

For Chairman's approval.

DRAFT

December 12, 1987

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Board of Directors Meeting Jan. 9, 1986

Ottawa, Ontario

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
1) Call to Order	09:00-09:05 Chairman		
2) Minutes of Oct. 15-16, 1986 Meeting	09:05-09:15		
3) Business Arising from the Minutes of October 15-16			
a) International Directors - Status of Appointments and Fourth Position	09:15-09:45		
b) Status of Recommendation concerning Canadian Directors	09:45-09:50		
c) Staffing Activities	09:50-10:05 President		
d) IOI Indian Ocean Training Programme	10:05-10:20 President		
e) Increased Funding for ICOD (See Corporate Plan item)	- President		
f) CIDA/ICOD Cooperation (See Corporate Plan item)	- President		

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>
4) Report of Secretary-Treasurer	10:20-10:30 Sec-Treas		
BREAK	10:30- 10:45		
5) President's Report	10:45- 11:15 President		
6) Corporate Plan	11:15-12:30 President		
LUNCH	12:30-13:30		
7) Project Proposals	13:30-15:00 President		
a) Final Approvals (Approx. 5 expected)			
b) Approval in Principle (2 or 3 expected)			
c) Other proposals for discussion			
BREAK	15:00-15:15*		
8) Annual Cost of Living Increase for Staff	15:15-15:35 President		

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>
9)	Information on Appraisal Procedures and Performance Increases. Information on Classification Exercise	15:35-16:00	
10)	Additional Office Accommodation Requirements- Halifax	16:00-16:20	
11)	Other Business (Adjourn - 16:30)	16:20-16:30	

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

Board of Directors Meeting
Halifax, N. S.
June 12-13, 1986

DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Gerald Ewing
Gastien Godin
Roy Cheeseman
Robert Maguire
Ellen McLean
Gary Vernon, President
Garry Comber, Secretary-Treasurer

1) CALL TO ORDER

The Chairman called the meeting to order at 9:20 a.m. The revised draft agenda was tabled and approved.

The Secretary-Treasurer presented the Chairman with her official letter of appointment.

2) CORRESPONDENCE

The Secretary-Treasurer tabled a letter to Mr. Hanson Dowell, former Chairman, concerning his accounts with ICOD (BD86/D26).

3) MINUTES OF APRIL 17-18, 1986 MEETING

BD86/D27

It was moved by Ellen McLean, seconded by Gerald Ewing

BD86/2/R1

THAT THE MINUTES OF THE APRIL 17-18, 1986 BOARD MEETING (BD86/D27) BE ADOPTED AS CIRCULATED.

Motion carried unanimously.

4) BUSINESS ARISING FROM THE MINUTES OF APRIL 17-18, 1986

An item concerning the Relocation Policy approved at the last Board Meeting was raised at this point. The Director of Information had requested another house hunting trip to Halifax and the Secretary-Treasurer briefly explained the circumstances surrounding this request.

It was moved by John Vandermeulen, seconded by Ellen McLean

BD86/2/R2 **THAT THE EXTRA EXPENDITURES FOR A SECOND HOUSE
HUNTING TRIP BY THE DIRECTOR OF INFORMATION UNDER
THE ICOD RELOCATION POLICY BE APPROVED.**

Motion carried unanimously.

It was recommended that such administrative matters should be handled by the Management of ICOD whenever possible so that the Board would not get involved in questions of detail. When it is necessary to present an administrative matter such as the above to the Board, it should be presented with a brief explanation, and a strong recommendation, rather than for general discussion.

4 (a) ICOD POLICY PRINCIPLES

BD86/D28

As requested, the President's Discussion Notes were expanded to include the philosophical aspects presented by the Chairman at the last meeting. It was stressed that this document was for internal consumption.

A change in the wording in paragraph B9 was suggested:

"lesser states" to be changed to "less developed states".

The revised version will be distributed to the Board. It was the consensus of the Board that this paper be adopted as presented.

