The Fishery is a supplementary source of food and hard currency (exportation, sale of fishing licenses). Until now, the emphasis has been on increasing catches without taking into consideration the nature and volume of the stocks; this growth endangers the survival of the stocks. This has been exacerbated by much wastage in the processing industry, poor distribution, and rejection of valuable but under-utilized species. In many instances, fisheries zones and spawning grounds are threatened with destruction by coastal construction, land-based pollution, ocean transport and by population growth in coastal regions.

An overriding need is for improved fisheries management including research, stock conservation measures, licensing and all the ancillary elements required in the above functions.

The maritime transportation sector is dominated by foreign capital and management. Local fleets are generally poorly equipped, badly suited to real needs, and relatively unprofitable. Sea-going officers and crew are insufficient in numbers and underqualified. Port installations need to be modernized to remain functional and competitive.

On the level of research and documentation, important quantities of information on the marine sector are under-utilized because of poor classification and management and lack of communication between research institutions. Often, research is too academic and does not correspond to the real priorities of the sector.

Several maritime boundaries have not yet been established in the region. Proper management can only be considered once appropriate jurisdiction for stocks has been established.

Standardized maritime regulations are required to facilitate commerce, assure the security of ship's personnel, control pollution and protect the sea lanes.

With respect to the overall national management of ocean resources, interdepartmental dialogue and coordination of foreign aid interventions are required to harmonize potential conflicts (eg fisheries vs industrialization, tourism vs conservation of sensitive zones, etc.)

Land based marine pollution is an important issue in the region; the marine environment has been degraded and its productive capabilities for food as well as for recreation have been reduced if not entirely destroyed. The region is at potential risk from marine catastrophes and their consequences. Certain countries have environmental contingency plans but they have few resources on a national level to carry them out; this is even truer on a regional level.

#### SPECIFIC CONSIDERATIONS

##### The Linguistic Environment

Some of the target countries are Portuguese or Spanish-speaking. This limits the pool of consultants from which ICOD can recruit and restricts the types of projects which ICOD can undertake (eg projects dealing directly with the population). In order to put on regional seminars in such countries, it may be necessary to have simultaneous translation, which implies a more complex organization and higher costs.

##### The Social Environment

The instability which prevails in certain of the target countries exposes projects to potential delays during project implementation. As well this may pose security risks for Canadians involved in the delivery of these projects.

##### The Regional Office

Africa is a difficult environment for cooperation. It is essential to maintain a presence in the field hence the pressing necessity of opening a Regional office.

#### **4. EVALUATION AND LESSONS LEARNED**

Some projects have benefitted from observations made during the Special Examination conducted by the Office of the Auditor General and from ICOD's internal audit function. As well, a study of project reports has provided us with some useful information which we summarize below:

- (A) In politically unstable countries the risks must be carefully evaluated. Initiatives should be executed in successive modules each with its own objectives. Hence if projects are suspended part way through, there will still be concrete returns for investments.
- (B) Projects of a more limited scope produce good results but demand a high administrative effort. Hence programs including should be based on a series of semi-discrete sub-projects which can be undertaken semi-independently. Local partners should be identified to help with the day to day

administration.

- (C) Regional seminars are useful tools for encouraging information exchange as well as interpersonal and interstate collaboration. Nevertheless, their direct administration is complex and too time consuming for the officers of ICOD. It will be necessary to entrust institutions or firms with their execution and to exercise control at arms' length.
- (E) Given the fragility of the political and social context there will always be a risk of delay or cancellation of projects; one should overbudget at a rate of 130 to 135% in order to have a pipeline of projects in reserve.

In 1991-92 several small projects will be evaluated collectively in accordance with ICOD's plan in the chapter on evaluation.

## 5. PROGRAM OBJECTIVES

### Bilateral

Because the structures for regional cooperation are weak, the Division must, in parallel with its efforts at the regional level, directly address the needs of its target countries at the national level. Success with this approach should pave the way for cooperation and networking on a regional basis.

To date, the division has supported projects in Morocco, Cap Vert, Mauritania, Benin, Sao Tomé et Príncipe, Senegal, Cameroon, Guinea and Guinea Bissau. In 1991/92, the division's activities will be consolidated in all these countries noted above and on a trial basis, in Namibia. The funding of projects in Congo, Ivory Coast and Togo is to not foreseen in 1991/92.

### Regional

No single body has to date emerged in West Africa to coordinate and develop regional programs in marine related areas. However, some regional bodies are pursuing issues in the ocean development field. The division will support the following:

THE CONFERENCE OF FISHERIES MINISTERS (CONFERENCE DES MINISTRES DE L'HALIEUTIQUE DES ÉTATS RIVERAINS DE L'ATLANTIQUE)

The division will offer help to the executive arm of the Conference at the administrative and technical levels while also offering support for some of the projects identified. Possible projects are: the development of stock assessment capabilities; implementation of better post harvest processing techniques; improvement of marketing and the creation of a bank of local ocean development experts.

## LA COMMISSION SOUS-REGIONALE DES PECHEES

Created in 1980, the Commission is composed of Cap Vert, Senegal, Mauritania, Guinea, Guinea Bissau. The Commission has asked ICOD to consider three proposals:

- i. the creation of a centralized data bank on fisheries statistics, to be located in Senegal;
- ii. the development of a centralized registry of fishing vessels (both national and foreign) operating in the Region;
- iii. the training of fisheries observers.

The Division is already developing projects (ii) and (iii) above.

## THE ASSOCIATION POUR LA GESTION DES PORTS D'AFRIQUE DE L'OUEST ET DU CENTRE:

This Association regrouping 21 countries of the Region is devoted to the improvement of port facilities, service and, management. It requested ICOD's support for the training of port equipment maintenance crews. Accordingly, the division is developing a three year project to support a sub-regional training centre of the Association located in Benin.

In addition to offering assistance to regional institutions, the division will also promote regional cooperation and networking by: organising regional seminars on various marine related subjects and supporting the south/south exchange of expertise and regional training in areas of priority to the Region.

### The sectoral focus:

While the division will eventually develop activities in all of the seven ICOD sectoral themes, during fiscal year 1991/92 priority will be given to:

- A) Fisheries management and development, the emphasis being placed on: the collection and processing of key fisheries data; the management and use of documentation; the planning of research; the processing and marketing of fisheries products; security at sea for artisanal fishermen; the surveillance and control of fisheries (training of observers).
- B) Marine transportation and port management, especially: the training of maintenance crews; port managers and sea going personnel.
- C) Integrated Ocean Management and Development: assistance to marine boundaries delimitation; documentation management (Cap Vert, Mauritania); research planning; needs assessment for higher education.

Depending on the quality of the project requests, their relevance to regional and/or national programs and the availability of funds, consideration may also be given to:

- D) Marine Environment Conservation: emergency planning, prevention and monitoring of lagoonal and ocean pollution; development of educational programmes and materials; development of management policies and plans for the protection of vulnerable environments (mangroves, lagoons, beaches).
- E) Coastal Development and Management: assistance to the identification of appropriate zoning and regulation;
- F) Mariculture and, Non Living Resources Management and Development will also be considered upon request.

6. FINANCIAL PROFILE: is established as provided in Annex 2

## I N D I A N O C E A N

### 1. BACKGROUND

The Indian Ocean is best viewed as a collectivity of independent states which have little in common except that they share the same ocean. Socio/political, economic and physical divergences in the area require a multi-faceted approach to programming in the marine sector to permit optimal use of existing resources. ICOD's program covers 11 target countries. Six are island countries and five are coastal states. The total population of these countries is 103 million people. Of the 11 countries, none are linguistically homogeneous, with English, French and Portuguese being the major metropolitan languages.

Politically, many of the countries are in a state of dramatic political change, with civil upheaval taking place in a number of them. Economically, subsistence agriculture, with pockets of "exotic" export agriculture have been the major activities in the 11 Indian Ocean countries. Recently, tourism, especially in the island countries and in Kenya, has experienced significant growth. Of the 11 countries, three have per capita incomes of more than US \$545. The other eight countries have less than US \$545, with Mozambique being the lowest at less than US \$100.

## 2. HISTORY OF ICOD PROGRAMS IN THE REGION

Over the last five years, the ICOD approach in the Indian Ocean has centred on a limited number of program themes at both the bilateral and regional level: Marine Environmental Conservation has been the focus for three countries in the region, namely, Seychelles, Mauritius and Maldives.

In the other countries where food self-sufficiency and food security are the pressing needs, ICOD involvement has concentrated on Fisheries Management and Development. This has included training for Tanzanians, Somalis, Kenyans and Malagashes in general marine programs; information related programming in Madagascar, the assessment of fishing vessels in the Seychelles, and fish stock assessment in Zanzibar.

Indian Ocean programming in the other ICOD themes has included training and technical assistance activities. A Mariculture project was undertaken in Mauritius and another is being planned for East Africa. Coastal Development and Management programming have been undertaken in Mauritius and in Rodrigues.

On the regional side, ICOD has been mainly active in the Fisheries Management sector. Indian Ocean Marine Affairs Cooperation (IOMAC) did receive support for some training and information activities and so did the new Indian Ocean Regional Tuna Organization. ICOD also supported an information related regional initiative with a Non Governmental Organization (NGO) based in Kenya that focuses on Marine Conservation.

ICOD's financing to the Region since 1986, has been allocated according to the following sectorial breakdown:

**PROGRAM COMMITMENTS BY SECTOR: 1986 - 1990**

<b>THEME</b>	<b>AMOUNT COMMITTED</b>	<b>%</b>
Integrated Ocean Marine Man.	427,050	12%
Fisheries Management	1,541,850	42%
Mariculture	160,500	4%
Coastal Development	261,000	7%
Non-Living Resource	230,000	6%
Marine Environmental	1,079,661	29%

**3. ANALYSIS AND SPECIAL CONSIDERATIONS**

In the past decades, most countries of the Indian Ocean region have attempted to develop their marine sector through fragmentary and often random actions and projects. In many cases, aid projects have helped to prevent the complete collapse of the fisheries but have failed to increase production and to promote a pattern of self-sustained development.

The two major sectoral "needs" of the region touch on food self-sufficiency/food security and on the environment. The artisanal fisheries sector is not well developed. Moreover, even though the region accounts for about 10% of the world's tuna supply, it is nearly all exploited by foreign seiners for foreign markets. Mariculture, except in Seychelles and Mauritius is almost non-existent.

On the environmental side, the Indian Ocean is a major route for oil tankers sailing from the Arabian Gulf and oil exploration is also taking place in different Exclusive Economic Zones (EEZ's) in the region. In addition population, industry and tourism are putting extreme pressure on many coastal environments. Other environmental concerns include the use of coral and of coastal sand as aggregates for the construction industry, and the dredging of ports and harbours.

The development of the marine sector depends largely on the availability of imported inputs (both goods and services). The absence of widespread technical expertise and experience within the region delays the development process. Of particular concern are the short and medium term effects of these factors on efforts to establish export channels; organize fish collecting networks in under-exploited areas; introduce more effective, efficient and

environmentally conscious fishing and processing technologies, and to build the infrastructure needed to support an efficient fishing industry (i.e ports and harbours, processing plants, feeder systems, etc.).

A recent FAO report (Report of Preparatory Assistance Development of Small-Scale Fisheries In Southwest Indian Ocean Region, FAO, Rome, 1989.) indicated some progress, through technical assistance programs and private activities, in dealing with some of the constraints listed above. However, the successful cases cannot, without outside support, become examples of what might be realized throughout the region. Geographical and cultural factors combine with the general lack of physical and staff resources to preclude joint efforts by Indian Ocean countries in undertaking joint, mutually beneficial opportunities.

#### **4. EVALUATION AND LESSONS LEARNED**

To avoid planning slippages it is important to properly gauge the capacity of the recipient partner to provide the required trained manpower or other resources necessary to implement proposed projects. Now, feasibility missions are conducted for important projects and in preparation to ICOD's participation to donors conference.

Sustainability is another key factor in ICOD projects in the Indian Ocean. The adaptation and modification of locally developed methods and equipment for use in ICOD projects is carefully considered before transferring technologies developed elsewhere, especially the introduction of capital-intensive technology.

The participation of overseas partners, at every level, is important in all phases of the project cycle. The Division is now making a greater effort to ensure that its official partners as well as those directly affected by a project activity are involved in the planning, design, and monitoring phases of a project. This ensures that not only are the technical requirements of a project fulfilled but also that the socio-cultural environment is respected.

#### **5. PROGRAM OBJECTIVES**

##### Bilateral:

To date, the Division has been active in Tanzania, Madagascar, Mauritius, Seychelles, Comoros, Maldives, and Sri Lanka. In Kenya and Somalia programming has touched only on in-Canada training. In 1991/92, the Division will continue to be active

in all of the countries listed above and might initiate projects in Mozambique, (Djibouti and Somalia will be considered in future years).

Many of the activities to be undertaken in 1991/92 will be the continuation of multi-year projects and new projects, where feasibility missions are currently being conducted. In addition

education and training and other forms of social investment will receive a higher profile and due consideration will be given to the special role of small-scale fisheries in the economies of small island states.

#### Regional:

There is very little regional integration. Many of the countries, feel that the "payback" from a regional approach may not be worth the effort and the potential loss of sovereignty over certain issues. Suspicion as to hidden agendas of individual countries and manipulation by former metropolitan countries active in the Indian Ocean make a common objective very difficult to define much less to attain.

In spite of the above, efforts have been made to establish regional and, for the most part, sub-regional organizations. ICOD is presently committed to supporting the followings:

#### INDIAN OCEAN REGIONAL TUNA MANAGEMENT ORGANIZATION

The stated purpose of this organization is to assist and advise participating countries on the management and conservation of tuna as well as on the socio-economic and political aspects relating to tuna and tuna-like species in the Indian Ocean. ICOD will support this organization. The possible areas of ICOD involvement include: support for a meeting at the ministerial level aimed at ratifying the draft convention for the formal establishment of the organization; information tour(s) for selected representatives to similar regional organizations in the Caribbean and in the South Pacific; training for staff of the tuna management organization; the provision of cooperants and consultants (Legal Counsel and an Economist); projects set up by this organization meeting ICOD's objectives and requirements for the Region.

#### SOUTHERN AFRICA DEVELOPMENT COORDINATION CONFERENCE (SADCC)

ICOD will look towards the Southern African Development Coordination Conference (SADCC) as a possible vehicle in providing both sub-regional and bilateral programming in the Indian Ocean coastal countries. Possible areas of involvement for ICOD include the provision of: extension aids and services

of support to fisheries development planning for the coastal SADCC countries; assistance in the area of quality control and standardisation of marine products; of training in fisheries at all levels through collaboration and coordination of national training facilities in the SADCC region.

#### INDIAN OCEAN MARINE AFFAIRS COOPERATION (IOMAC)

The role of IOMAC as a coordinating agency for ocean matters in the Indian Ocean region will continue to be assessed and supported as

appropriate.

#### LA COMMISSION DE L'OCEAN INDIEN (COI/IOC)

The COI is made up of Madagascar, Mauritius, Seychelles, and the French Territory of St. Denis de la Reunion. ICOD is investigating the possibility of cooperating with this sub-regional organization.

#### ISSUE BASED INDIAN OCEAN NETWORK (IBION)

IBION consists of individuals and institutions who are concerned with the issues of regional cooperation, development and the environment in the Indian Ocean region. IBION is active in public education programming. ICOD will continue its involvement with IBION in this area.

#### Sectoral:

While the Division will eventually be involved all seven of ICOD's sectoral themes in 1991/92, priority will be given to:

##### A) Marine Environmental Conservation

This focus will be of primary importance for three of the countries in the region: Mauritius, Seychelles, Maldives.

ICOD assistance will include the provision of advisors in marine conservation, training in marine parks management and, the implementation of baseline study dealing with estuarine pollution and monitoring. ICOD's support will also be provided for the development of environmental guidelines and assessment programs and to initiatives in the field of pollution monitoring and control, coastal environment and management, marine resources management, environmental law and enforcement, and environmental information, education and training programs.

##### B) Fisheries Management and Development

Food self sufficiency and food security are major areas of concern in the other target countries in the Indian Ocean. ICOD's focus will continue to be Fisheries Management and Development, the emphasis being placed on: the development of fundamental training programs answering the need of the fisheries "industry" at the commercial and/or artisanal levels, (technology and fish quality control); the collection, processing and analysis of key biological and socio-economic data; the development and dissemination of public information related to the local fisheries; the training of fisherwomen to encourage them to become more involved in the fishing industry; the training of managers and technicians in fisheries marketing.

C) Integrated Ocean Management and Development: training in integrated ocean management will be promoted and so will public information related to the marine sector to enlist the support

of local populations for projects in marine related areas; research planning and assistance with strengthening the information base will also be supported.

In the other ICOD sectoral themes, activities during 1991/92 will be undertaken on a case by case basis.

Coastal management and development: the provision of on-the-job training in environmental impact studies relating to coastal zone management; Non-living resource management and development: the provision of training related to non-fuel minerals found in the oceans, undertaken on a regional basis; Mariculture: assistance with the development of prawn culture in East Africa; Marine transportation and ports management: ICOD's support has not yet been requested for projects under this theme. Other donors working in the region are active in this sector. Given its importance, ICOD is monitoring activities and will carry out a sectoral analysis in the next fiscal year.

6. FINANCIAL PROFILE: is established as provided in Annex 2.

#### PROGRAM MANAGEMENT

The permanent staff of the WAI0 Division:

By the beginning of FY 1991/92 the Division will have reached its full complement of staff, but for an additional position of administrative assistant for the Indian Ocean subdivision for which a staffing authorization is being sought.

The approval of the position of field representative in the Indian Ocean is not foreseen for 1991/92. However, we may enter into an agreement with a Canadian in Antananarivo to speed up the exchange of correspondence with Madagascar and assist with various logistical tasks.

The office in Dakar will become fully operational in 1991/92. It will consist of one senior officer supported by a locally engaged secretary; accounting and consultancy services will be contracted as needed. Office accommodation, together with some office equipment, and possibly the services of a chauffeur/messenger and a guard, will very likely be shared with a partner agency.

The division now has a fully bilingual staff, both on its West Africa and on its Indian Ocean desks. The vacancy created by the program officer who has decided not to return after her maternity leave will be filled early in 1991.

(Organigram chart - please refer to Annex 3)

### The use of sectoral consultants:

The Division will increase its use of sectoral consultants for program development activities, especially when important technical aspects of a project must be assessed. Experience has shown that expertise and time invested in planning has a good rate of return and that the participation of experts in the early stages of a project's development offers important lessons both for the beneficiaries and for the Canadians involved in the exercise.