4 (b) SYSTEM OF SALARY INCREASES FOR ICOD

BD86/D3

In response to a question, the President assured the Board that a committee of senior management would review all appraisals and that evaluations would be applied rigorously.

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

BD86/2/R3 **THAT THE NEW VERSION OF THE DOCUMENT "SYSTEM OF
SALARY INCREASES FOR ICOD" (BD86/D3) BE APPROVED.**

Motion carried unanimously.

4 (c) BY LAWS FOR THE EXECUTIVE COMMITTEE

Deferred until October 1986.

4 (d) SIGNING AUTHORITY FOR BOARD MEMBERS

Deferred until October 1986.

4 (e) ADVANCE SCHEDULING OF MEETINGS

Concerning the official opening of the ICOD office in Halifax, the President stated that Ministers Clark and Vézina would be available between October 7-15. The Hon. Stewart McInnes is also available at that time.

It was suggested that ICOD host an international symposium as part of the opening. It was decided to hold this idea in abeyance as lead time is too short to properly prepare for a symposium.

The President will undertake to prepare a preliminary list of invitees for the opening which he will circulate to the Board for their additions.

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

BD86/2/R4 **THAT THE RECEPTION BE PLANNED AT THE MOST
CONVENIENT TIME BETWEEN OCTOBER 14-16 AND THAT THE
BOARD MEETING BE HELD DURING THE SAME TIMEFRAME.**

Motion carried unanimously.

It was noted that the dates tentatively scheduled for the April 1987 Board Meeting (April 16-17) fall on Easter. These dates will be changed at a future meeting.

4 (g) ICOD BROCHURE

The Chairman had several additions to the text which the President accepted. It was requested that the print be larger. (It was later discovered that the Board had been given a photo-reduced copy.)

A discussion on the phrase "ocean activities" resulted in the word "related" being added - "ocean-related activities" or "other ocean-related activities" when used after a reference to fisheries.

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The page listing the directors should to be overprinted to allow for additions/deletions in the future.

Gastien Godin is to call the Ottawa Office with any comments on the French version.

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4 (h) INTERNATIONAL DIRECTORS

To be dealt with under item 10

4 (i) TEACHING MATERIAL TO TRAIN TRAINERS

To be dealt with under item 11.

4 (j) WEST COAST REPRESENTATION

The President discussed this matter with the President of the Asia Pacific Foundation who felt his Board would be open to having a telephone link for ICOD. It would be presented to their Board in the fall, but no problems are anticipated.

4 (k) TRANSITION PROCESS ICOD I - ICOD II

BD86/D37

A letter was received from Consumer and Corporate Affairs stating that ICOD I was in its termination phase. Surrender of the Charter becomes legally effective as of February 27, 1987.

5 PRESIDENT'S REPORT

(a) Update on Existing Programmes

The President presented a project status chart (BD86/D44) with project summary notes attached and discussed each project individually. During the discussion, the following points were highlighted:

i) WMU Training Module

The Chairman indicated that in her view, while the course on Marine Affairs had many positive factors, it also had many problems. It was too short, there were too many lectures during the day and evening, there was little time for discussion, the materials had some problems, and the module was not cost effective. It was her opinion that a Canadian university could have presented a better program for considerably less money.

The President agreed that, as a first step, there were areas for improvement. He noted, however, that the WMU (which was sponsoring the course) and other participants, were quite supportive of both the concept and the execution of the course. After considerable discussion, it was decided that the President would prepare an evaluation of the course by obtaining comments from each person that participated in presenting the course, from the students' evaluations, and from independent sources. The President will present his evaluation to the Board in due course.

ii) Geographic Focus for ICOD Scholarship Programme (BD86/D52)

The President recommended that ICOD initially limit the areas and countries eligible for ICOD's open scholarships to those in which it was agreed that ICOD should pursue technical assistance programmes. It was noted that ICOD does not have the financial or manpower resources to handle a scholarship program for all developing countries and hence, some form of concentration is necessary.