### The Use of Non Governmental Organizations (NGOs)

NGOs often operate at the community level and the insight thus gained is often more accurate than the perceptions of the local government agencies proposing a project. Accordingly the Division will, where appropriate, consult the NGO community and on occasion use their expertise to assist in the planning (and execution) of certain types of projects.

### Administrative challenges:

The Division recognizes the necessity of administrative tools which ensure full monitoring and control of public money. However, in their role of development specialists, the staff of the division will continuously look for, and participate in, measures leading to the streamlining of the process, particularly when the imposition of such requirements are aimed at the beneficiaries of ICOD's programmes.

Practical application of software programs such as Lotus 1-2-3 and Microsoft Excel as well as other similar programs which will allow a better monitoring of project activities and disbursements will be developed.

A N N E X 1DIRECTION AOOI  
(BUDGET 1991-92)

ADMINISTRATION	\$ 620,000	(1)
VOYAGES	\$ 115,000	
BUREAU DE DAKAR	\$ 200,000	(2)
EVALUATION DE PROGRAMME	\$ 25,000	
DEVELOPPEMENT DE PROGRAMMES	\$ 200,000	
PROJETS	\$ 2,200,000	
	-----	
TOTAL	\$ 3,360,000	

NOTE:

- (1) Incluant nouveau poste d'assistant à l'administration pour l'Océan Indien
- (2) Comprend les coûts d'opération annuels et le déménagement de l'agent mais pas les investissements de base (fax, pc, photocopieuse etc... prévus en 1991-1991.)

ANNEX 2(A)  
1991/92 BUDGETARY STATUS

SECTORAL THEMES	NUMBER	COUNTRY	TITLE	PROJECT STATUS	PLANNED EXPENDITURE	
Fisheries Management Development	880253	Benin	Demersal Fish Stock	Approved	64,300	
		Guinea	Artisanal Fisheries	Planning	75,000	
		Maurita.	Fish Econo. Training	Planning	50,000	
		Maurita.	Fish Stock Dynamics	Planning	50,000	
		Namibia	Econ.Analytical Supp.	Planning	150,000	
		Namibia	Training Enforcement	Planning	75,000	
		Regional	Bank of Experts	Planning	75,000	
		Regional	Observer Training	Planning	100,000	
		Regional	Vessel Registration	Planning	75,000	
		Sao Tome	Research Support	Planning	75,000	
		890301	Cap Vert	Statistics Sys.	Approved	51,800
		900346	G.Bissau	Fisheries Plan	Approved	130,000
		890276	Regional	Fish Adv Course	Approved	100,000
<b>SUB TOTAL</b>					<b>1,071,100</b>	
Ports and Marine Transport		Benin	Port Mechanics Train.	Planning	175,000	
		Maurit.	Training PAN	Planning	50,000	
		Maurit.	Doc Centre Training	Planning	50,000	
<b>SUB TOTAL</b>					<b>275,000</b>	
Integrated Ocean Management		Cap Vert	Doc. Centre Supp.	Planning	75,000	
		Guinea	Security at Sea	Planning	50,000	
<b>SUB TOTAL</b>					<b>125,000</b>	
Coastal Management Development		Benin	Coastal Erosion	Planning	80,000	
<b>GRAND TOTAL</b>					<b>1,551,100</b>	

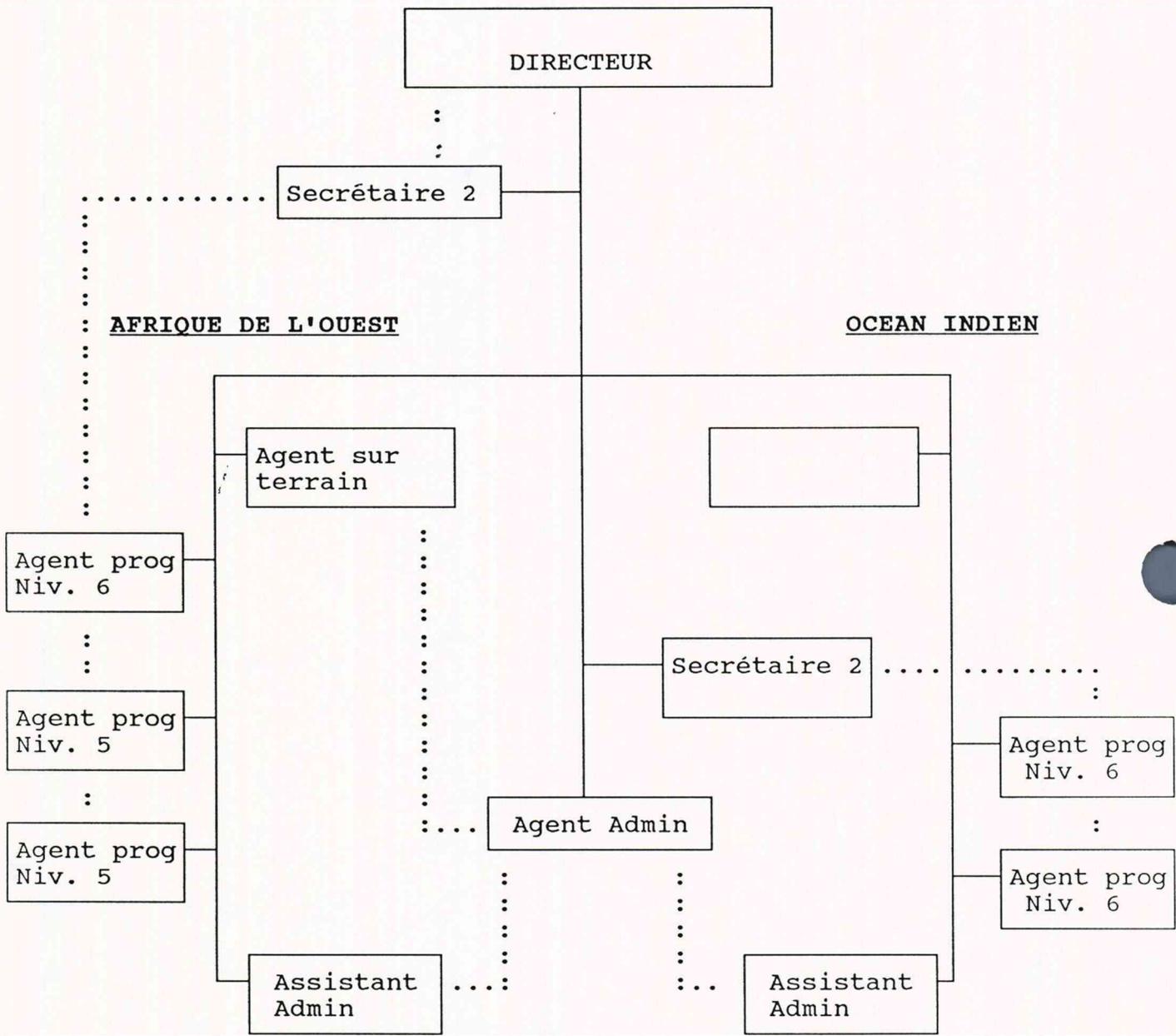
NOTE: These include overplanning figures and projects will be carried become available.

ANNEX 2 (B)  
1991/92 BUDGETARY STATUS

SECTORAL THEMES	NUMBER	COUNTRY	TITLE	PROJECT STATUS	PLANNED EXPENDITURE
Fisheries Management Development	890330	Seychelles	Support to Maritime	Approved	72,000
	900351	Madagascar	Etude Bio/socio-ec	Approved	200,056
	900352	Maldives	Fisheries Sc. Educ.	Approved	54,000
	900347	Seychelles	Quality Control	Approved	141,300
		Madagascar	Follow-up Seminar	Planning	75,000
		Indian Oc.	Regional Fisheries	Planning	90,000
<b>SUB TOTAL</b>					<b>632,356</b>
Marine Environment	870135	Maurice	Invest-Lag Hab Char	Approved	90,000
	890283	Maurice	Tec.Ad. Marine Cons.	Approved	134,800
	890285	Maurice	Marine parks	Approved	77,300
		Maldives	Pollution Impact	Planning	50,000
		Tanzania	Coastal Dev.	Planning	50,000
		Seychelles	Environment	Planning	75,000
<b>SUB TOTAL</b>					<b>477,100</b>
Integrated Ocean Management	900360	Madagascar	Appui centre doc.	Planning	67,200
<b>SUB TOTAL</b>					<b>67,200</b>
Coastal Development Management	890336	Zanzibar	Assistance Coastal	Approved	106,000
Non-Living Resource Management	880210	Regional	Non-fuel Mineral Course	Planning	200,000
<b>GRAND TOTAL</b>					<b>1,482,656</b>

NOTE: These include overplanning figures and projects will be carried o become available.

A N N E X 3



**VI OPERATIONAL PLAN**

**D Interregional and Cooperative Activities Division**

**1 INTRODUCTION**

IRCAD is one of three operational divisions within ICOD. The Division was established during the reorganization of 1989 to plan and implement projects of an interregional or global nature.

Within the IRCAD mandate, four key functions can be identified. These are:

- (a) coordinating and administering training policies and specified programs;
- (b) promoting institutional links and cooperation between educational organizations;
- (c) managing corporate functions related to training and education information gathering;
- (d) identifying, supporting, monitoring and documenting experimental project initiatives, eg Women in Development.

The Division provides functional guidance on training activities to all of ICOD.

Over the past five years ICOD has approved 250 projects involving training activities. Today, more than 50% of ICOD's existing portfolio of active projects involves training. ICOD has completed a large number of projects with a training component and IRCAD is continuing a major drive to evaluate and develop corporate lessons from these projects.

A review of present program planning indicates that ICOD's future project orientation will continue to emphasize the development of human resources in ocean management related fields. With the adoption of a new Training Policy in November 1990, the Centre renewed its commitment to supporting HRD programs in regional and national institutions.

**2 Interregional and Cooperative Activities**

The Division's geographic focus is worldwide, although some of the Division's project activities are defined by the needs and operational plans of the other two program divisions. The Division manages a number of training projects and programs which are implemented in Canada and in other world centres of training excellence.

The 1991-92 fiscal year will mark a significant starting point in terms of strategic planning in HRD activities. The Division intends to build upon the development exercises and activities undertaken the previous year. The lessons gleaned from six major program and project evaluations in 1990 provided the foundation for the new Training Policy which will guide all new programming and will ensure that future training is linked to ICOD's sectoral

themes and regional programs. IRCAD will support the regional divisions in conducting formal needs assessment prior to undertaking new scholarship or training initiatives. This information will be used as part of the process of developing the project rationale and justification. In concert with the needs assessment exercises, IRCAD will undertake substantive capacity analysis of partner educational institutions in Canada and overseas. This will ensure that there is alignment between delivery capacity and ICOD themes and priorities. IRCAD initiatives, specifically the awarding of scholarships, will have as stated objectives the enhancement of national human resources and institutions. Priority will be given to HRD projects which:

- \* are explicit in training managers and professionals in the field of ocean management and development;
- \* improve the professional competence of the scholars;
- \* include issues of professional and national/regional relevancy (needs assessment) as explicit goals to enhance the performance of the scholars;
- \* develop and adhere to a tactical policy on selection and recruitment in consultation with educational institutions in Canada and overseas and in concert with ICOD field projects;
- \* integrate lessons learned, both developmental and operational, from previous ICOD training initiatives;
- \* facilitate an orientation or "soft landing" program for ICOD scholars, and set in place a framework to ensure that all scholars are monitored and remain in contact with ICOD during and after completion of studies.

At present, no other donor agency in Canada is systematically addressing the need for training in the marine sector.

### 2.1 Background:

In determining their national policies, many island and coastal state governments will have to set priorities among emerging issues - eg the need to improve food security, to raise the GNP and quality of life index, to create employment in the oceans sector, to protect the marine environment, enhance ports and shipping, etc. Many such states are now formulating national policies and legislation for the marine sector. It is clear, however, that many of the small, poorer states do not have the human resources to develop appropriate instruments for the allocation and protection of resources. Furthermore, many states are not able to participate in the academic and research activities which underlie sea-use management exercises. Given that 35% of the ocean, which itself comprises 71% of the earth's surface, falls within the national jurisdiction of island and coastal states, the potential contribution of the oceans cannot be disregarded.

Small island and coastal states have common needs for:

- 1 developing relevant national policies for ocean management;
- 2 harmonizing the socio-economic and environmental aspects of sea-use management; and,

- 3 fulfilling their responsibilities vis-à-vis the rights and responsibilities of their new exclusive economic zones.

At the same time, many small coastal states or islands do not have the resources to support marine science, research or technology programs. In all four ICOD regions, skilled scientists and managers are a scarce resource. The smaller island and coastal states in particular often do not have tertiary education institutions to produce the required trained manpower. In ICOD target regions for example, the distant water fishing fleets comprise a high percentage of total fish catches. In the Pacific Islands alone, 95% of the total fish catches are taken by foreign fleets.

Although many states are now identifying the need for regional cooperation, they nevertheless require assistance to manage regional cooperation programs. Similarly, the poorer states require assistance to implement the required marine sector service areas which, when taken collectively, comprise the overall marine management system. Inter alia, these include ports and shipping, maritime boundary delimitation/hydrography, safety at sea, monitoring surveillance and control of foreign fleets, fisheries research, environmental impact assessment, and interrelated sectors.

In order to manage their marine sector resources, developing countries will require an increased number of skilled practitioners, managers and policy-makers. There is also a need to expand the knowledge of the general public and to provide opportunities for greater public participation in development programming. This may be achieved more readily by decentralizing the conventional centres of knowledge and broadening the scope of public education through distance education techniques and more community-based programming. Sustainable development should become an understood and appreciated concept for both the policy-maker and the workers involved in ocean activities. The main challenges of the 1990s will continue to be sound environmental management, sustainable growth and poverty alleviation.

## 2.2 Analysis and Special Considerations

Much can be learned from the corporate lessons, experience and knowledge gained by other marine sector donors. In the last decade, for example, a variety of national and regional marine sector management needs assessments have been undertaken by various agencies - International Oceanographic Commission, the Commonwealth Secretariat, Food and Agriculture Organization of the United Nations, ICLARM, and others. These agencies were among the first to realize that education and training are "enormously costly and long-term activities".

During the next five-year period, IRCAD will prepare strategies and mechanisms to assist governments to diversify and strengthen education, training and research facilities. Funds will be

channelled through projects associated with global, regional and sub-regional programs and efforts will be made to promote South-South cooperation. Wherever feasible, IRCAD's priority will be to continue fostering support for management training as it pertains to the formulation of national marine science policy in each of the seven sectoral themes.

The September 1990 Distance Education Needs Assessment Meeting convened in Vancouver by ICOD and the Commonwealth of Learning, revealed several priority areas for future human resource development programming. Delegates from the Caribbean, Pacific Islands and Indian Ocean identified the following programs needs:

- more public awareness and school education programs in marine resource management;
- improved efforts in manpower training needs assessments;
- more South to South dialogue and information sharing;
- strengthening non-formal training and extension training, mobile training, training of trainees at all levels; and,
- integrating women into fishing-related activities - focussing on gender issues in coastal community development.

Efforts will be made by IRCAD to address the needs of the country/region, to ensure the relevancy of the training to the region, and to support the development and distribution of indigenous training materials and comparative case studies.

### 2.3 Lessons Learned

Past and existing ICOD programs have made efforts to include the monitoring process as part of the management plan for projects. Recently, numerous program and project evaluations have been completed or are underway. These studies, and their respective "lessons learned", provide ICOD and its partners with important information and perspective concerning the performance levels of projects, ie the effects and impacts achieved by the projects. In 1989/90, IRCAD undertook six major evaluations - the Marine Affairs Diploma Program, Study in Canada (ICOD Scholarship Program), Regional Scholarship Program, International Ocean Institute Scholarship Program, the Erindale Boundary Delimitation Course, and the World Maritime University scholarship and course projects. The findings and recommendations of these evaluations served as the basis for the development of the ICOD Training Policy.

Two key training lessons were learned from the first five-year program period as follow:

- There is a need for a consistent attempt to use the training programs to reinforce or complement regional technical assistance programs.
- Given that the field of ocean management is evolving, there is a need for updating and revising curricula on a regular basis with more emphasis and direct relevance to the needs of small island and coastal nations.

## 2.4 Objectives - Interregional

ICOD's fundamental objective is to foster and support initiatives that assist developing countries to improve the management and utilization of their ocean resources in a rational and sustainable manner. Underlying this approach is the critical linkage which exists between ICOD's primary objective and the concept of human resources development. One of the keys to achieving this objective is through the provision of training programs for managers, sectoral workers and the general public.

## 2.5 Program Proposal

In achieving its objectives, IRCAD will consider several avenues to ensure effective and efficient design and delivery of training programs. Within this training strategy, IRCAD has identified a range of program and project approaches for addressing short-, medium- and long-term needs. Key program approaches have been identified:

### a) Training of policy-makers and managers

The management level training program focusses on broad policy and planning issues arising from integrated ocean management and the conflicts arising therefrom. In the short term, this involves the training of key personnel and the strengthening of national and regional ocean resource management institutions in the developing world. In the long term, this will result in a progressive increase in self-sufficiency of developing country institutions to conduct training, make policy and transfer assistance to other developing regions.

### b) Sectoral workers

The sectoral training program is directly responsive to the training needs of developing states identified in ICOD's technical assistance programs. Training will focus on skill development and the acquisition of knowledge in key sectoral areas. Long-term planning will ensure the sustainability of programs once ICOD funding has been withdrawn. Where feasible, the sectoral training program will promote and facilitate transfers of technology, information and research expertise on a "South to South" basis, so that existing capacities are made more accessible to other regions.

### c) Public awareness and community-based program

This program approach promotes awareness of community-based environmental and development issues. This program will assist national and regional organizations to raise public consciousness or awareness concerning development issues. As an issues-based program, the projects will focus on promoting public participation in such critical areas as ecologically sustainable development, environmental impact assessment of large capital projects, support for environmental strategies and poverty alleviation. The program

promotes the active participation and involvement of people in the planning and social action process. This program will support initiatives aimed at promoting economic growth and social change at the community or "grass roots" level, as well as programs aimed specifically at women.

## 2.6 Scholarship Programs

A new training strategy was adopted in 1990, in which scholarship activities are directly related to Regional Division programs, wherever possible. Eligibility and recruitment criteria parallel, where possible, ICOD's program efforts in geographic regions. IRCAD continues to develop functional guidelines, tools and procedures for monitoring, updating and reporting scholarship activities for ICOD training projects, including those projects which are executed directly by the Regional Divisions of ICOD.

With assistance from experienced sectoral experts, new creative tools and techniques for administering, monitoring and reporting on scholarship and fellowship programs are being developed and refined on an on-going basis. The Division insists upon standards that are high and exacting, providing qualitative versus quantitative outputs, ie where the emphasis is on excellence rather than numbers. The new ICOD alumni database provides one such example for ensuring quality monitoring of award holders. Furthermore, ICOD scholarships are performance based and efforts are made to assist award holders to achieve excellence.

The Division intends to continue to develop approaches designed to enhance institutional linkages and cooperation. This effort is consistent with the ICOD Training Policy, eg the educational institution enhancement program, and is considered to be an important activity which will add to the efforts of ICOD to shift training towards regional institutions. The institutional enhancement program will enable developing country institutions to contribute more effectively to their national and regional priorities with assistance from Canadian educational partners. This program will share the expertise of Canadian universities, colleges, technical and vocational institutes, with their counterparts in small island and coastal states.

In 1991-92, IRCAD will continue to refine procedures and guidelines for scholarship activities. In consultation with the regional divisions, day-to-day operational systems and procedures for administering and monitoring scholarship projects will be refined and updated. ICOD scholarship projects will continue to be consolidated under the management of IRCAD, to ensure that a systematic and consistent approach to program management and monitoring is adopted. As a broader training initiative, IRCAD will promote and develop partnerships and institutional enhancement programs between Canadian and developing country counterpart institutions.

In general terms, the Division will focus on the following targets for 1991-92. These targets represent steps to operationalize the new ICOD Training Policy:

**1 Training Policies and Planning**

- A series of sub-policies will be developed for scholarships and human resource development which reflect and integrate ICOD's corporate policies and respond to the Centre's strategic orientation vis-à-vis the training of key decision-makers and sectoral workers.
- Scholarship program plans will be better integrated with and more responsive to ICOD's operational and geographic plans and programs.

**2 Needs Assessment**

- Future scholarship programs will ideally be undertaken once a well-structured and detailed analysis has been undertaken of manpower and training needs in developing countries.
- Nominations will be open to the private sector, parastatal organizations, governmental and non-governmental organizations and educational institutions.
- A substantive capacity analysis of Canadian and regional educational institutions will be initiated.

**3 Institution Building**

- IRCAD will focus on scholarship proposals that are designed to reinforce institutional capacity in developing countries.

**4 Communications**

- IRCAD will ensure that clear and quantifiable indicators and objectives are established for scholarship programs and that these are communicated to partners and participants.
- Promotional materials for ICOD scholarship programs will be reviewed and enhanced to reflect priorities and policies, especially as they relate to women in the marine sector.
- IRCAD will undertake a corporate commitment to coordinating ICOD scholarship programs and will improve efforts to involve ICOD alumni in regional workshops and needs assessment activities.
- IRCAD will continue to develop simple and user-friendly data base systems for compiling, analyzing and communicating scholarship-related information.

**5 Administration**

- IRCAD will continue to refine the role, functions and responsibilities of the Division and enhance administrative and management decision-making.
- IRCAD will review, set and communicate policies respecting home travel for students during their study tour.
- IRCAD will develop flow charts which reflect scholarship management and administration systems and develop data base which reflect these flows.

In 1991-92, standing offers will be developed with selected Canadian and international educational institutions to ensure appropriate orientation, language training, monitoring, evaluation and follow-up of ICOD scholarship award holders. IRCAD will, in cooperation with the regional divisions of ICOD, develop mechanisms for alumni follow-up through regional seminars and meetings.

Efforts will be made to ensure that new activities respect the evaluation recommendations and that programs are adapted to meet emerging needs and regional priorities.

In 1991-92, IRCAD will undertake a review of sectoral and managerial training programs. The corporate evaluation activities have already provided a basis for viewing project activities as part of a programmatic effort. Additional work is required in 1991-92 to consolidate the sectoral programs, ie marine affairs, maritime boundary delimitation, non-fuel mineral courses, etc. In addition, in consultation with the regional divisions, IRCAD will begin to jointly plan a series of interregional workshops in areas such as stock assessment, boundary delimitation, research vessel management, non-fuel minerals [see Program Development Budget and Estimates]. IRCAD will facilitate and provide assistance in terms of curriculum development, collation of training materials, syllabi and technical expert identification. Ideally, such efforts will involve South-South networking, cooperation of alumni and exchange of resources. Regional short courses, workshops and study tours will also utilize educational resources developed by the Centre, eg the CECAF Tropical Stock Assessment Manual, Research Vessel Manual, Erindale Boundary Delimitation Manual, Marine Affairs materials (Dalhousie University, Université du Québec à Rimouski (UQAR), World Maritime University materials and modules.

The need for more vocational and technical training programs and the feasibility of participation by Canadian colleges, Collèges d'enseignement général et professionnel (CEGEP) and Provincial Government Marine Training Centres will be reviewed. Feasibility studies for technical and vocational level scholarship programs will also be undertaken as part of the new Study in Canada Program. Priority will be given to establishing institutional twinning and enhancement programs between Canadian and Third World vocational training centres.

IRCAD will continue to refine its computerized data base and will monitor former award holders (alumni). Practical linkages will continue to be established among Canadian and developing country universities, ie with the University of the South Pacific (USP), University of the West Indies (UWI), for the production, testing and transfer of marine resource management teaching materials and case studies, possibly through the medium of distance education.

There is also a need within ICOD to focus efforts involving experimental projects or approaches, especially in terms of developing public awareness and community-based programs (as per the priorities identified in the new Training Policy). While

program divisions will continue to plan and manage "pilot" projects, IRCAD will work to encourage experimentation and to monitor and report on experimental projects and methodological frameworks, eg for socio-economic projects involving coastal communities and women in development. IRCAD will also continue to promote networking and distance education initiatives and will monitor institutional follow-up activities arising from the ICOD-Commonwealth of Learning distance education meeting of 1990.

Historically, ICOD's first approach to training and scholarship programs focussed on training key decision-makers in the area of integrated ocean development. Within the Management Training Program, several multi-year projects (ie Marine Affairs at Dalhousie University and UQAR) have been put in place and form a major component of IRCAD's sectoral profile. These multi-year projects currently constitute the largest share of IRCAD's budget.

In time, broader-based interregional programs will take place in all sectoral fields and a greater balance of program distribution will result. Ultimately, the focus of training should result in greater enhancement of regional institutions and increased South-South exchanges.

Over the next year, IRCAD will explore and test approaches for strengthening the capacity of regional educational institutions. During the next five years, there will be a shift in emphasis - away from ad hoc single objective training projects towards more comprehensive integrated programs aimed at enhancing the capabilities of regional/national training institutions. Where required, regional training centres will be assisted to conduct manpower needs assessments, to design and deliver training in the region - using local resources and manpower.

Based on the lessons learned in the first five-year period, the ICOD Scholarship Program (860076) and the Regional Scholarship Program (860025) will be revised and updated, and will be treated as more broad-based programs with purposes that will translate into specific projects (eg academic and technical programs at specific levels in specific locations). The reinstatement of these programs will be conditional upon certain prerequisite or antecedent conditions - ie the conduct of comprehensive needs assessments, and the preparation of operational guidelines vis-à-vis recruitment, selection and nomination eligibility, which conform to lessons learned to date.

Where feasible, IRCAD will explore efforts to increase the funding base for training and scholarship projects by preparing submissions for funding to banks or other donor agencies in partnership with developing countries. At present, IRCAD administers a scholarship program for the Canadian International Development Agency (CIDA) at WMU. The training projects to be proposed to other donors will be based on needs for training as identified by the developing states. Specific project components for both ICOD and other donor funded projects will include a variety of training techniques.

### 3 DIVISIONAL ORGANIZATION

In 1989-90, the Division was restructured to administer a wide range of scholarship and institutional projects and programs as well as to provide guidance and technical backstopping to the regional divisions of the Centre. The first year of operation was an evaluation and consolidation phase. The Division has a total staff establishment of 12 positions - all of which are based in Halifax.

### 4 FINANCIAL PROFILE

The following table shows that estimated expenditures in 1991-92 are \$2,600,000, with an estimated \$1,790,293 directed to projects and program developments<sup>1</sup>.

---

<sup>1</sup> IRCAD is using \$3,055,000 for 1991-92 planning purposes; depending on total ICOD allocations, figures may be revised up to \$3,055,000 and \$2,245,293 respectively.

I MAJOR PROJECTS/PROGRAMS AND PROPOSED PROGRAM DEVELOPMENT COMMITMENTS (IN ROUNDED FIGURES) IN 1991-92 ARE AS FOLLOWS:

	89/90	90/91	91/92	92/93
Marine Affairs Program (course and materials)	300,000	380,000	385,000	N/A
Marine Affairs Scholarships	390,000	360,000	500,000	195,000
World Maritime University Scholarships	75,000	170,000	276,000	250,000
ICOD Scholarship Program (Study in Canada)	409,000	255,000	120,000	225,000
ICOD-SOPAC Scholarship Program (UBC)	35,000	22,000	106,000	180,000
International Maritime Law Institute	25,000	7,000	64,000	104,000
ICOD Professorship in Marine Affairs	N/A	48,000	120,000	156,000
Erindale College Boundary Delimitation Course	66,000	90,000	104,000	100,000
International Ocean Institute Scholarships	77,000	88,000	45,000	45,000
WMU Course:	62,000	26,000	N/A	N/A
Master's degree in Marine Management	N/A	N/A	N/A	253,000
ISSTH Scholarship	N/A	N/A	N/A	70,000
TOTAL	<u>1,439,000</u>	<u>1,446,000</u>	<u>1,720,000</u>	<u>1,578,000</u>
Recoverable Funding: CIDA/WMU Scholarships (administered on behalf of CIDA)	240,000	230,000	210,000	140,000

II MAJOR PROPOSED PIPELINE PROJECTS INCLUDE:

	<u>91/92</u>	<u>92/93</u>
Maritime Boundary Delimitation Regional Workshops	22,550	45,000
Francophone Boundary Delimitation	50,000	100,000
Regional Workshops - Marine Affairs	<u>50,000<sup>2</sup></u>	<u>100,000</u>
TOTAL	<u>\$122,550</u>	\$245,000

III PROPOSED PROGRAM DEVELOPMENT INVOLVE:

Needs assessments for technical and vocational training	60,000	60,000
Public awareness community-based feasibility studies	<u>40,000</u>	<u>40,000</u>
TOTAL	<u>\$100,000</u>	<u>\$100,000</u>

---

<sup>2</sup> Depending on total ICOD 1991-92 allocations, figures may be revised to include the following:

Maldives Reef Fish Identification Guide	20,000
Maritime Boundary Delimitation Regional Workshops	50,000
Marine Affairs Regional Workshops and Materials	45,000
Pilot Insitution Twinning Technical/vocational and Undergraduate/graduate	90,000
Regional University Scholarships	200,000
Research Vessel Regional Workshops	50,000
TOTAL	<u>\$455,000</u>

INTERREGIONAL AND COOPERATIVE ACTIVITIES DIVISION

SECTORAL THEME BUDGETS - PLANNED AND APPROVED

SECTORAL THEMES/YEARS	1990/91 (\$000s)	1991/92 (\$000s)
1 Integrated Ocean Management and Development	1,615	1,432 <sup>3</sup>
2 Fisheries Management and Development	81	5
3 Mariculture	---	---
4 Coastal Development and Management	45	40
5 Non-living Resource Management	---	50
6 Marine Transportation and Ports Management	309	213 <sup>3</sup>
7 Marine Environment Conservation	<u>40</u>	<u>50</u>
SUB-TOTAL	2,090	1,790

BUDGET COMPARISON 1990/91 TO 1991/92

<u>Cost Centre</u>	1990/91	1991/92
Program Administration	584,798	647,651
Travel	45,246	58,970
Scholarship Related	6,172	3,086
Program Development	161,500	100,000
Program Evaluation	57,553	0
Projects	1,527,316	1,667,743
Pilot Projects	<u>342,415</u>	<u>122,550</u>
<b>DIVISIONAL TOTAL:</b>	<b><u>\$2,725,000</u></b>	<b><u>\$2,600,000</u></b>
Number of staff	7	12

<sup>3</sup> IRCAD is using \$3,055,000 for 1991-92 planning purposes. Depending on ICOD total allocations, figures may be revised up to \$1,837,000 and \$263,000 respectively for a total sectoral theme budget of \$2,245,000.

E. COMMUNICATIONS, POLICY AND PLANNING, AND INFORMATION RESOURCE PROGRAM

1. Introduction

The program-division activities of ICOD are directly supported by resources and facilities grouped under the Communications, Policy and Planning, and Information Resources Program. The principal activities of this group are undertaken using in-house and contract resources. They are:

i. Communications

The purpose of ICOD's communications program are to: a) report on ICOD's work; b) provide information on ICOD and ocean development; c) help account for ICOD's use of public funds and; d) provide communication support to ICOD's program divisions and executives.

In addition to fulfilling its publication and reporting commitments, ICOD's communications objectives for 1991-92 will focus on the development of a stronger constituency within Canada and among international funding agencies for ocean development as a component of development assistance. This will be pursued on several fronts.

(a) Efforts will be made to sensitize the media to ocean development issues through publication of about ten externally published feature and newsletter articles reporting ICOD achievements as well as a similar number of other media-relations initiatives including interviews and press "backgrounders";

(b) New exhibit materials will be developed to feature ocean development issues and profile the Centre and will be displayed at selected major conferences or workshops; and

(c) Where possible, cooperative publicity ventures will be undertaken with partner agencies in the developed and developing world.

Normal communication's functions include planning, controlling, and executing ICOD's Annual Communications Plan and coordination of the planning, preparation, distribution, and marketing of selected ICOD products published as integral parts of ICOD programs and projects,

In 1991/92, ICOD's communications strategy will continue to be based on the objectives spelled out in the External Communications Policy (November 1989) with special emphasis on:

- Development of effective communication plans in collaboration with CIDA to report on achievements in the

Canada-South Pacific Ocean Development Project and the CIDA-CARICOM-ICOD Fishery Resources Assessment and Management Program;

- Organization of ICOD's second Forum on Ocean Development (with Policy and Planning);
- Publication of specific ICOD program/project products, such as educational materials;
- Fulfillment of ongoing publication commitments (e.g., 1990/91 Annual Report, three newsletter issues, ICOD Information Kits, two issues of the "Project Summaries by Region", marketing of the second edition of the World Fisheries Map, etc.)
- Publication of the first issue of an educational primer series on ocean development that may include a series of maps and/or posters highlighting ocean development issues;\*
- Publication of a new series of dialogues or briefings on ICOD and ocean development aimed at decision makers and senior people involved in ocean affairs within Canada;\*
- Publication of ICOD Lessons Learned reports.

ii. Policy and Planning

Policy research and analysis at the corporate level has concentrated on identifying the needs of ICOD's clients, evaluating ICOD programs, refining ICOD's policies and facilitating the relationships between ICOD and other donors in the oceans area.

1991-92 will see several major initiatives at the corporate level designed to: a) further clarify ICOD's niche as a donor agency; b) continue the review of ICOD policy themes, c) ensure ICOD's full participation in the development of ocean policies; d) further the development of an "ocean" constituency within the relevant private and public sectors in Canada; e) continue the refinement of ICOD's own policy planning process and; f) increase ICOD's dialogue with other funding Agencies.

(a) In 1991-92, the Centre will formally institute an internal policy review with all professional staff as an annual component of the policy planning cycle.

---

\* Pending successful outcome of an evaluation of producing such publications.

(b) Policy and strategic assessments will be undertaken in the themes of Mariculture and in Marine Transportation and Ports Management.

(c) During the last fiscal year, ICOD undertook evaluations of about 40% of its projects. In 1991-92 the Centre will continue its evaluations of projects but will also consolidate "lessons learned" from previous evaluations.

(d) Automated databases will be put in place as a key component of a system of "Corporate Memory".

(e) ICOD will initiate its first public policy forum in November 1991 in conjunction with the meeting of ICOD's Board of Directors. ICOD may participate in sponsorship of other symposia and forums as well.

(f) At least two projects will be submitted to funding Agencies by ICOD on behalf of the Centre's developing country partners.

Other activities to be undertaken in 1991-92 include:

- Tracking development assistance for the oceans sector in ICOD target countries;
- Promoting ICOD's executing agency role with major donor agencies;
- Carrying out sectoral policy and strategic assessments with consultants;
- Holding policy dialogues, ICOD's discussion sessions, and making preparations for ICOD's Ocean Forum;
- Preparing reviews and assessments for donor consultations in Paris and follow-up activities for the World Bank's Study of International Fisheries Research;
- Organizing and coordinating ICOD/IDRC/CIDA meetings;
- Preparing research reports and reviews on current and topical issues of interest to ICOD programming;
- Further development of ICOD's evaluation program and Corporate memory (with "Information");
- Further consolidation of ICOD's MIS function;
- Further development of the Business Cooperation programme; and,
- Further development of sectoral experts resource base.

iii. Business Cooperation

ICOD's Business Cooperation program is currently managed by staff of the Policy and Planning Group. 1991/92 will see a consolidation of this program with resulting staffing actions being taken. Briefings for the private sector will be organized.

iv. Information Resource

Provision of a specialised in-house information service for ICOD staff, consultants and post-graduate students of marine-related disciplines which is focused on the current issues of ICOD target areas.

Key outputs in 1991/92 include:-

- Placing a multi-database package consisting of IRC database; ICOD mailing list database; IPIS; and FIPIS in each division for decentralised use and report generation.
- Organization of infrastructure to maintain currency and report relevance for these databases as well as staff training.
- Development of other databases to cover other ICOD initiatives and programs which will be of use to ICOD management and staff.
- Transferring the Information Resource Centre to a specific use facility closer to program staff.

Relevant information is disseminated proactively to ICOD program staff using two major information bases.

a) Information Resource Centre - a specialized collection of bibliographic material unique in North America covers ICOD target areas and sectoral themes which are relevant to ICOD's mandate in the marine field.

Commercially published documents such as monographs, directories, periodicals and newsletters, maps and audiovisuals constitute 23% of the collection, but the far more important unpublished documents such as inter-governmental/regional/institutional reports constitute 77%. Provision of all services utilize inhouse, governmental and commercial databases and search systems.

b) Corporate Memory (with "Policy and Planning") - relating to ICOD projects.

This consists of:-

- a secure archival collection of ICOD project information products, final reports
- ICOD's Project Information Database (IPIS)
- FAO's Fishery Project Information System (FIPIS) a global coverage database.