It was the consensus of the Board that the paper be approved as circulated.

iii) Fellowships

Gastien Godin expressed reservations concerning the fellowships only being available at the Master's level. He will undertake to

see if there is a need for a broader (Bachelor level) range and if there is a need, he will make suggestions to the Board as to ways of dealing with this.

5 (b) Report on Centre Activities

The President provided a review of Centre activities as follows:

i) Staffing

The competitions had resulted in 400 applications. The Director of Information and three Program Officers had been hired and all would join ICOD by July 14. Negotiations were underway to obtain a CIDA Francophone Officer in a rotational position. (It was suggested that ICOD contact BIO about their French language training program in order to provide general language training to staff.) The President indicated he might also try to obtain the services of a Justice Department lawyer on secondment if the thrust of proposals from developing countries warranted an emphasis on provision of legal advice.

ii) A brief review of planning activities and travel was given, based on the circulated Project Status Chart and related to subsequent project proposals.

5 (c) Projects approved within delegated authority

Course in Fishing Skills and Extension Methods (South Pacific)

A summary of this project was given as part of the update on programmes.

6 PROPOSALS FOR DISCUSSION

Plan of Action

The Chairman withdrew document BD86/D45 as it was no longer required in view of the planning activities undertaken by ICOD since the previous Board Meeting.

Indian Ocean Training Programme

BD86/D35

Discussion focused, in the first instance, on the procedures for submitting project proposals to the Board. The Board indicated no problem with considering this project providing it was submitted through regular ICOD channels. It was the consensus of the Board that all projects should go first into the ICOD system, for development and discussion. If proposals are within ICOD guidelines and recommended by ICOD staff, they should then be presented to the ICOD Board by the President for approval.

When a project is before the Board, any Board member who has an interest in the project should so state the fact and could present comments. When the vote is called, the Board member should absent himself/herself from the voting.

The project proposal - Indian Ocean Training Programme - was withdrawn pending its formal submission to ICOD by IOI. It would then be directed to the Training Division for consideration.

The question of the workshop in August in New York was raised. If ICOD receives an invitation, the President will try to send someone.

7 PROJECT PROPOSALS

(a) Fishermen's Motor Repair Course - Caribbean (BD86/D29)

It was recommended that an ICOD certificate be developed to present to persons attending ICOD courses.

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

BD86/2/R5

THAT THE BOARD APPROVE THE PROJECT - FISHERMEN'S MOTOR REPAIR COURSE - CARIBBEAN - TO AN UPPER EXPENDITURE OF \$65,000, ALLOWING FOR CONTINGENCIES SUCH AS ADDITIONAL STUDENTS.

Motion carried unanimously.

It was suggested that whenever possible, training courses be given in developing countries or regions.

None-Fuel Mineral Resources

(BD86/D49)

It was moved by John Vandermeulen, seconded by Ellen McLean,

BD86/2/R6 **THAT THE PROPOSED TRAINING MODULE - ASSESSMENT AND
MANAGEMENT OF OFFSHORE NON-FUEL MINERAL RESOURCES
- BE APPROVED.**

Motion carried unanimously.

(c) Fishermen's Assistance Program, Dominican Republic

(BD86/D30)

It was suggested that ICOD contact Dr. A. A. McDonald, Director, Coady Institute, as the Institute has done work with cooperatives in Dominican Republic. Dr. McDonald may be able to suggest contact persons who would be useful to ICOD.

It was moved by Gastien Godin, seconded by Ellen McLean,

BD86/2/R7 **THAT THE BOARD APPROVE IN PRINCIPLE THE PROJECT-
FISHERMEN'S ASSISTANCE PROGRAM, DOMINICAN REPUBLIC
- FOR AN ESTIMATED TOTAL COST OF \$70,000. FINAL
APPROVAL IS DELEGATED TO THE EXECUTIVE COMMITTEE.**

Motion carried unanimously.