<u>Operating Budget</u>	<u>1990/91</u>	<u>1991/92</u>
Communications	450,000	440,000
Policy and Planning	290,000	350,000
Corporate Initiatives	125,000	150,000
Program Evaluation	52,000	75,000
Business Cooperation	100,000	125,000
Information Resources	<u>70,000</u>	<u>110,000</u>
TOTAL -	1,087,000	1,250,000

F. EXECUTIVE OFFICES AND CORPORATE SERVICES

Since ICOD was reorganized in the Spring of 1989, considerable effort has been expended on staffing as well as instituting new corporate management systems. Audit and evaluation activities are now fully operational and an effective policy planning cycle has been instituted. Implementation of the new management approach has absorbed a good deal of the Corporation's efforts. The objective for the coming fiscal year will be to put in place the remaining elements of ICOD's corporate management structure plus to streamline and simplify systems to the greatest degree possible.

1. Executive Offices

ICOD's Executive Offices include the President and Vice-President and their staff. Officers undertaking the Communication, Policy and Planning and Information Program also report directly to the Executive Officers, as does the Ottawa Office, and program divisions.

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 1991-92.

- (a) During the next fiscal year, ICOD will implement a computer policy which will address hardware, software, training, maintenance and system development;
- (b) Work will be undertaken to develop the components of an ICOD management information system.

3. Human Resources

During 1990-91, the Human Resources Division completed the staffing of positions within the approved establishment, the drafting and formalization of job descriptions for all staff and a review of position classifications within ICOD.

- (a) During 1991-92 the existing roster of candidates interested in consultancies, project assignments or full time employment with ICOD will be expanded and updated.
- (b) Implementation will begin on a training and development policy for ICOD staff.

4. Legal Services

The Legal Services Division became fully functional in 1990-91 with the hiring of a Contracts Officer to assist Counsel in the preparation of contractual documents. This also allowed for an in-house fully bilingual service from the division. A major review was undertaken of all contractual and legal instruments and standards established for nine types of legal documentation:

- (a) 1991-92 will see continued standardization and streamlining to provide an optimum division of labour between end users and the Legal Services Division.
- (b) During 1991-92, ICOD will negotiate Umbrella Memoranda of Agreement with major recipient countries and organizations in order to minimize documentation required for individual project agreements.

## VII. PERFORMANCE INDICATORS AND PROGRAM EFFECTIVENESS

### A. Overview

1. **Approach** - Since the 1989-90 Corporate Plan, ICOD's approach to the development of performance indicator and mechanisms to facilitate the measurement and reporting of program effectiveness has relied on the establishment of sound evaluation and audit systems. That Plan outlined a three phase approach to installing the necessary systems. As originally planned, phase 1 and 2 of the transition plan have now been completed successfully.

### B. Evaluation Activities

ICOD's Audit and Evaluation Committee has played an active role in reviewing evaluation plans, progress reports and evaluations. The Committee has played a key role in keeping ICOD's Board of Directors informed about the Centre's evaluation activities and plans.

1. **1991-90 Corporate Plan Undertakings** - During the 1990/91 fiscal year, ICOD undertook to launch the first phase of its comprehensive evaluation strategy. Selected programs and projects identified for possible independent evaluation or the completion of evaluation included:

#### Corporate Evaluations

- |                                |   |
|--------------------------------|---|
| 1. Information Resource Centre | 2. South Pacific Field Office           |
| 3. Women in Development        | 4. Scholarship Policies and Programming |

#### Communications Program Evaluations

- |                              |                             |
|------------------------------|-----------------------------|
| 5. Fisheries Map             | 6. DELMAR                   |
| 7. ICOD Newsletter           | 8. Ocean Training Directory |
| 9. Corporate Profile Booklet |                             |

#### South Pacific/Caribbean Basin Program Evaluations

- |   |                      |
|---|----------------------|
| 10. OECS - Caribbean Fisheries Project      | 11. FFA Surveillance |
| 12. PIMRIS Project                          | 13. CERMES Project   |
| 14. Full FFA Program and Fisheries Projects |                      |

#### West Africa/Indian Ocean Program Evaluations

- |  |                                     |
|--|-------------------------------------|
| 15. Seychelles Program Evaluation          | 16. Fisheries Morocco               |
| 17. Mineral Resources Course - West Africa | 18. Boundary Delimitation Course    |
| 19. Coral Sand/Removal - Mauritius         | 20. NMR Mangement Study - Mauritius |
| 21. Lagoonal Health - Mauritius            |                                     |

### IRCAD Program Evaluations

- |   |                                  |
|---|----------------------------------|
| 22. Marine Affairs Program and Projects | 23. IOI Scholarships             |
| 24. ICOD Scholarship Program            | 25. Regional Scholarship Program |
| 26. Erindale Boundary Delimitation      | 27. Non-Fuel Minerals            |
| 28. WMU Modules, Training and           | 29. Short-term Attachments       |

## 2. Present Status of 90/91 Undertakings

Given the size and the inter-dependency of many ICOD projects, the Centre has adopted a program evaluation approach to its evaluations wherever possible. This is because ICOD has been particularly anxious to keep evaluative costs to a minimum, while ensuring adequate evaluative coverage of its activities. Some 50 projects have been evaluated to date following this approach and a further 40 are presently being evaluated. For a complete listing of projects and programs evaluated or being evaluated at the present time, please refer to Annex F.

In addition to discrete program/project evaluations, ICOD conducted independent tests of its auto-evaluation (end of project) reports, compiling the documentation of 11 completed projects. These are now being assessed for content, ease of completion and adaptability to Corporate Memory uses.

In an other area, over the past year ICOD has made significant progress in establishing its evaluation systems. A complete review of the ICOD Evaluation Manual was undertaken and appropriate changes were proposed to management.

Finally, a number of tools were developed under the direction of the Internal Evaluation Committee, to enhance management of evaluations including the following. (These have been circulated to staff and reviews are underway to determine their optimum useage.

### Evaluation Tools

- . Evaluation Framework Studies Guide
- . Checklist of Issues and Questions to be Addressed in the Preparation of Evaluation Terms of Reference
- . Corporate Performance Indicators Checklist
- . Evaluation of Approval Memo Form
- . End of Project Report Form
- . Process for identification and communication of Lessons Learned from Evaluation

In addition to the tools developed, evaluation initiatives included the following.

Evaluation Initiatives

- . Staff training sessions were held for each of the Operating Divisions and Corporate Services.
- . Lessons Learned Seminars were held to review
  - Scholarship and training program evaluations,
  - Caribbean region program evaluations,
  - South Pacific region program evaluations
- . An Evaluation Plan for 1991/92 was prepared; and,
- . A Canadian ODA Performance Seminar was held.

3. 91/92 Evaluation Plan

Next year's evaluation efforts have four primary thrusts. These are:

1. To test and adapt new evaluation systems as necessary.
2. To ensure findings from completed evaluations form the basis for planning and re-planning programs and projects.
3. To conduct ongoing program and project evaluation activities as set in the list below.
4. To adapt ICOD management systems to capture Program Performance data from ICOD programs and projects as defined by the ODA Performance Seminars. (This section will be fleshed out in December on the basis of the Seminar.)

Ongoing Evaluative Activities

Regional Lessons Learned - Lessons Learned exercises will be carried out to review each of the regions and IRCAD.

Performance Measurement - Two Corporate Performance Reports will be generated, assessing corporate performance in contributing to corporate goals and objectives and measuring ICOD's contribution Canada's ODA objectives.

Corporate Evaluations 1991/92

Women in Development

West Africa/Indian Ocean Program Evaluations

Seychelles Program Evaluation  
Coral Sand/Removal - Mauritius  
Lagoonal Health - Mauritius

Fisheries Morocco  
Artemia Salina-Mauritius

IRCAD Program Evaluations

Short-term Attachments

South Pacific/Caribbean Basin Program Evaluations

PIMRIS  
CSPODP

FFA - Fisheries

(This list will be finalized before the AEC meeting.)

**C. Internal Audit Activities**

**1. Activities During 1990-91**

Pursuant to ICOD's five year Internal Audit Plan and Section 131(3) of the Financial Administration Act, a number of internal audits were planned and conducted for the fiscal period ending March 31, 1990.

These included:

- 1. Marine Affairs Program
- 2. University of South Pacific/South Pacific Applied Geoscience Commission
- 3. Communications

Subsequent to receipt of these reports, management pursued follow-up activities relative to the recommendation presented, including implementation and/or development of a plan for implementation of most of the recommendations made.

A 'Lessons Learned' document was also developed, reviewed by management, and prepared for wider distribution which provides a mechanism to gather and disseminate the major conclusions drawn as a result of these audit activities.

In addition, a financial audit of the OECS was completed and a number of discussions have taken place throughout the year to clarify and resolve issues identified through the audit. The Internal Audit Plan was updated to accommodate a more ambitious schedule of audits for 1990-91, which has in turn impacted positively on the plan for future years.

Specifically, the 1990-91 Plan includes provisions for the following audits during the fiscal period:

- 1. West Africa/Indian Ocean Divisional Audit
- 2. Continuation of Divisional Audit for South Pacific/Caribbean Basin with an audit of the Forum Fisheries Agency (FFA)
- 3. Delegated Authorities
  - a) Contract less than \$25,000
  - b) Program Development Proposals less than \$15,000
- 4. Finance Division Audit
- 5. Initiation of Divisional Audit of Interregional and Cooperative Activities with an audit of International Ocean Institute (IOI) funded projects.

It should be noted that the 2nd and 5th audits listed are schedules in an effort to coordinate Evaluation and Internal Audit activities.

In addition, a contract was executed with a private audit firm to complete the follow-up audit re: the 1989-90 OECS audit. This follow-up activity was in a manner to enable integration with the

undertaking of the South Pacific/Caribbean Basin divisional audit.

## **2. Plans for 1991-92 to 1993-94**

During the remaining 3 years of the current 5 year internal audit cycle, the remainder of the major divisions and function of ICOD will be subjected to internal audits.

The plan by fiscal year is as follows:

### 1991-92

1. Finalization of the South Pacific/Caribbean Basin division audit.
2. Consultant Selection and Contracting > \$25,000
3. Follow-up audit coverage for 1989-90 audits.

### 1992-93

1. Interregional and Cooperative Activities Division
2. Recruitment and Staffing
3. Administration
4. Follow-up audit coverage for 1990-91

### 1993-94

1. Executive
2. Personnel
3. Legal
4. Follow-up audit coverage for 1991-92 audits.

In addition, the Plan includes provision for required interim project audits and other financial audits and other financial audits as required.

## **3. Special Examination**

During 1989-90, the Auditor General conducted a Special Examination of ICOD in accordance with Section 138(1) and (2) of the Financial Administration Act.

The report was presented to the Board of Directors during the June 1990 Board Meeting. Concerns, identified were not at a level of significance which would have required submission to the Minister or to Parliament under Sections 140 and 141 respectively of the

Financial Administration Act.

A plan has been prepared by ICOD management to address the deficiencies identified to Board. It is anticipated that all concerns identified will be addresses by June 1991.

VIII. 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 Themes**

#### **Definitions**

##### **1. 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
- 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; and of oceans (e.g. sea level rise) on climate land based activities as well as marine resources. Also, policies and programs relating to resource/habitat conservation and protection.

## Annex B

### STRATEGIC PLANNING THEMES

#### Program Themes

1. Integrated Ocean Management and Development
2. Fisheries Management and Development
3. Mariculture
4. Coastal Development and Management
5. Non-Living Resource Management and Development
6. Marine Transportation and Ports Management
7. Marine Environmental Conservation

#### Operational Themes (Activities)

1. Institutional Support
2. Capital Equipment Support
3. Small Projects Support
4. Information Services
5. Public Information
6. Community Education
7. Technical Training
8. University Training
9. Professional Training and Development
10. Technology Development
11. Technical Assistance
12. Ocean Research
13. Others - to be specified

#### Target Groups\*

1. Women in Development
2. Artisanal Fishermen
3. Ocean Planners and Managers
4. Fisheries Managers
5. Surveillance Officers
6. Fish Inspectors
7. Others - to be specified

8. Marine scientists

9. Environmental conservation

*and coastal manage  
app base a.e. develop  
maritime develop  
Marine technology*

\* Indicative list only.

## Annex C

### 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. Target Countries

All South Pacific Forum countries excluding Australia, New Zealand, and Nauru\*

i.e. Cook Islands, Fiji, Kiribati, Niue, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, Western Samoa.\*\*

\* Nauru would not receive direct bilateral assistance because of its high per capita income.

\*\* Three Forum members - Federated States of Micronesia, Marshall Islands and Palau are eligible for regionally administered projects only.

##### B. Non-recipients

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

South East Asian States

## 2. Caribbean

### A. 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 Ocean

### A. 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: Yemen, Oman
- Ethiopia

#### 4. West Africa

##### A. 1) Target Countries

- Francophone Coastal Countries: Benin, Cameroon, Congo, Equatorial Guinea, Guinea-Bissau, 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  
 ICOD CORPORATE FINANCIAL TABLES AND CHARTS

---

PROGRAM BUDGET BREAKDOWN - 1991/92  
 (To be completed in January 1991.)

	West Africa/ Indian Ocean	South Pacific/ Caribbean Basin	Interregional Cooperation Activities Division	PROGRAM DIVISION TOTAL
Program Administration				
Travel				
Program Development				
Fiji Office				
Program Evaluation				
Projects				
Program Divisions Total				
<hr/>				
<u>Program Summary</u>				
Program Division Corporate Programs				
Total Programs				
<hr/>				
<u>Budget Summary</u>				
Programs Administration				
Total Budget				

Annex E

ACRONYMS AND ABBREVIATIONS  
(To be updated.)

ACCT	Agence de coopération culturelle et technique
ASB	Audit Services Bureau
BIEF	Banque Internationale d'Information sur les États Francophones
CARICOM	Caribbean Community
CCA	Caribbean Conservation Association
CCO	Canadian Cooperation Office
CEAO	Communauté économique de l'Afrique de l'Ouest
CERMES	Centre for Resource Management and Environmental Studies
CIDA	Canadian International Development Agency
CIFAD	Comité international des femmes africaines pour le développement
CNROP	Centre national des recherches océanographiques et des pêches - Mauritania
COI	Comité de l'océan Indien
CRODT	Centre de recherches océanographiques de Dakar-Thiaroye - Sénégal
CSPODP	Canada South Pacific Ocean Development Program
EEZ	Exclusive Economic Zone
FFA	Forum Fisheries Agency (South Pacific)
ICOD	International Centre for Ocean Development
IDRC	International Development Research Centre
IOC	Indian Ocean Committee
IOMAC	Indian Ocean Marine Affairs Cooperation
IRCAD	Interregional and Cooperative Activities Division
ISPM	Institut scientifique des pêches maritimes - Morocco
ISSTH	Institut Supérieur des sciences et techniques halieutiques

ANNEX F

COMPLETED PROGRAM/PROJECT EVALUATIONS 1990/91

<u>Program</u>	<u>Projects</u>	<u>Status</u>
Scholarship program	In Canada Scholarships	Completed
	Regional Scholarships	Completed
OECS Fisheries Program	Data Collection Systems	Completed
	Data Management	Completed
	Publication Support	Completed
	Low Catch Rates	Completed
	Fishermen Training I	Completed
	Fishermen Training II	Completed
	Fishermen Training	Completed
	Sea Moss	Completed
	Small Projects Fund	Completed
	Core Fund	Completed
	Dominica Licensing	Completed
	Consultancy Fisheries	Completed
	Advisory Support	Completed
	Regional Fisheries Access	Completed
	Fisheries Surveillance	Completed
	Fisheries Access	Completed
	Fisheries MCS	Completed
	Publication Support	Completed
	Newsletter	Completed
	Administrative Planning	Completed
Marketing Strategy	Completed	
IOI Training	Halifax IOI	Completed
	Tanzania IOI	Completed
	Cartegena IOI	Completed
	Malaysia IOI	Completed
	Madras IOI	Completed
	Cairo IOI	Completed
Communications	World Fisheries Map	Completed



Canada

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

CONFIDENTIAL

EC 90/D76  
Project #: 900381  
January 7, 1991

PROJECT SUMMARY  
(Approval)

Project Title: Economic Analytical Support - Namibia Fisheries

Division: West Africa/Indian Ocean

Recipient: Namibia

Implementing Agency: Government of Namibia/ Ministry of Agriculture, Fisheries, Water and Rural Development.

Commencement Date: April 1991.

Duration: Three Years

Components: Technical Assistance, Training, Equipment, Contingency, Evaluation

Financial:

ICOD Contribution:	\$ 532,000
Recipient Contribution:	\$ 156,000
Project total:	\$ 688,000

Record of Approval and Conditions of Approval or Comments

Recommended by:

*Devin Keefane*

Program Officer

*Francis [Signature]*

Director

Vice-President

President

Date

10/1/91



Canada

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

Project #900381

Page 2

ABSTRACT

The 1990 establishment of a 200-mile EEZ gives Namibia the opportunity to rebuild its depleted stocks and to increase the nation's share of the benefits from the resource. With the depressed state of the resources, Namibia's fisheries management policies within its new EEZ will require a fine balance between biological and economic concerns and an in-depth understanding of economic factors affecting the industry. The Namibian Directorate of Fisheries has no economic capability to deal with these complex new challenges. This Project will provide technical assistance and training in the economic sector for the Directorate of Fisheries over a period of three years.

3 Years:

\$532,000

Theme:

Fisheries Management and Development

Sector Codes:

Fishery Management (EA)

Economists (WJ)



Canada

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

Project #900381

Page 3

1. Background:

Fed by the nutrient-rich upwelling of the cold southern Benguela current, the oceanic waters off the Namibian coast are among the most productive in the world. Potential annual yields (mainly pilchard, hake and horse mackerel) are well over one million mt.<sup>1</sup> which could place Namibia among the world's top 20 fishing nations and number two (after Iceland) in terms of per capita production.

Lack of nationhood prior to 1990 prevented Namibia from protecting its marine resources. As a result the offshore stocks have been severely depleted by European expeditionary fleets and over a decade ago the nearshore resources were grossly overfished by South African interests. Consequently current production falls far short of potential.

The 1990 establishment of a 200-mile EEZ gives Namibia the opportunity to rebuild the depleted stocks and to increase the nation's share of the benefits from the resource, benefits that formerly accrued primarily to foreign nations. With a potential landed value of over one billion dollars (CDN.) annually, expanded benefits, including increases in employment, national revenue and export earnings will come through Namibianization of some industrial fisheries and through economic arrangements with foreign fisheries permitted to continue fishing in the zone. Lack of indigenous coastal populations militates against development of artisanal fisheries.

Development of policies and programs to achieve such expanded benefits will require a major increase in the size and range of skills of Namibia's existing small fisheries administration. The provision of fisheries economics expertise and practical training for Namibians in that field will not only fill an immediate need but will also assist in strengthening the Fisheries Directorate over the long term.

With the depressed state of the resources, Namibia's fisheries management policies within its new EEZ will require a fine balance between biological and economic concerns and an in-depth understanding of economic factors affecting the industry. Weighing the advantages of development of domestic fishing industries as opposed to

<sup>1</sup> The Reconstruction and Development of Namibia, May 1990



Canada

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

Project #900381

Page 4

continued fishing by foreigners who pay access fees also requires extensive knowledge of industrial fisheries economics on an international scale. Miscalculations of the economic impacts of management programs can have disastrous consequences. The Namibian Directorate of Fisheries has no economic capability to deal with these complex new challenges.

This Project, which provides economic support and training for the Directorate of Fisheries over a period of three years, is one of three comprising an ICOD pilot program to assist newly independent Namibia in integrated ocean resource management and fisheries management and development within its EEZ.

2. Objectives:

a. Goal:

To assist Namibia in better managing its ocean resources.

b. Purpose:

To assist the Namibian Directorate of Fisheries in upgrading its ocean management and fisheries management capabilities.

3. Components:

A Consulting firm, with extensive experience in fisheries economics, will manage the project and provide:

- i- a Fisheries Economist to work within the Namibian Directorate of Fisheries for two years;
- ii- the services of consultants to give ad hoc specialized advice in fisheries economics as appropriate over the three years of the project;
- iii- upgrading and updating training of Namibian fisheries economists and/or economic support staff both in Namibia and in Canada.



Canada

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

Project #900381

Page 5

a. Long-Term Economist

i. **Activities:**

**\$227,000**

For the first two years of the project, the consulting firm will provide an economist with at least five years experience in fisheries management and/or development. The economist, who will be based in Namibia, will report to the Director of Fisheries and will be responsible for:

- . during the first three months of the project, the development of a plan of action to be approved by the Namibian Directorate of Fisheries and by ICOD;
- . an assessment of the training needs of the Fisheries Directorate and the subsequent development of a training plan which will include the design and presentation of in-service training programs for Namibian staff;
- . the design of programs to collect information on local and international fisheries and on international markets;
- . economic analyses to assess the impacts of various options for fisheries management and development;
- . market analysis of both domestic and foreign fisheries;
- . the development of economic strategy to support fisheries planning in Namibia;
- . the provision of economic analysis to assist Namibia in negotiating fisheries treaties; and
- . other related duties as designated by the Namibian Director of Fisheries.



Canada

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

Project #900381

Page 6

ii. Outputs:

- . Development of data collection procedures and analytical reports;
- . strengthening of the economic analysis capacity of the Namibian Fisheries Directorate;
- . more accurate and relevant data provided in support of Namibian fisheries access treaty negotiations; and
- . more relevant fisheries planning in Namibia.

b. Short Term Technical Assistance

i. Activities:

\$173,000

Expert advise in all aspects of fisheries economics required to support a fisheries directorate is a large task. The Namibian Directorate of Fisheries will require expert knowledge or data (e.g., international marketing data, higher level economic analysis, stock analysis, data collection techniques, specialized in-service training etc.) not available to, or that does not fall within the expertise of, the Long Term Economist.

The Project allows for the six short term consultancies to Namibia in support of the Fisheries Directorate over the three years of the project. At the request of the Director of Fisheries, the consulting firm will provide such specialized knowledge or expertise, for either training or technical services, as required.

ii. Outputs:

- . Expert advice, consultancy reports and data as required;
- . specialized training;
- . further technical support to fisheries treaty negotiations.



Canada

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

Project #900381

Page 7

c. Training

i. **Activities:**

**\$62,000**

As indicated in the activities of the Long Term Economist, a primary task is to undertake an analysis of the training needs of the Namibian Directorate of Fisheries. Once the training needs (and potential candidates for training) have been identified, the Long Term Economist, with assistance from the consulting firm, will develop a strategy for the training of Namibian personnel. This training will preferably take place in Namibia and will be provided by the Long Term Economist and required experts as described above. A budget has also been set aside if updating and upgrading training is required for selected candidates in Canada. The consulting firm will arrange training in Canada for a Namibian fisheries economist or economic support personnel on either a formal academic or on a "tailor made" basis depending on qualifications, possibly involving technical training or in-service experience in Canadian institutions. If required, up to four Namibian trainees will travel to Canada for short term training during the second and third year of the project.

ii. **Outputs:**

Selected staff from the Directorate of Fisheries in Namibia will have economic analytical skills updated and upgraded in order to:

- . collect, understand and analyze information on local and international fisheries and on international markets;
- . carry out economic analyses and assess the impacts of various options for fisheries management and development;
- . assist in the development and continued monitoring of economic strategies to support fisheries planning in Namibia;
- . provide economic analysis to assist Namibia in negotiating fisheries treaties.



Canada

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

Project #900381

Page 8

d. Equipment and Specialized Supplies \$20,000

Specialized software, computer equipment, and resource material will be provided in support of the above program activities.

e. Evaluation: \$25,000

A thorough evaluation including an analysis of the effectiveness of the training component will be undertaken at the end of the project.

Beneficiaries:

The Directorate of Fisheries policy planners will be the most immediate beneficiaries through the provision of improved data on subjects such as profitability of Namibian fisheries and processing enterprises, costs and earnings of vessels, vertical flow of costs and earnings of joint venture companies and economics of foreign fishing operations. The fishing industry and taxpayers of Namibia will be the ultimate beneficiaries since improvement in the economic basis of government policies and regulations should encourage the development of profitable enterprises and increase economic rent accruing to the nation from the fisheries.

5. Project Management:

ICOD will hire a private consulting firm which specializes in Fisheries Economics to manage the project. The Long Term Economist will be an employee of the consulting firm but in Namibia will report to the Namibian Director of Fisheries. The Long Term Economist will undertake a training needs assessment, will develop a training strategy for the Directorate of Fisheries, and will make necessary arrangements for training activities of Namibian staff in Namibia and, through the parent firm, for training in Canada.



Canada

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

Project #900381

Page 9

6. Project Analysis:

a. Justification:

This sector was identified as a priority need by the Government of Namibia. Lacking an indigenous coastal population, the future of Namibia's fisheries lies not with the development of small-scale artisanal fisheries but instead with the development of sophisticated, large-scale industrial fisheries and, in the short term at least, through arrangements with foreign fishing concerns. Management of such complex fisheries focuses primarily on the economics of their operations in order to ensure an appropriate balance between enterprise profitability, meeting objectives regarding shore-based employment, conserving the resources and providing economic rent to the nation.

Lack of essential economic information on which to base future policies and programs poses major problems for the Namibian Directorate of Fisheries and serves as a detriment to the development of Namibia as a whole. Canada has long been a leader in the development of fisheries economics and there are many capable fisheries economists in the country. Training in fisheries economics in Canada is also strong. Therefore assistance by ICOD in this sector provides an excellent match between a clearly defined need and available expertise.

b. Risks:

The Directorate has had little experience in utilizing economic data and advice. The initial period of employment of the Project Economist will therefore be a breaking in period involving the development of procedures and of relationships between administrative and economic analytical activities within the Directorate. Immediate results in terms of extensive economic analyses should therefore not be expected.

Information generated by a trained economic unit within the Directorate will not always be politically popular. The political will to sacrifice the maximum short term benefits for the longer term good may not always exist.



Canada

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

Project #900381

Page 10

Namibia is a newly independent country. The bureaucracy is growing and adjusting to the directives of a new government. There may be internal bureaucratic inefficiencies and problems that develop that will influence the efficiency of the Long Term Economist.

7. Financial Information:

a. Projected ICOD disbursements by fiscal year:

1991-92:	\$181,000
1992-93:	\$207,000
1993-94:	\$144,000

b. ICOD Project Component:

a) Long Term Economist:	\$227,000
b) Short Term Technical Assistance:	\$173,000
c) Training:	\$ 62,000
d) Equipment:	\$ 20,000
	Sub-total
	\$482,000
e) Contingency:	\$ 25,000
f) Evaluation:	\$ 25,000
	TOTAL ICOD CONTRIBUTION
	\$532,000



c. Recipient Budget Components:

1991-92:	\$ 60,000
1991-92	\$ 64,000
1992-93	\$ 32,000
TOTAL RECIPIENT CONTRIBUTION	<u>\$156,000</u>

8. Recommendations:

It is recommended that final approval be given to Project # 900381 "Economic Analytical Support - Namibia Fisheries" to a maximum contribution of \$532,000.



Canada

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

Project #900381

Page 12

ANNEX A

PART 1: ICOD CONTRIBUTION (Can \$)  
Year 1

A. Long Term Economist

Salary @ \$5,000/month x 12	\$60,000
Overseas allowance	12,000
Housing allowance @ \$500/month x 12	6,000
Health Insurance	1,000
Settlement allowance	5,000
Storage	3,000
Education allowance	4,000
International Travel @ \$4,000 x 4 (one way air tickets)*	16,000
Briefing in Halifax	1,000
Communication Costs	2,000
Incidentals (transit, hotel, for short period in Namibia, shipping of personnel goods, etc.)	3,000
Sub-total	\$113,000

\* Note that this assumes a married person with two children.



Canada

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

Project #900381

Page 13

B. Short Term Technical Assistance

Professional Fees @ \$500/day x 60	\$30,000
International Travel @ \$6,000 x 2	12,000
Per diem @ \$150/day x 40 (on mission)	6,000
Communication Costs (Telephone, fax, etc.)	3,000
Briefings in Halifax	2,000
Sub-total	<u>\$53,000</u>

C. Equipment and Specialized Supplies

\$15,000

Total for Year 1

\$181,000

Year 2

A. Long Term Economist

Salary @ \$5,250/month X 12	\$63,000
Overseas Allowance	12,000
Housing Allowance @ \$500/month x 12	6,000
Health Insurance	1,000
Resettlement Allowance	2,000
Storage	3,000
Education Allowance	4,000
International Travel @ \$4,250 x 4 (one way air tickets)	17,000
Debriefing in Halifax	1,000
Communication Costs	2,000
Incidentals	3,000
Sub-total	<u>\$114,000</u>



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

Canada

Project #900381

Page 14

B. Short Term Technical Assistance

Professional Fees @ \$550/day x 60	\$33,000
International Travel @ \$6,500 x 2	13,000
Per Diem @ \$175/day x 40 (on mission)	7,000
Communication Costs (Telephone, fax, etc.)	3,000
Briefings in Halifax	2,000
Sub-total	<u>\$58,000</u>

C. Equipment and Specialized Materials \$ 5,000

D. Trainee Costs

International Travel @ \$6,500 x 2	\$13,000
Living Allowance up to \$1,500/month x 2 x 2	6,000
In-Canada Travel @ \$2,000 x 2	4,000
Attachment Fees @ \$1,000/month x 2 x 2	4,000
Clothing & Equipment Allowance @ \$1,500 X 2	3,000
Sub-total	<u>\$30,000</u>

**Total for Year 2** \$207,000



Canada

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

Project #900381

Page 15

Year 3

A. Short Term Technical Assistance

Professional Fees @ \$600/day x 60	\$36,000
International Travel \$7,000 x 2	14,000
Per Diem @ \$175/day x 40	7,000
Communication Costs (Telephone, fax, etc.)	3,000
Briefings in Halifax	2,000
Sub-total	<u>\$62,000</u>

B. Trainee Costs

International Travel \$7,000 x 2	\$14,000
Living Allowance up to \$1,750/month x 2 x 2	7,000
In-Canada Travel @ \$2,000 x 2	4,000
Attachment Fees @ \$1,000/month x 2 x 2	4,000
Clothing & Equipment Allowance @ \$1,500 x 2	3,000
Sub-total	<u>\$32,000</u>

C. Contingency \$25,000

D. Evaluation \$25,000

**Total for Year 3** \$144,000



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

Canada

Project #900381

Page 16

PART 2 - RECIPIENT CONTRIBUTION (Can.\$)

Year 1

Counterpart Salaries	\$23,000
Office Accommodation and Supplies	8,000
In-Country Transport (Business Related)	7,000
Secretarial and Other Support Services	18,000
Housing	2,000
Communication	2,000
	<u>\$60,000</u>

Year 2

Counterpart Salaries	\$25,000
Office Accommodation and Supplies	9,000
In-Country Transport (Business Related)	8,000
Secretarial and Other Support Services	18,000
Housing	2,000
Communication	2,000
	<u>\$64,000</u>

Year 3

Counterpart Salaries	\$25,000
Office Accommodation	5,000
In-Country Transport (Business Related)	2,000
	<u>\$32,000</u>



Canada

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

Project #900381

Page 17

**Part 1. Total ICOD Contribution**

Year 1	\$181,000
Year 2	\$207,000
Year 3	\$144,000
	<u>\$532,000</u>

**Part 2. Total Recipient Contribution**

Year 1	\$ 60,000
Year 2	\$ 64,000
Year 3	\$ 32,000
	<u>\$156,000</u>

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



Canada

**CONFIDENTIAL**

EC90/D78  
Project #880195  
January 10, 1991

**CHANGE OF SCOPE/PROJECT EXTENSION**  
(Executive Approval)

Project Title: Graduate Program in (Marine) Resource and Environmental Management - Phase I.

Division: South Pacific and Caribbean Basin Division.

Recipient/Implementing Agency: University of the West Indies (UWI) Centre for Resource Management and Environmental Studies (CERMES)

<u>Financial:</u>	<u>Original</u>	<u>New Increment</u>	<u>Revised Budget</u>
ICOD:	\$ 699,000	\$ 359,000	\$ 1,058,000
UWI:	<u>660,700</u>	<u>89,600</u>	<u>750,300</u>
PROJECT TOTAL:	\$1,359,700	\$ 448,600	\$ 1,808,300

Conditions of Approval or Comments

Record of Approval

Wardie Leppan  
Program Officer

[Signature]  
Director

[Signature]  
Vice-President

[Signature]  
President

10/1/91  
Date

---

**SUMMARY**

Background and Description of Cost Increase and Change of Scope

1. Phase I of this Project was approved by the Board in June 1988 with a maximum contribution of \$CAN 699,000 over two years. The objective was to strengthen the existing post-graduate diploma program in marine resource and environmental management at the University of the West Indies' Centre for Resource Management and Environmental Studies (CERMES). Funding was provided for supporting new faculty appointments and the development of infrastructure for strengthened post-graduate diploma and degree programs. This was to include library contributions, the development of a documentation centre, micro-computer support and curriculum development for the Masters program scheduled to begin in Phase II. Five diploma scholarships were also provided for the second year of Phase I.
2. The second phase, which was to include more scholarships plus support for the establishment of the Masters program, were contingent on the successful completion and evaluation of Phase I. A base-line evaluation study was conducted in January 1989 and the evaluation of Phase I took place in June 1990. It is on the basis of its recommendations that this cost increase and one year extension has been initiated.
3. The evaluation team concluded that while CERMES has developed in the appropriate direction, the level of outputs (in terms of the preparation for the Masters program) had fallen short of those anticipated for Phase I. It noted that the short fall was a result of unrealistic expectations "given the short two-year timeframe" and stated that "[it] is advisable to consolidate the gains made and to ensure the completion of Phase I objectives before CERMES adds new activities and obligations". Hence the evaluation team recommended that UWI postpone the introduction of the Masters program by a year until October, 1991 and that UWI and ICOD "take steps to extend Phase I of the CERMES project to September 30, 1991". This recommendation was accepted by ICOD and UWI and it was agreed that the appropriate approvals would be sought.
4. In addition to extending Phase I by a year, a number of the components were revised. These revisions were largely due to discussions between ICOD and UWI over the last year and were reviewed by the evaluation team. The revisions include:

i) Faculty

The University has found it difficult to fill the position of Resource Economist. Originally the position was at a lecturer level. In order to make it more attractive to potential candidates with the requisite skills and experience, provision is made here for recruitment at the senior lecturer level, should this prove necessary.<sup>1</sup>

Given the severe scarcity of resource economists in the region, it may be necessary to recruit and train someone to fill this post even if short term/temporary assistance is obtained through sabbaticals or technical assistance. For that reason the Contingency Fund has been enlarged slightly to cover this should it become essential. This will, if necessary, provide appropriate specialized training for such a person who may possess a good general Masters degree but lacks in this area of specialization.<sup>2</sup>

ii) Networking and Information Sharing

CERMES has expressed a need, with which the evaluation team concurs, to increase their activities in: (i) information dissemination and networking through, for example, information packages (including newsletters, brochures etc.) and database exchanges; and, (ii) promoting CERMES' abilities to meet the needs of the governments in the region. These increased costs are reflected in the Program Operating Expenses.

CERMES believes that, for Phase II, an Information Officer will be required to undertake these activities. For the remainder of Phase I, funds will be provided under Program Operating Expenses to hire consultants from time to time to assist with the development and to initiate implementation of the above strategy.

---

<sup>1</sup>While the recruitment process is ongoing, unspent salaries from unfilled posts will be made available for short term consultancies/technical assistance to assist with curriculum development and short term teaching related to the particular post.

<sup>2</sup>CERMES will be required to submit a training program to ICOD prior to the release of funds.

iii) Documentation Centre

Funding has been increased here to allow for the implementation of a CDS-ISIS cataloguing system to enhance the organization of documents and improve linkages with similar centres both in the Caribbean and abroad. Additional Librarian time has also been added as a result of a significant addition to the reference literature since the original proposal was developed.

iv) Consulting Support Fund

While members of CERMES have and are continuing to undertake individual consultancies, this has been without appropriate institutional or technical support. Furthermore, there have been few consulting activities that have taken place on an institutional basis. CERMES plans to significantly expand its institutional consultancy activities which was one of the main objectives of the project. In order to assist CERMES in this, a fund has been set up to provide seed money for acquiring technical support for preparing contract proposals. The fund will be replenished from the proceeds of such consultancies that are successful and will be under the financial control of the Campus Bursar in accordance with the University's Consultancy Rules and Financial Code.

v) Project Management

As a result of the evaluation, there has been a redivision of responsibilities in CERMES. The departmental administration responsibilities for CERMES have now been clearly separated from those of project management. The former duties will continue to fall under those of the Director of CERMES while the latter will be covered by the Senior Assistant Registrar (Planning). In order to ensure that he will be able to devote half of his time to the project, funds are provided to employ a part time administration assistant to cover his other registrar-related duties.