(d) Artisanal Tuna Fishing Techniques - Seychelles (BD86/D31)

It was moved by Ellen McLean, seconded by John Vandermeulen,

BD86/2/R8 **THAT THE PROJECT - ARTISANAL TUNA FISHING
TECHNIQUES, SEYCHELLES - BE APPROVED IN PRINCIPLE
WITH A TENTATIVE EXPENDITURE LIMIT OF \$80,000.
FINAL APPROVAL TO BE DELEGATED TO THE EXECUTIVE
COMMITTEE.**

Motion carried unanimously.

Concern was expressed at the proposed time and cost for such an activity.

(e) Development of Research Vessel Operation and Management Capabilities (BD86/D38)

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

BD86/2/R9 **THAT, SUBJECT TO NEGOTIATIONS WITH IOC ABOUT THE LEAD ROLE, THE PROJECT - DEVELOPMENT OF RESEARCH VESSEL OPERATION AND MANAGEMENT CAPABILITIES - BE APPROVED IN PRINCIPLE. THE PRESIDENT WAS ENCOURAGED TO ENSURE THAT ICOD TAKE A LEADING ROLE. FINAL APPROVAL TO BE DELEGATED TO THE EXECUTIVE COMMITTEE.**

Motion carried unanimously.

During the discussion, it was suggested that ICOD confirm the need for a Guide Manual and that ICOD look at the possibility of including surveillance in the guide and course to promote a multi-use approach for vessels.

(f) Regional Fisheries Surveillance System Study - Southwest Indian Ocean (BD86/D39)

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

BD86/2/R10 **THAT THE PROJECT - REGIONAL FISHERIES SURVEILLANCE SYSTEM STUDY, SOUTHWEST INDIAN OCEAN - BE APPROVED IN PRINCIPLE, CONDITIONAL UPON A FORMAL REQUEST BEING RECEIVED FROM THE INDIAN OCEAN COMMISSION. FINAL APPROVAL TO BE DELEGATED TO THE EXECUTIVE COMMITTEE WITH A MAXIMUM FUNDING LIMIT OF \$120,000.**

Motion carried unanimously.

(g) Seamoss Cultivation Programme - Eastern Caribbean (BD86/D42)

It was mentioned that as there is related expertise in Nova Scotia and Martinique, ICOD should check to see if this project could benefit from their experiences. It was also noted that marketing was usually a major problem. During the discussion, it was suggested that ICOD develop evaluation criteria for its projects. The President indicated that this was already under consideration.

It was moved by Ellen McLean, seconded by Gerald Ewing,

BD86/2/R11 **THAT THE PROJECT - SEAMOSS CULTIVATION PROGRAMME-
BE APPROVED IN PRINCIPLE CONDITIONAL UPON
RECEIVING FORMAL REQUESTS FROM THE PARTICIPATING
COUNTRIES. FINAL APPROVAL TO BE DELEGATED TO THE
EXECUTIVE COMMITTEE.**

Motion carried unanimously.

(h) Fish Marketing, INFOCOOP, Costa Rica (BD86/D43)

As the Canadian Saltfish Corporation has gone through the process of developing fish marketing procedures, it was suggested that ICOD consult this organization to obtain information on their experiences. As indicated in 7(c), the Coady Institute should be contacted with regard to their experiences with cooperatives.

It was moved by Gerald Ewing, seconded by Ellen McLean,

BD86/2/R12 **THAT THE PROJECT - FISH MARKETING, INFOCOOP, COSTA
RICA - BE APPROVED IN PRINCIPLE. FINAL APPROVAL
TO BE DELEGATED TO THE EXECUTIVE COMMITTEE.**

Motion carried unanimously.

(i) Short Term Academic Exchange (BD86/D47)

Even though this project is within the President's delegated authority, it was presented to the Board for final approval because it sets a precedent. The proposal is for a one-year pilot project. If it is successful, it could develop into a formal ICOD program, in which case, interest was expressed in seeing it develop to include an exchange program for Canadian and UWI faculty members, and also allowing access to this program to researchers from other types of organizations in developing countries.