5. While allowing for more time for the preparation of the Masters program, this extension also provides a second set of five scholarships for the diploma program to be awarded for the current year.
6. Whether ICOD proceeds to fund Phase II and III of this project

---

(approved in principle by the Board) will be determined by a management assessment in March 1991.

**FINANCIAL INFORMATION**

1. Projected Disbursement by Fiscal Year

Original Budget

FY 1988/89	\$131,200
FY 1989/90	414,500
FY 1990/91	153,300

Revised Budget

FY 1988/89	\$107,044
FY 1989/90	304,002
FY 1990/91	339,000
FY 1991/92	307,954 <sup>3</sup>

---

<sup>3</sup>Includes contingency.

2. ICOD Budget Components

Item	Original Budget	Variance	Revised Budget
Director	\$ 0	\$ 0	\$ 0
Senior Lecturers	\$ 101,000	\$ 101,000	\$ 202,000
Lecturers	\$ 209,400	\$ 10,000	\$ 219,400
Technicians	\$ 37,800	\$ <3,000>	\$ 34,800
Administrative Assistant	\$ 36,200	\$ 33,000	\$ 69,200
University Secretary	\$ 0	\$ 0	\$ 0
Program Operating Expenses <sup>4</sup>	\$ 59,900	\$ 59,000	\$ 118,900
Student Stipends <sup>5</sup>	\$ 44,800	\$ 45,000	\$ 89,800
Student Projects	\$ 12,800	\$ 4,000	\$ 16,800
Teaching Resources Documentation Centre	\$ 23,300	\$ 3,000	\$ 26,300
Library Contributions	\$ 12,200	\$ 400	\$ 12,600
Micro-computers	\$ 36,600	\$ 5,000	\$ 41,600
Consulting Support Fund	\$ 0	\$ 15,000	\$ 15,000
Capital Building	\$ 0	\$ 0	\$ 0
Furnishing, Equipment	\$ 0	\$ 0	\$ 0
Vehicle	\$ 0	\$ 0	\$ 0
Project Management	\$ 0	\$ 14,500	\$ 14,500
Financial Administration	\$ 56,000	\$ 23,640	\$ 79,640
Sub-total	\$ 630,000	\$ 310,540	\$ 940,540
Contingency	\$ 63,000	\$ 25,963	\$ 88,963
Evaluation	\$ 6,000	\$ 22,497	\$ 28,497
<b>TOTAL CONTRIBUTION</b>	<b>\$ 699,000</b>	<b>\$ 359,000</b>	<b>\$1,058,000</b>

<sup>4</sup>Utilities, maintenance, communications, travel, transportation, computing and public relations consultancies.

<sup>5</sup>For years two and three.

2. Recipient Budget Components

<u>Item</u>	<u>Original Budget</u>	<u>Variance</u>	<u>Revised Budget</u>
Director	\$ 125,000	\$ 63,000	\$ 188,000
Senior Lecturers	\$ 11,600	\$ 9,400	\$ 21,000
Lecturers	\$ 92,500	\$ <29,500>	\$ 63,000
Technicians	\$ 50,000	\$ <8,000>	\$ 42,000
Administrative Assistant	\$ 1,300	\$ <1,300>	\$ 0
University Secretary	\$ 28,000	\$ 32,000	\$ 60,000
Program Operating Expenses <sup>6</sup>	\$ 11,000	\$ 9,000	\$ 20,000
Student Stipends <sup>7</sup>	\$ 0	\$ 0	\$ 0
Student Projects	\$ 0	\$ 0	\$ 0
Teaching Resources Documentation Centre	\$ 1,000	\$ 0	\$ 1,000
Library Contributions	\$ in-kind	\$ in-kind	\$ in-kind
Micro-computers	\$ in-kind	\$ in-kind	\$ in-kind
Consulting Support Fund	\$ 0	\$ 0	\$ 0
Capital Building	\$ 270,800	\$ 10,000	\$ 280,800
Furnishing, Equipment	\$ 45,100	\$ 5,000	\$ 50,100
Vehicle	\$ 24,400	\$ 0	\$ 24,400
Project Management	\$ 0	\$ 0	\$ 0
Financial Administration	\$ <u>in-kind</u>	\$ <u>in-kind</u>	\$ <u>in-kind</u>
Sub-total	\$ 660,700	\$ 89,600	\$ 750,300
Contingency	\$ in-kind	\$ in-kind	\$ in-kind
Evaluation	\$ 0	\$ 0	\$ 0
<b>TOTAL CONTRIBUTION</b>	<b>\$ 660,700</b>	<b>\$ 89,600</b>	<b>\$ 750,300</b>

<sup>6</sup>Utilities, maintenance, communications, travel, transportation, computing and public relations consulting.

<sup>7</sup>For years two and three.

**RECOMMENDATION**

It is recommended that approval be given to increase the budget of project #880195 -- Graduate Program in (Marine) Resource and Environmental Studies (CERMES) Phase I -- up to a maximum increment of \$CAN 359,000 (over original approved Budget) for a total ICOD contribution of \$CAN 1,058,000.

M E M O R A N D U M

TO: Members of the Executive Committee FILE# 870150 & 890279

FROM: Gary Vernon

DATE: 9 January 1991

RE: Authorization of project cost increase for:

1) Establishment of Rural Fishing Groups (870150);  
2) Provisional Treaty Lines (890279).

Prior to the clarification by the Board of Directors (November, 1990), concerning the authorization levels for project "cost increase" of 20% of the original approved project budget up to a limit of \$250,000, the cost increases of the two projects referred to above were authorized by the President. At the time, the understanding of ICOD Management was that the President had the authority to approve a project cost increase up to his new level of project approval authority without reference to the Executive or Board of Directors.

Under the above circumstances, both project cost increases were approved; amendments to the Agreements between ICOD and the Recipients were executed; and, activities are on-going.

The purpose of this letter is to request the Executive Committee to provide post facto approval of the cost increases and hence permit the continuation of on-going activities.

The approved documents are attached hereto. A summary of the financial aspects of the cost increases follows:

1) Establishment of Rural Fishing Groups -  
(extension of 8 months)

<u>Financial:</u>	<u>Original</u>	<u>Current Budget</u>	<u>New Increment</u>	<u>Revised Budget</u>
ICOD Contribution:	\$ 73,000	\$ 87,595	\$ 57,000	\$144,595
Recipient Contribution:	<u>12,000</u>	<u>8,600</u>	<u>4,900</u>	<u>13,500</u>
PROJECT TOTAL:	\$ 85,000	\$ 96,195	\$61,900	\$158,095

2) Provisional Treaty Lines -  
(additional work at request of FFA)

<u>Financial:</u>	<u>Original</u>	<u>Increase</u>	<u>Revised Budget</u>
ICOD Contribution:	\$ 48,500	\$ 10,900	\$59,400
Recipient Contribution:	<u>5,000</u>	<u>-</u>	<u>5,000</u>
PROJECT TOTAL:	\$ 53,500	\$ 10,900	\$ 64,400

**RECOMMENDATION**

*It is recommended that approval be given to increase the budget of project # 870150 -- "Establishment of Rural Fishing Groups" up to a maximum increment of \$CAN 57,000 for a total ICOD contribution of \$CAN 144,595 and project # 870279 -- "Provisional Treaty Lines" up to a maximum increment of \$CAN 10,900 for a total ICOD contribution of \$CAN 59,400.*





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

EC90/D84

CONFIDENTIAL

PA90/D98  
Project #870150  
1 October, 1990

COST INCREASE #3

(Approval)

Project Title: Establishment of Rural Fishing Groups

Division: South Pacific and Caribbean Basin Division

Recipient/  
Implementing Agency: Government of the Solomon Islands

<u>Financial:</u>	<u>Original</u>	<u>Current Budget</u>	<u>New Increment</u>	<u>Revised Budget</u>
ICOD Contribution:	\$ 73,000	\$ 87,595	\$ 57,000	\$144,595
Recipient Contribution:	<u>12,000</u>	<u>8,600</u>	<u>4,900</u>	<u>13,500</u>
PROJECT TOTAL:	\$ 85,000	\$ 96,195	\$61,900	\$158,095

Record of Approval and  
Conditions of Approval or Comments

Recommended by:

*CTS*  
*Ar* P. Saunders  
Program Officer

~~[Signature]~~ 11/10/90  
Director

[Signature] 22/10/90  
Vice-President

[Signature] 22/10/90  
President Date

Cost Increase #3  
Project # 870150

---

## SUMMARY

### Background and Description of Cost Increase

1. This project was approved by the Board in November 1987, with a maximum ICOD contribution of \$CAN 73,000. A subsequent cost increase of \$CAD 10,500 was approved in February 1988, mainly to allow for a higher salary for the project advisor and to account for declines in the Solomon Islands dollar from the time of original submission. A further cost increase of \$4,095 was approved in May 1990 to permit continuity of the project while a Phase II was being developed.
2. The development of a Phase II proposal followed a thorough review of the project to date by an independent consultant. This review noted that although some of the initial objectives were achieved, the key objective of commercial viability was not and could not be achieved under present circumstances. For this reason it was decided to approach the project in two steps; an extension of the present project to move towards economic viability and the development of a new Phase II for a further two years to expand the project to new groups.
3. This Cost Increase is to extend the present project for a further eight months (until May 1991) to permit the ICOD Co-operant and the Solomon Islands to address the three issues noted in the review that limited the commercial viability in the first project. These include increasing the catch per unit effort, revising the marketing and distribution situation so that progress can be seen with respect to the achievement of viability for the first four groups and that these and future groups have the potential of achieving this goal.
4. This extension and cost increase also includes an increase in salary for the Canadian Co-operant to a level comparable with other similar projects, funds for a marketing consultancy requested by the Province of Gizo to address the marketing and distribution issues. Also included are operating funds for the extension work with the present fishing groups required to increase the catch per unit effort and finally, relocation of the Co-operant back to Canada if Phase II is not approved.
5. During the extension period, the new Phase II project would be developed for an expansion of the present number of groups, construction of new vessels with supporting infrastructure and extension services and training. This new Phase II would be a two or more year project and based on the success of Phase I.

Cost Increase #3  
Project # 870150

**FINANCIAL INFORMATION**

1. Projected Disbursement by Fiscal Year

Current Budget

FY 1988/89 48,700  
FY 1989/90 20,500  
FY 1990/91 18,395

Revised Budget

FY 1988/89 \$ 48,700  
FY 1989/90 20,500  
FY 1990/91 57,595  
FY 1991/92 17,800

2. ICOD Budget Components

<u>Item</u>	<u>Current Budget</u>	<u>Variance</u>	<u>Revised Budget</u>
Salary & Benefits <sup>1</sup>	49,542	27,200	76,742
Airfare, allowances and Relocation	8,958	11,000	19,958
Materials	11,797	-	11,797
Labour	4,127	500	4,627
Equipment <sup>2</sup>	7,484	2,500	9,984
Working Capital	2,429	-	2,429
Duty Travel	1,944	800	2,744
Marketing Consultant <sup>3</sup>	-	<u>13,900</u>	<u>13,900</u>
Sub-Total:	\$ 86,281	\$ 55,900	\$142,181
Contingency:	\$ <u>1,314</u>	\$ <u>1,100</u>	\$ <u>2,414</u>
<b>TOTAL:</b>	<b>\$ 87,595</b>	<b>\$ 57,000</b>	<b>\$144,595</b>

1. Salary \$38,400; Benefits \$2,400 per annum.
2. Includes tools and equipment for vessel maintenance at \$2,500.
3. Includes fees \$6,500, airfares \$4,400, and living allowances of \$3,000.

**Cost Increase #3  
Project # 870150**

---

**RECOMMENDATION**

**It is recommended that approval be given to further increase the budget of project #870150 -- "Establishment of Rural Fishing Groups" -- up to a maximum increment of \$CAN 57,000 for a total ICOD contribution of up to \$CAN 144,595.**



Canada

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

**M E M O R A N D U M**

To: ALL BOARD MEMBERS

File: 102/103

From: Gary C. Vernon

Date: 10 January 1991

Re: Board Appointments

We have just received from Madame Landry's office an Order in Council extending the term of Gastien Godin for an additional three years up to December 1993.

Also you should note that Mary Jo Duncan and Robert Maguire have been replaced respectively by Dr. Paul Henri LeBlond, from the University of British Columbia in Vancouver and Dr. Pierre Béland, from the Institut national d'Ecotoxicologie du Saint-Laurent in Rimouski. The latter have been appointed for three year terms.

I have attached, for your information, the Orders in Council and the curriculum vitae of the new Board Members.



Canada

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

MEMORANDUM

To: Members of the  
Board of Directors

Our File: 104/  
253.8

From: Gary C. Vernon

Date: 4 January 1991

Re: Staff Cost of Living Increase for 1991

This is to advise Board members of the cost of living increase for ICOD salary levels of 4.8% which became effective for all staff members as of January 1, 1991.

Many of you will recall that the process agreed upon three years ago was that salary levels would be augmented by a cost of living increase on January 1st of each year. The figure was to be taken from the increase in the Consumer Price Index for Halifax from September to September each year. The reason we use the September figure is the time it takes for the publication of the Consumer Price Index reports by Statistics Canada. Using the September figure allows us an orderly process of revising the salaries and pay scales accordingly for January 1.

A handwritten signature in black ink, appearing to be 'GCV', written over a horizontal line.

Gary C. Vernon  
President

GCV/lc

102



P.C. 1990-2844  
21 December, 1990

PRIVY COUNCIL • CONSEIL PRIVÉ

HIS EXCELLENCY THE GOVERNOR GENERAL IN COUNCIL, on the recommendation of the Secretary of State for External Affairs, pursuant to subsection 7(2) of the International Centre for Ocean Development Act, is pleased hereby to approve the re-appointment by the Secretary of State for External Affairs of Gastien Godin of Shippegan, New Brunswick, as a director of the Board of Directors of the International Centre for Ocean Development, to hold office during pleasure, for a term of three years.

CERTIFIED TO BE A TRUE COPY - COPIE CERTIFIÉE CONFORME RME

A handwritten signature in cursive script, appearing to read 'P. Leclerc', written in dark ink.

CLERK OF THE PRIVY COUNCIL - LE GREFFIER DU CONSEIL PRIVÉ RME



C.P. 1990-2844  
21 décembre 1990

PRIVY COUNCIL • CONSEIL PRIVÉ

Sur avis conforme du secrétaire d'État  
aux Affaires extérieures et en vertu du paragraphe  
7(2) de la Loi sur le Centre international  
d'exploitation des océans, il plaît à Son  
Excellence le Gouverneur général en conseil  
d'approuver le renouvellement du mandat par le  
secrétaire d'État aux Affaires extérieures de  
Gastien Godin, de Shippegan (Nouveau-Brunswick),  
administrateur du conseil d'administration du  
Centre international d'exploitation des océans, à  
titre amovible, pour une période de trois ans.

CERTIFIED TO BE A TRUE COPY - COPIE CERTIFIÉE CONFORME

A handwritten signature in cursive script, likely belonging to the Clerk of the Privy Council.

CLERK OF THE PRIVY COUNCIL - LE GREFFIER DU CONSEIL PRIVÉ



P.C. 1990-2845  
21 December, 1990

PRIVY COUNCIL • CONSEIL PRIVÉ

HIS EXCELLENCY THE GOVERNOR GENERAL IN COUNCIL, on the recommendation of the Secretary of State for External Affairs, pursuant to subsection 7(2) of the International Centre for Ocean Development Act, is pleased hereby to approve the appointment by the Secretary of State for External Affairs of each of the following persons, as a director of the Board of Directors of the International Centre for Ocean Development, to hold office during pleasure, for a term of three years:

Pierre Béland  
St-Anaclet, Quebec  
in the place of Robert Maguire, whose  
term has expired

Paul Henri LeBlond  
Vancouver, British Columbia  
in the place of Mary Jo Duncan, whose  
term has expired

CERTIFIED TO BE A TRUE COPY COPIÉ CERTIFIÉ CONFORMÉ

A handwritten signature in cursive script, likely belonging to the Clerk of the Privy Council.

CLERK OF THE PRIVY COUNCIL - LE GREFFIER DU CONSEIL PRIVÉ

C.P. 1990-2845  
21 décembre 1990

PRIVY COUNCIL • CONSEIL PRIVÉ

Sur avis conforme du secrétaire d'État aux Affaires extérieures et en vertu du paragraphe 7(2) de la Loi sur le Centre international d'exploitation des océans, il plaît à Son Excellence le Gouverneur général en conseil d'approuver la nomination par le secrétaire d'État aux Affaires extérieures de chacune des personnes suivantes, administrateur du conseil d'administration du Centre international d'exploitation des océans, à titre amovible, pour un mandat de trois ans:

Pierre Béland  
St-Anaclet (Québec)  
en remplacement de Robert Maguire, dont  
le mandat a pris fin

Paul Henri LeBlond  
Vancouver (Colombie-Britannique)  
en remplacement de Mary Jo Duncan, dont  
le mandat a pris fin

CERTIFIED TO BE A TRUE COPY - COPIE CERTIFIÉE CONFORME

CLERK OF THE PRIVY COUNCIL - LE GREFFIER DU CONSEIL PRIVÉ

**DALHOUSIE UNIVERSITY ARCHIVES AND SPECIAL COLLECTIONS DIGITAL  
SEPARATION SHEET**

**Separation Date:** March 23, 2015

**Fonds Title:** Elisabeth Mann Borgese

**Fonds #:** MS-2-744

**Box-Folder Number:** Box 358, Folder 5

**Series:** Administrative records of the International Centre for Ocean Development

**Sub-Series:** Administrative records

**File:** Board of directors of the International Centre for Ocean Development : [meeting documents]

**Item:** N/A

**Description of item:**

CVs from two Board members (Pierre Béland, Paul Henri LeBlond)

**Reason for separation:**

Pages have been removed from digital copy due to privacy concerns.



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

**INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT**

Balance Sheet  
December 31, 1990

ASSETS

	<u>Dec. 31/90</u>	<u>Dec. 31/89</u>
Current		
Cash and Term Deposits	754,886	851,000
Accounts receivable		
- Trade	423,636	301,000
- Gov't of Canada		
. Fisheries & Oceans	12,789	23,000
. CIDA	<u>20,683</u>	<u>901,000</u>
<b>TOTAL ASSETS</b>	<u>1,211,994</u>	<u>2,076,000</u>

LIABILITIES

Current		
Trade Accounts Payable	235,946	377,000
Accounts Payable to DFO	<u>108,004</u>	<u>59,000</u>
<b>TOTAL LIABILITIES</b>	<u>343,950</u>	<u>436,000</u>

EQUITY

Retained Earnings - March 31	567,862	45,615
Y-T-D Surplus (Deficit)	<u>300,182</u>	<u>1,594,385</u>
<b>Total Equity</b>	<u>868,044</u>	<u>1,640,000</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u>\$1,211,994</u>	<u>\$2,076,000</u>

FREE BALANCE REPORT - SUMMARY  
 STATEMENT OF OPERATIONS (DEC)  
 FISCAL YEAR 1990/91

FUND	DESCRIPTION / DIVISION	BUDGET A	CUM. EXPENSES B	HARD COMMITMENT C	NON-OBLIGATED FUNDS D = A-B-C	NON-OBLIGATED PERCENT REMAINING	
						DEC 31/90	DEC 31/89
	FINANCE	924,561	537,457	31,511	355,593	38.5%	17.4%
	HUMAN RESOURCES DEVELOPMENT	395,178	137,916	2,090	255,172	64.6%	29.0%
	LEGAL SERVICES	204,645	104,654	719	99,272	48.5%	28.5%
	AFRICA-INDIAN OCEAN DIVISION	2,709,871	979,514	559,743	1,170,614	43.2%	73.0%
	SOUTH PACIFIC/CARIBBEAN DIV	4,263,101	2,209,308	937,997	1,115,796	26.2%	70.0%
	INTERREGIONAL & COOPERATIVES A	2,437,537	895,688	775,968	765,881	31.4%	40.8%
	OFFICE OF PRESIDENT	1,203,724	546,911	108,960	547,853	45.5%	39.3%
	OFFICE OF VICE-PRESIDENT	824,685	333,488	57,863	433,334	52.6%	32.3%
	CORPORATE RESERVE	-41,302	0	0	-41,302	-	-
***	GOVERNMENT OF CANADA ***	12,922,000	5,744,936	2,474,851	4,702,213	36.4%	55.8%
	SOUTH PACIFIC/CARIBBEAN DIV	1,516,102	1,091,823	428,954	-4,675	-	24.0%
	INTERREGIONAL & COOPERATIVES A	267,200	135,092	0	132,108	49.4%	50.7%
***	SPONSORING AGENCIES ***	1,783,302	1,226,915	428,954	127,433	7.2%	26.7%
TOTAL		14,705,302	6,971,851	2,903,805	4,829,646	32.8%	50.7%

(\*) NOTE: Commitments had not been implemented in 1989.

FREE BALANCE REPORT - SUMMARY  
STATEMENT OF OPERATIONS (DEC)  
FISCAL YEAR 1990/91

DESCRIPTION		BUDGET	CUM. EXPENSES	HARD COMMITMENT	NON-OBLIGATED FUNDS	SOFT COMMITMENTS	FREE BALANCE
FUND	/ DIVISION	A	B	C	D = A-B-C	E	F = D-E
	SUSPENCE CLEARING	0	21,974	0	-21,974	0	-21,974
	GENERAL ADMINISTRATION	924,561	515,483	31,511	377,567	5,839	371,728
FINANCE		924,561	537,457	31,511	355,593	5,839	349,754
	SUSPENCE CLEARING	0	17,908	0	-17,908	0	-17,908
	GENERAL ADMINISTRATION	395,178	120,008	2,090	273,080	0	273,080
HUMAN RESOURCES DEVELOPMENT		395,178	137,916	2,090	255,172	0	255,172
	GENERAL ADMINISTRATION	204,645	104,654	719	99,272	0	99,272
LEGAL SERVICES		204,645	104,654	719	99,272	0	99,272
	GENERAL ADMINISTRATION	771,874	447,293	27,407	297,174	126	297,048
	PROGRAM DEVELOPMENT	379,073	65,170	135,727	178,176	0	178,176
	OTHER PROJECTS	1,558,924	467,051	396,609	695,264	0	695,264
AFRICA-INDIAN OCEAN DIVISION		2,709,871	979,514	559,743	1,170,614	126	1,170,488
	GENERAL ADMINISTRATION	777,559	515,546	3,406	258,607	133	258,474
	PROGRAM DEVELOPMENT	200,000	64,321	32,322	103,357	0	103,357
	FIJI OFFICE	90,000	111,820	0	-21,820	0	-21,820
	PROGRAM EVALUATION	77,250	39,869	0	37,381	0	37,381
	OTHER PROJECTS	3,118,292	1,477,752	902,269	738,271	0	738,271
SOUTH PACIFIC/CARIBBEAN DIV		4,263,101	2,209,308	937,997	1,115,796	133	1,115,663
	GENERAL ADMINISTRATION	623,744	332,525	6,060	285,159	1,168	283,991
	PROGRAM DEVELOPMENT	134,000	35,746	21,900	76,354	0	76,354
	SCHOLARSHIP RELATED EXPENSES	6,172	3,312	850	2,010	0	2,010
	OTHER PROJECTS	1,673,621	524,105	747,158	402,358	0	402,358
INTERREGIONAL & COOPERATIVES A		2,437,537	895,688	775,968	765,881	1,168	764,713
	GENERAL ADMINISTRATION	351,319	219,919	124	131,276	620	130,656
	POLICY AND PLANNING	401,693	114,069	108,836	178,788	0	178,788
	COMMUNICATION & PUBLICATIONS	450,712	207,405	0	243,307	0	243,307
	CORPORATE INITIATIVES	0	5,518	0	-5,518	0	-5,518
OFFICE OF PRESIDENT		1,203,724	546,911	108,960	547,853	620	547,233
	SUSPENCE CLEARING	0	268	0	-268	0	-268

FISCAL YEAR 1990/91  
PERIOD 10

ICOD CONSOLIDATOR  
1990/91  
FREE BALANCE - CONSOLIDATOR

DATE 91/01/10  
PAGE 2

FREE BALANCE REPORT - SUMMARY  
STATEMENT OF OPERATIONS (DEC)  
FISCAL YEAR 1990/91

DESCRIPTION		BUDGET	CUM. EXPENSES	HARD COMMITMENT	NON-OBLIGATED FUNDS	SOFT COMMITMENTS	FREE BALANCE
FUND	/ DIVISION	A	B	C	D = A-B-C	E	F = D-E
	INFORMATION RESOURCE CENTRE	94,966	68,708	0	26,258	0	26,258
	GENERAL ADMINISTRATION	163,354	114,370	14,738	34,246	0	34,246
	OTTAWA OFFICE	77,952	46,500	0	31,452	0	31,452
	PROGRAM EVALUATION	235,000	66,722	42,063	126,215	0	126,215
	BUSINESS COOPERATION	115,413	31,444	1,062	82,907	0	82,907
	CORPORATE INITIATIVES	138,000	5,476	0	132,524	0	132,524
	OFFICE OF VICE-PRESIDENT	824,685	333,488	57,863	433,334	0	433,334
	CORPORATE RESERVE	-41,302	0	0	-41,302	0	-41,302
	CORPORATE RESERVE	-41,302	0	0	-41,302	0	-41,302
***	GOVERNMENT OF CANADA ***	12,922,000	5,744,936	2,474,851	4,702,213	7,886	4,694,327
	OTHER PROJECTS	1,516,102	1,091,823	428,954	-4,675	0	-4,675
	SOUTH PACIFIC/CARIBBEAN DIV	1,516,102	1,091,823	428,954	-4,675	0	-4,675
	OTHER PROJECTS	267,200	135,092	0	132,108	0	132,108
	INTERREGIONAL & COOPERATIVES A	267,200	135,092	0	132,108	0	132,108
***	SPONSORING AGENCIES ***	1,783,302	1,226,915	428,954	127,433	0	127,433
TOTAL		14,705,302	6,971,851	2,903,805	4,829,646	7,886	4,821,760



Canada

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

CONFIDENTIAL  
EC#90/D77  
Project # 900379

PROJECT SUMMARY

TITLE: Support for Fisheries Research.

DIVISION: West Africa/Indian Ocean.

RECIPIENT: Democratic Republic of Sao Tome and Principe (DRSTP) Fisheries Directorate, Department of Agriculture and Fisheries.

IMPLEMENTING AGENCY: Canadian Institution to be recruited.

COMMENCEMENT DATE: Second quarter of 1991/92 fiscal year.

DURATION: Five years.

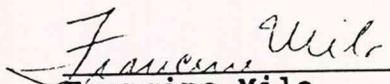
COMPONENTS:

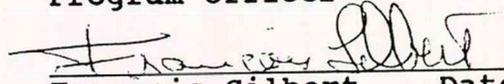
1. Technical and financial assistance.
2. Training and practical attachments.
3. Equipment.
4. Final evaluation.

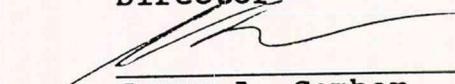
BUDGET: ICOD contribution \$ 910,000.00  
The recipient country's contribution which is estimated to be \$ 200,000 will be determined in the forthcoming months.

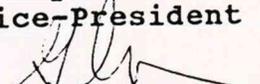
Record of Approval and  
Conditions of Approval or Comments

Recommended by:

 16/01/1991  
 Francine Milo Date  
 Program Officer

 16/1/91  
 François Gilbert Date  
 Director

 14/1/91  
 Garry A. Comber Date  
 Vice-President

 17/1/91  
 Gary C. Vernon Date  
 President



Canada

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

Abstract

The purpose of the ICOD contribution is to support the efforts of the Department of Agriculture and Fisheries of Sao Tome and Principe aimed at formulating a national fisheries development strategy; this will be achieved with the help of technical and financial assistance which will likely improve the knowledge base of the country's fisheries resources and create a core of experts capable of managing these resources and of contributing to the definition of a fisheries policy congruent with national interests.

The project will enhance existing human resources by temporarily bringing in a foreign expert and by fostering discussions with researchers and research centres in neighbouring countries of the sub-region. The project will involve training personnel in order to endow the country with a team of qualified researchers capable of advising the authorities on matters relating to fisheries resource management. Existing research facilities will be provided with additional equipment for data analysis and processing in order to improve the quality of research.

5 years

\$ 910,000.00

Theme

Fisheries Resource Development  
and Management.

Financial Codes

EAXG



Canada

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

Page 3

Projet #900379

**SUMMARY:**

**Background**

The Democratic Republic of Sao Tome and Principe (DRSTP) lies deep within the Gulf of Guinea, 300 km South-West of Gabon.

Fisheries rank highly amongst the six sectoral priorities identified in the 1986-90 National Development Plan. Indeed, 95% of the animal protein consumed at present is derived from fish and fully 7% of the population owe their living to the fishery. The present level of catch of the inshore fishery, which is estimated at 3,500 tons annually, is not sufficient to satisfy local demands. Therefore, the development of the fishery appears to be a key factor in achieving self-sufficiency in animal protein.

The Department of Agriculture and Fisheries is supported by the Fisheries Directorate whose mandate is to implement government fisheries policy. The Fisheries Directorate, which is the main research centre in the country, acts as a liaison between the Department and projects (e.g. Artisanal Fisheries Project of IFAD) as well as fishing industries. At present, the research centre employs two biologists, three technicians and one refrigeration engineer. In addition, one biologist and one technician have been assigned to the Artisanal Fisheries Project.

Efforts to define a policy of fisheries development based on national interests are being thwarted by a lack of knowledge and understanding of the fisheries as a resource.

As far as the inshore fishery is concerned, the research activities of the Fisheries Directorate lack the precision needed to carry out proper stock assessment. With respect to foreign fishing, the DRSTP has signed international agreements with the U.S.S.R. and the E.E.C. who both have fishing vessels plying its Exclusive Economic Zone (EEZ). Catch and fishing effort data collected by Sao Tome observers lacks precision while Fisheries Directorate personnel are not sufficiently qualified to analyze the data and check their accuracy. Since the offshore fishery is probably more important than the inshore fishery, it is of utmost importance that a comprehensive research plan focusing on this area be implemented to acquire the expertise needed for sound resource management. This expertise will also provide a better vantage point for negotiating profitable fisheries agreements with foreign countries.



Canada

Projet #900379

Following a request of the DRSTP government in March 1989, ICOD fielded a team of consultants in March 1990. The consultants drew up a detailed plan for research activities over a five year period congruent with the needs and conditions of the country.

The research plan suggested by the Canadian mission was well received by the Fisheries Department. Many positive elements have already been put into place to help implement a quality fisheries research program. For instance, there are a number of qualified researchers in the Fisheries Directorate so that research activities can begin soon. Furthermore, researchers will be able to rely on the cooperation of the Artisanal Fisheries Project team which has made significant advances within the fishing community. It will therefore be possible to quickly establish the contacts which are essential to any data gathering initiative.

Having a clear mandate, researchers will be able to collect and process data, to improve their understanding of the biology and the ecology of fisheries resources and to provide expert advice to strategic decision makers in their country.

2. PROJECT DESCRIPTION:

a) Objective

Help the government of Sao Tome and Principe manage its fisheries more effectively so that the population and the economy will derive greater benefits from them.

b) Goal

Support the Fisheries Directorate in implementing a detailed research program that will enable it to gather reliable data leading to sound decision making in the development and management of fisheries.



Projet #900379

3) **COMPONENTS**

The project includes the following components:

**ASSIGNMENT OF A CANADIAN FISHERIES BIOLOGIST TO THE FISHERIES  
DIRECTORATE** **\$ 321,000.00**

i) **ACTIVITIES**

The Canadian institution selected by ICOD will assign an experienced Canadian fisheries biologist to the project. While working with a team of local researchers under the supervision of the Director of Fisheries during the first three years of the project, the Canadian biologist will also act in an advisory capacity to the Director. His/her tasks will be as follows:

- assist in the selection of candidates for the training of technicians;
- implement a training program for technicians to enable them to collect scientifically valid data in the field;
- implement a training program for observers to help them improve the gathering of data on foreign vessels;
- assist and supervise the team in implementing a comprehensive research program in the field for a minimum of two years. The biologist will advise the team members on the systematic gathering of data (survey, sampling, observation of offshore fishery) and assist in drafting the annual report to be submitted to the Director of Fisheries for approval. This report will include a review of the current year's activities, a research plan for the following year based on the review and containing budget forecasts for the technical (equipment) and financial resources needed.

The annual report will be reviewed and discussed before being approved at a meeting of the Project Orientation and Follow-up Committee, which is chaired by the Director of Fisheries and includes an ICOD representative, the Project Head from the designated Canadian institution and a Canadian sectoral consultant (for a profile of the consultant's tasks, see Section 3, paragraph E under the title Components).



Canada

Projet #900379

The Committee will meet once a year to assess and adjust if necessary the orientation of the project and the level of resources allocated, as described in the annual report, to determine the action plan for the following year and adopt any recommendation it deems appropriate to achieve the goal and the purpose of the project.

The researchers of Sao Tome will be expected to pursue research activities on their own after three years of cooperative activities with the Canadian cooperant.

ii) **OUTPUTS**

Inshore and offshore fisheries

Implementation of a more comprehensive methodology for data collection with the accuracy and precision required for stock assessment in order to ensure sound management of these stocks.

Offshore Fishery

- Trained observers capable of collecting precise data and comparing them to the reports given by foreign countries on their fishing activities and their landed catch.
- Knowledge of demersal species which remain within the EEZ during their entire life cycle in order to ensure their sound management.
- Knowledge of migratory species to allow concerted regional management efforts and to enable development of favourable terms when negotiating international agreements on the use of resources found within the EEZ of the DRSTP.

**B) FOUR TRAINING SESSIONS IN WEST AFRICA \$ 16,000.00**

i) Activities

The Canadian institution will organize a total of four training sessions lasting approximately two weeks in research centres in neighbouring countries (e.g. Limbe Fishery Station in Cameroun and the Centre de recherches océanographiques de Dakar-Thiaroye in Senegal) for the benefit of two Sao Tome researchers to improve their



Canada

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

Page 7

Projet #900379

knowledge of data gathering techniques in the field, of laboratory analysis and of bio-statistical data processing.

The training sessions will be offered during the first two years of the project to two promising and experienced researchers of the Fisheries Directorate. The candidates recommended by the Director of Fisheries will need the approval of the Department of Agriculture and Fisheries, the Project Head designated by the Canadian institution and ICOD. Candidates selected for training will attend the sessions on a rotating basis so as to maintain the presence of at least one senior researcher.

In addition to the contribution of the Canadian cooperant, these technical training sessions will give Sao Tome researchers exposure to regional issues and give them the opportunity to compare and analyze their methods with respect to those of other countries in the region, to identify and select those which are best suited to their needs and to transfer their newly acquired knowledge to the rest of the research team. Furthermore, these training sessions will lay the groundwork for an exchange network with other countries in the sub-region and, in the long run, promote better resource management.

ii) Outputs

Common research priorities across the region; implementation of new techniques suited to the Sao Tome context.

**C) PURCHASE OF EQUIPMENT \$ 150,000.00**

i) Activities

At the annual meetings of the Project Orientation and Follow-up Committee, review the requirements relating to laboratory equipment, reference materials and computer hardware and software submitted by the research team to the Director of Fisheries.

The list of equipment requirements will be finalized within the next few weeks, but the technical mission of last year has already determined that a vehicle and a basic computer (local researchers know how to use it) will be needed to collect data the very first year. Given the poor road conditions which only get worse during the



Canada

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

Page 8

Projet #900379

rainy season and the great distances between the Fisheries Directorate and the research sites, the consultants recommend the purchase of a four wheel drive vehicle. Maintenance parts and equipment will also have to be provided for the duration of the cooperant's assignment. The Sao Tomeans will however cover the cost of fuel and related expenses.

The consultants recommend the purchase of more sophisticated computer equipment and programs (\$ 25,000), specifically suited for data processing, during the third year of project activities. In view of its substantial cost, this purchase will need the approval of the Project Orientation and Follow-up Committee. Depending on the progress to date, in the event this equipment is purchased, a consultant will have to be hired to train Sao Tome researchers on the new system. The equipment budget includes the cost of the consultant's fees.

ii) Outputs

Equipment delivered and used by researchers.

D) THREE TECHNICAL FOLLOW-UP VISITS BY A CONSULTANT FROM THE SUB-REGION **\$ 15,000.00**

i) Activities

The Canadian institution will hire a consultant, preferably a researcher from the sub-region who will have taken an active part in the training sessions for the Sao Tome researchers, and send him/her on three brief visits at six month intervals during the first eighteen months of the project activities.