It was moved by John Vandermeulen, seconded by Gerald Ewing,

BD86/2/R13 **THAT THE PROJECT - SHORT TERM ACADEMIC EXCHANGE-
BE APPROVED FOR A ONE-YEAR DURATION.**

Motion carried unanimously.

(j) Sea-Use Planning Training Module (BD86/D50)

It was suggested that the whole question of the modular approach of the World Maritime University be reviewed. This proposal should be seen in the context of such discussions with WMU.

It was moved by Ellen McLean, seconded by Gerald Ewing,

BD86/2/R14 **THAT THE PROJECT - SEA-USE PLANNING TRAINING MODULE - BE APPROVED IN PRINCIPLE.**

Motion carried unanimously.

(k) PRC Xiamen University Program in Marine Affairs (BD86/D51)

There was a discussion as to whether China should be a recipient of ICOD assistance. It was the consensus of the Board that ICOD could interact with China in the area of training.

It was moved by John Vandermeulen, seconded by Gerald Ewing,

BD86/2/R15 **THAT THE PROJECT - PRC XIAMEN UNIVERSITY PROGRAM IN MARINE AFFAIRS - BE APPROVED IN PRINCIPLE. HOWEVER, THE PROJECT MUST BE SUBMITTED TO THE FULL BOARD FOR FINAL APPROVAL.**

Motion carried unanimously.

8 REPORT OF THE AUDIT COMMITTEE

Supporting Documents
BD86/D32/D33/D36/D40/D41

A verbal report was given by the Chairman of the Audit Committee. Two representatives from the Auditor General's office were present at the Audit Committee meeting. There are three types of audits to be undertaken at ICOD: an internal audit, an annual financial audit, and a five-year comprehensive audit or special examination.

It was indicated that ICOD will hire a Financial Officer to handle the everyday transactions as well as to assist program officers with project budgeting.

As a large portion of the budget is spent on consultants fees, it was suggested that ICOD obtain the services of a person who is thoroughly familiar with the consultancy business, i.e., the expertise available in different areas. This could be done as a part-time job.

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

BD86/2/R16 **THAT THE BOARD APPROVE THE ANNUAL FINANCIAL REPORT AS PRESENTED BY THE AUDIT COMMITTEE.**

Motion carried unanimously.

9 REPORT OF THE SECRETARY-TREASURER

Papers to be presented by the Secretary-Treasurer were dealt with under the Audit Report. A question was raised concerning the staff of ICOD, i.e., contract personnel and other positions to be filled. All persons on contract would soon be "regularized". The competitions for Director of Training and Director of Technical Assistance will be held at a later date, but no earlier than the fall of 1986.

10 INTERNATIONAL DIRECTORS

As it would be beneficial to have at least two international directors named by the time of our opening ceremonies in the fall,

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

BD86/2/R17 **THAT A SCREENING COMMITTEE, CONSISTING OF ELLEN MCLEAN AND GERALD EWING, REVIEW A LIST OF POTENTIAL INTERNATIONAL DIRECTORS, EVALUATE THIS LIST AND MAKE RECOMMENDATIONS TO THE BOARD EITHER BY CORRESPONDENCE OR AT THE NEXT BOARD MEETING. MEMBERS OF THE SCREENING COMMITTEE ARE TO BE REIMBURSED FOR TIME AND EXPENSES INVOLVED.**

Motion carried unanimously.

11 OTHER BUSINESS

It was suggested that a section "Other Business" should be included in the agenda for each meeting.

CANADIAN DIRECTORS

As the terms of some of the directors terminate in March 1987, it was the consensus of the Board that this item be put on the agenda for the October meeting, for nominations to be presented at the December meeting. The Chairman should discuss this matter with the Minister.