These follow-up visits will provide an external assessment of the technical progress made in implementing the research plan, an opportunity to closely monitor the initial stages of the project and to make recommendations pertaining to technical matters early in the life of the project in order to correct problems or, to put an end to the project, if local researchers appear unwilling or incapable of carrying out the work according to the plan.



Canada

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

Page 9

Projet #900379

ii) Outputs

Consultant's reports submitted to the Project Head from the Canadian institution and to ICOD; implementation of recommendations.

**E) FIVE SECTORIAL CONSULTANCY ASSIGNMENTS \$ 92,000.00**

i) Activities

Five short (approximately ten days) visits by Canadian professional consultants will be organized by the Canadian institution to coincide with the annual meeting of the Project Orientation and Follow-up Committee. In addition to ensuring continuity after the cooperant's departure, these visits will allow us to assess the progress made in implementing the research plan, namely (with the help of the annual reports prepared by the research team), to discuss the scientific components required for the management of fishery resources and to help identify appropriate development initiatives in the fisheries sector.

As the project progresses, the Canadian institution will recruit, for the first two years of the project, a fisheries biologist with considerable practical experience who is capable of relating to the efforts of local researchers working in the field during the initial stages of the project. During the third year, the institution will hire an expert in data processing once sophisticated new software is acquired. For the last two years of the project, a fisheries economist will be brought on stream to provide support to the Fisheries Directorate which should be able to advise the authorities of Sao Tome on fisheries management and development issues at this stage.



Canada

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

Page 10

Projet #900379

ii) Outputs

Reports by the consultants reflecting the technical progress made at each stage and the extent to which the project activities are proceeding on track toward the stated goal and purpose.

Implementation of the recommendations made by the consultants.

F) SCHOLARSHIPS FOR ADVANCED STUDIES \$110,000.00

i) Activities

The Director of Fisheries and the Canadian institution will identify two scholarship recipients for a University program in the management and the economics of fishery resources and make their services available to the project. The candidates will subsequently be approved by the Department of Agriculture and Fisheries, the Project Head designated by the Canadian institution and ICOD. The scholarships will vary in length from eighteen to twenty four months and will involve studying abroad depending on the language proficiency of the candidates and the level of expertise to be achieved.

ii) Outputs

One candidate will begin his/her studies during the third year of the project while the other candidate will start the following year. Research activities will go on in the absence of the scholarship recipient during the third year of the project since significant headway will have been made by then and many technicians will have had sufficient training to work without supervision. This scholarship recipient will be returning for the last year of the project activities bringing greater expertise and new techniques which he/she will be able to share with the other members of the research team.

G) FINAL EVALUATION OF THE PROJECT \$ 28,000.00

ICOD will conduct an independent final evaluation of the project.



Canada

Projet #900379

However, the third annual report prepared by the research team, which will coincide with the end of the cooperant's assignment and mark a turning point in the life of the project, will be used as a mid-term assessment of the project activities. Therefore, the third annual report is expected to be more substantial and to include a summary of the progress made to date, an analysis of the problems encountered and the solutions that were implemented, as well as recommendations for implementing and following up on the activities of the two subsequent years.

4. **RECIPIENTS**

The project will provide immediate benefits to the Fisheries Directorate and, in the longer term, to the Department of Agriculture and Fisheries as well, since the newly acquired expertise will help produce a national fisheries development policy and have a positive impact on the whole country.

5. **PROJECT MANAGEMENT**

Aside from the scholarships and the final evaluation of the project for which ICOD will take direct responsibility, all other components of the project will be administered by the Canadian institution designated by ICOD which will act as the executing agency. The Canadian institution will designate a project head at its headquarters to oversee the planning and the implementation of project activities and to participate to the annual meeting of the Project Orientation and Follow-up Committee.

6. **PROJECT ANALYSIS**

a) **Justification**

- The project will support the existing political will of both government and fisheries authorities to develop a clear strategy for the development and management of fisheries.
- The project will help improve the level of scientific knowledge and understanding of fisheries. To achieve this end, the project will focus heavily on field research so that biologists become thoroughly familiar with the fishing industry and can rely on this knowledge to plan and carry out future research assignments. They

Projet #900379

will also be able to better appreciate the difficulties encountered by researchers when they eventually advance to positions involving strategic decision making.

- The project supports sub-regional efforts through the Regional Fisheries Committee of the Gulf of Guinea of which Sao Tome and Principe is a member. The Regional Committee is expected to be supportive of Sao Tome initiatives aimed at sound fisheries management.

b) Risks

- Up until now, biologists in the Fisheries Directorate have never really geared their research to field work for lack of an appropriate administrative support structure and lack of adequate means. They may experience difficulty in winning the confidence of fishermen. Yet, the cooperation of fishermen is indispensable to collect reliable data for scientific calculations. Attitudinal problems may slow the pace of research activities. The rate of learning of the researchers is not known and this also introduces an element of uncertainty in the effective implementation of the research plan. However, the technical follow-up visits will prove useful in fine tuning the research plan to local conditions and keeping the rate of progress of research activities in step with the implementation of project components by the Fisheries Directorate. Furthermore, the annual meetings of the Project Orientation and Follow-up Committee will help ensure that priorities are met and that human and financial resources are utilized for approved purposes.



Canada

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

Projet #900379

7. **BUDGET**

A) Forecast of contribution payments by ICOD for each fiscal year:

FY 1991/92	\$ 165,200.00
FY 1992/93	\$ 186,500.00
FY 1993/94	\$ 272,800.00
FY 1994/95	\$ 140,800.00
FY 1995/96	\$ 144,700.00

B) ICOD Contribution by component

Canadian Fisheries Biologist	\$ 321,000.00
Four training sessions in West Africa	\$ 16,000.00
Purchase of equipment (vehicle, spare parts, computers software, research instruments, reference manuals)	\$ 150,000.00
Three technical follow-up visits by a consultant from the sub-region	\$ 15,000.00
Five sectorial consultant assignments to participate with the annual meeting of the Project Orientation and Follow-up Committee	\$ 92,000.00
Annual trips and related expenses to Sao Tome by the Project Head to budget programs	\$ 50,000.00
Administrative costs (overhead, communications, production of reports, secretarial services, etc..)	\$ 68,000.00
Two scholarships for advanced studies	\$ 110,000.00
Contingencies	\$ 60,000.00
Final evaluation	\$ 28,000.00
	=====
GRAND TOTAL OF ICOD CONTRIBUTION	\$ 910,000.00

See Appendix A for a year to year breakdown of the budget.



Canada

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

Page '14'

Projet #900379

C) CONTRIBUTION OF RECIPIENT COUNTRY BY COMPONENT

The contribution amount of the recipient country will be determined in the coming months following project approval. In its negotiations with the Department of Agriculture and Fisheries, ICOD will request that the Department cover all expenses related to the maintenance of work facilities, including the office of the Canadian cooperant, the salaries of all researchers, technicians and support staff assigned to the project throughout the entire project, the operating costs of the project vehicle i.e. gas, insurance and certain spare parts as well as any other logistical expenses such as ground transportation of equipment, customs, internal communications, etc. The contribution of the recipient country is estimated to be \$ 200,000.00. (See Appendix B for a year to year breakdown of the contribution of the recipient country.)

8. RECOMMENDATION

It is recommended that final approval be given to ICOD project #900379, "Support for Fisheries Research - Democratic Republic of Sao Tome and Principe" to a maximum contribution of \$ 910,000.00.

**APPENDIX A**  
**YEAR TO YEAR BREAKDOWN OF ICOD BUDGET**

COMPONENTS	FY 91-92	FY 92-93	FY 93-94	FY 94-95	FY 95-96	TOTAL
Assignment of a Canadian fisheries biologist	\$ 74,000	\$113,000	\$134,000			\$321,000
Four training sessions in West Africa	\$ 4,000	\$ 12,000				\$ 16,000
Purchase of equipment	\$ 53,700	\$ 7,500	\$ 54,300	\$ 29,300	\$ 5,200	\$150,000
Three technical follow-up visits by a consultant from the sub-region	\$ 5,000	\$ 10,000				\$ 15,000
Five sectorial consultancy assignments	\$ 15,500	\$ 16,500	\$ 18,000	\$ 20,000	\$ 22,000	\$ 92,000
Annual trip to Sao Tomé and Príncipe by the Project Head to budget programs	\$ 7,000	\$ 8,500	\$ 9,500	\$ 11,500	\$ 13,500	\$ 50,000
Administrative costs: (Overhead, communications, production of reports, secretarial services)	\$ 6,000	\$ 9,000	\$ 14,000	\$ 18,000	\$ 21,000	\$ 68,000
Two scholarships for advanced studies			\$ 30,000	\$ 45,000	\$ 35,000	\$110,000
Contingencies	\$ 0	\$ 10,000	\$ 13,000	\$ 17,000	\$ 20,000	\$ 60,000
Final evaluation					\$ 28,000	\$ 28,000
<b>GRAND TOTAL</b>	<b>\$165,200</b>	<b>\$186,500</b>	<b>\$272,800</b>	<b>\$140,800</b>	<b>\$144,700</b>	<b>\$910,000</b>

N.B. The amounts allocated per component attempt to include inflation and the effects of GST on products and services which are not known in advance.

**APPENDIX A**  
**FISCAL YEAR 1991-92 (YEAR 1)**

**CANADIAN FISHERIES BIOLOGIST**

Salary \$ 5,000 x 6 months	\$ 30,000.00
Overseas allocation	\$ 6,000.00
Accommodation \$500 x 6 months	\$ 3,000.00
Health Insurance	\$ 500.00
Moving Expenses	\$ 3,500.00
Allocation for Education	\$ 4,000.00
International travel \$4,000 x 4 persons *	\$ 16,000.00
Briefing in Halifax, other training sessions and portuguese courses	\$ 8,000.00
Other expenses (Hotel and meals in transit, transportation of personal belongings, customs)	\$ 3,000.00
TOTAL	\$ 74,000.00

\* Assuming the consultant has a spouse and two children

**TRAINING SESSION IN WEST AFRICA**

Travel inside Africa	\$ 1,500.00
Accommodation and per diem	\$ 1,000.00
Other expenses	\$ 1,500.00
TOTAL	\$ 4,000.00

**PURCHASE OF EQUIPEMENT**

(basic computer hardware, research tools, vehicle and spare parts, reference materials)	\$ 53,700.00
--	--------------

**ONE TECHNICAL FOLLOW-UP VISIT BY A CONSULTANT FROM THE SUB-REGION**

Consultant fees \$150/day x 10 days	\$ 1,500.00
Trips	\$ 1,500.00
Accommodation and per diem	\$ 1,000.00
Report and other expenses	\$ 1,000.00
TOTAL	\$ 5,000.00

**ANNUAL ASSIGNMENT OF A SECTORIAL CONSULTANT**

Consultant fees \$450/day x 10 days	\$ 4,500.00
International travel	\$ 7,000.00
Accommodation and per diem	\$ 2,000.00
Report and other expenses	\$ 2,000.00
TOTAL	\$ 15,500.00

Annual trip to Sao Tomé and Principe by the Project Head to budget programs	\$ 7,000.00
--	-------------

**ADMINISTRATIVE COSTS**

Overhead, communications, reports, secretarial services etc...	\$ 6,000.00
---	-------------

GRAND TOTAL	\$165,200.00
-------------	--------------

**APPENDIX A**  
**FISCAL YEAR 1992-93 (YEAR 2)**

**CANADIAN FISHERIES BIOLOGIST**

Salary \$ 6,000 x 12 months	\$ 72,000.00
Overseas allocation	\$ 12,000.00
Accommodation \$500 x 12 months	\$ 6,000.00
Health Insurance	\$ 1,000.00
Allocation for Education	\$ 4,000.00
Vacation, international travel	\$ 18,000.00
TOTAL	\$113,000.00

**THREE TRAINING SESSIONS IN WEST AFRICA**

Three trips inside Africa	\$ 4,500.00
Accommodation and per diem	\$ 3,000.00
Other expenses	\$ 4,500.00
TOTAL	\$ 12,000.00

**PURCHASE OF EQUIPMENT**

(Laboratory instruments, reference materials)	\$ 7,500.00
---	-------------

**TWO TECHNICAL FOLLOW-UP VISITS BY A CONSULTANT FROM THE SUB REGION**

Consultant fees \$150/day x 20 days	\$ 3,000.00
Trips inside Africa	\$ 3,000.00
Accommodation and per diem	\$ 2,000.00
Report and other expenses	\$ 2,000.00
TOTAL	\$ 10,000.00

**ANNUAL ASSIGNMENT OF A SECTORIAL CONSULTANT**

Consultant fees \$450/day x 20 days	\$ 4,500.00
International travel	\$ 7,500.00
Accommodation and per diem	\$ 2,500.00
Report and other expenses	\$ 2,000.00
TOTAL	\$ 16,500.00

Annual trip to Sao Tomé and Príncipe by the Project Head to budget programs	\$ 8,500.00
--	-------------

**ADMINISTRATIVE COSTS**

Overhead, communications, reports, secretarial services etc...	\$ 9,000.00
---	-------------

<b><u>CONTINGENCIES</u></b>	\$ 5,000.00
-----------------------------	-------------

GRAND TOTAL	\$186,500.00
-------------	--------------

APPENDIX A  
FISCAL YEAR 1993-94 (YEAR 3)

CANADIAN FISHERIES BIOLOGIST

Salary \$ 7,000 x 12 months	\$ 84,000.00
Overseas allocation	\$ 12,000.00
Accommodation \$500 x 12 months	\$ 6,000.00
Health Insurance	\$ 1,000.00
Allocation for Education	\$ 4,000.00
International travel \$5,000 x 4	\$ 20,000.00
Debriefing in Halifax (Hotel and meals, shipment of personal belongings)	\$ 3,000.00
TOTAL	\$134,000.00

PURCHASE OF EQUIPMENT

(Computer and software for data processing, laboratory equipment and services for a consultant in data processing for a maximum of ten days)	\$ 54,300.00
--	--------------

ANNUAL ASSIGNMENT OF A SECTORIAL CONSULTANT

Consultant fees \$500/day x 10 days	\$ 5,000.00
International travel	\$ 7,500.00
Accommodation and per diem	\$ 3,000.00
Report and other expenses	\$ 2,500.00
TOTAL	\$ 18,000.00

Annual trip to Sao Tomé and Principe by the Project Head to budget programs	\$ 9,500.00
--	-------------

ADMINISTRATIVE COSTS

Overhead communications, reports, secretarial services, etc...	\$ 14,000.00
---	--------------

<u>SCHOLARSHIPS FOR ADVANCED STUDIES (1)</u>	\$ 30,000.00
--	--------------

<u>CONTINGENCIES</u>	\$ 13,000.00
----------------------	--------------

GRAND TOTAL	\$272,800.00
-------------	--------------

**APPENDIX A**  
**FISCAL YEAR 1994-95 (YEAR 4)**

**PURCHASE OF EQUIPMENT**

(Field equipment, laboratory equipment  
and reference materials)

\$ 29,300.00

**ANNUAL ASSIGNMENT OF A SECTORIAL CONSULTANT**

Consultant fees \$550/day x 10 days

\$ 5,500.00

International travel

\$ 8,000.00

Accommodation and per diem

\$ 3,500.00

Report and other expenses

\$ 3,000.00

TOTAL

\$ 20,000.00

Annual trip to Sao Tomé by the  
Project Head to budget programs

\$ 11,500.00

**ADMINISTRATIVE COSTS**

Overhead, communications, reports,  
secretarial services, etc...

\$ 18,000.00

**SCHOLARSHIPS FOR ADVANCED STUDIES (2)**

\$ 45,000.00

**CONTINGENCIES**

\$ 17,000.00

GRAND TOTAL

\$ 140,800.00

APPENDIX A  
FISCAL YEAR 1995-96 (YEAR 5)

PURCHASE OF EQUIPMENT

(Laboratory equipment and reference materials) \$ 5,200.00

ANNUAL ASSIGNMENT OF A SECTORIAL CONSULTANT

Consultant fees \$600/day x 10 days	\$ 6,000.00
International travel	\$ 8,500.00
Accommodation and per diem	\$ 4,000.00
Report and other expenses	\$ 3,500.00
TOTAL	\$ 22,000.00

Annual trip to Sao Tomé by  
the Project Head to budget programs \$ 13,500.00

ADMINISTRATIVE COSTS

Overhead communications, reports,  
secretarial services etc... \$ 21,000.00

SCHOLARSHIPS FOR ADVANCED STUDIES (1) \$ 35,000.00

CONTINGENCIES \$ 20,000.00

FINAL EVALUATION

Consultant fees \$650/day x 15 days	\$ 9,750.00
International travel	\$ 8,500.00
Accommodation and per diem	\$ 5,000.00
Report and other expenses	\$ 1,250.00
Debriefing in Halifax	\$ 3,500.00
TOTAL	\$ 28,000.00

GRAND TOTAL \$144,700.00

APPENDIX B  
CONTRIBUTION OF RECIPIENT COUNTRY  
YEAR TO YEAR BREAKDOWN OF BUDGET

COMPONENTS	FY 91-92	FY 92-93	FY 93-94	FY 94-95	FY 95-96	TOTAL
Salaries of researchers, technicians and support staff	\$ 8,000	\$ 24,000	\$ 26,000	\$ 30,000	\$ 32,000	* \$ 120,000
Office supplies (laboratory)	\$ 500	\$ 1,000	\$ 2,000	\$ 3,000	\$ 3,500	\$ 10,000
Cost of facilities, laboratory and utilities (electricity)	\$ 2,000	\$ 3,000	\$ 4,000	\$ 5,000	\$ 6,000	\$ 20,000
Vehicle operating costs (fuel, insurance, maintenance and ground transportation of equipment inside the country) **	\$ 4,000	\$ 9,000	\$ 10,000	\$ 10,000	\$ 12,000	\$ 45,000
Contingencies	\$ 0	\$ 0	\$ 0	\$ 0	\$ 5,000	\$ 5,000
<b>GRAND TOTAL</b>	<b>\$ 14,500</b>	<b>\$ 37,000</b>	<b>\$ 42,000</b>	<b>\$ 48,000</b>	<b>\$ 58,500</b>	<b>\$ 200,000</b>

\* Corresponds to 50% of the salaries of two researchers earning \$18,000.00 per annum.  
 Corresponds to 50% of the salary of a technician earning \$9,000.00 per annum.  
 Corresponds to 50% of the salary of a secretary earning \$6,000.00 per annum.

\*\* Part of the amount shown under Contingencies in the ICOD contribution breakdown will pay the costs of maintenance equipment, spare parts and other minor repair costs.