FORMAT FOR PROJECT SUMMARIES

The following changes to the format for the Project Summary were suggested:

- the term "Approval in Principle" or "Final Approval" to be included under the title Project Summary
- the estimated costs to be near the beginning of the Project Summary
- the ICOD Division responsible for the project be indicated
- the "Other Agency Reference" be near the beginning of the Project Summary
- the origins of the project be summarized
- the recipient be indicated in the first part of the Project Summary

The meeting was adjourned at 12:20 p.m., June 13, 1986

September 30, 1986

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Board of Directors Meeting Oct 15-16, 1986

Halifax, Nova Scotia

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
1) Call to Order - Formalities, Quorum, Agenda Approval, etc.	9:30-9:35 Chairman	BD86/D55	1
2) Comments, follow-up from Official Opening/Reception	9:35-10:00 Chairman et al	-	-
3) Minutes of June 12-13, 1986 Meeting	10:00-10:10	BD86/D56	3
4) Business Arising from the Minutes of June 12-13			
	(Ref. # from Minutes)		
a) By-Laws for the Executive Committee #4 (c) See Agenda Item #6	-	-	-
b) Signing Authority for Board Members #4 (d) and Hospitality	10:10-10:25 Sec-Treas	BD86/D57	4
c) International Directors #4h&10 See Agenda Item #7	-	-	-
BREAK	10:25-10:40	-	-

TF = Document to Follow

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>
d) West Coast Representation #4 (j)	10:40-10:50 President	BD86/D58	4
e) Evaluation of WMU Training Module	10:50-11:10 President	BD86/D76 BD86/D77	4 4
f) Staffing #5.b.i	11:10-11:25 President	BD84/D75	4
g) Indian Ocean Training Programme #6	11:25-11:55 President	BD86/D74	4
h) Format for Project Summaries #11	11:55-12:00 Sec-Treas	Verbal Report	
5) Report of Executive Committee	12:00-12:30 Chairman	EC86/D1	5
LUNCH (on ICOD Premises)	12:30- 1:30		
6) International Directors	1:30- 2:15 G. Ewing, President, Chairman	BD86/D59 Other documents already circulated.	6
7) Canadian Directors	2:15- 2:30 Chairman	BD86/D60	7
8) Report of Secretary-Treasurer	2:30- 3:00 Sec-Treas		8
a) Lease for Ottawa Bureau b) Ottawa Bank Account c) Report on Expenditures		BD86/D73	
BREAK	3:00-3:15		
9) President's Report	3:15- 4:30 President	-	-
a) Update on Existing Projects b) Projects Approved within Delegated Authorities			

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>
10) Corporate Plan Issues	4:30-5:00 President		
a) Funding Levels		BD86/D61	10
b) Internal Programme Shares			
c) Where is ICOD heading in the next 5 years?			

ADJOURN FOR DAY

11) Project Proposals for Final Approval	9:00-10:45 President		
- One Year Marine Affairs Diploma Program (Increase)		BD86/D62 BD86/D63	11
- Stock Assessment Training, CECAF		BD86/D64	11
- Seapol - Ocean Boundary Training		BD86/D65	11
- Marine Affairs Materials Development		BD86/D66	11
- Burma - Fisherman's Training - Harvest and Post Harvest Technology		BD86/D67	11 TF
- CCOP/SOPAC - Regional Marine Geology Programme - South Pacific		BD86/D70	11
- Fisheries Management Plan, Morocco		BD86/D71	11

BREAK

10:45-11:00

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>	
12.	Project Proposals for Approval in Principle	11:00-11:30 President		
	- Economic Evaluation and Fisheries Economic Policy - Costa Rica	BD86/D72	12	TF
	- The Blue Revolution TV Series	BD86/D68	12	TF
13)	Other Business	11:30-12:00		
	- The World of Ocean Management	BD86/D69	13	

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

Board of Directors Meeting
Halifax, N. S.
June 12-13, 1986

DRAFT MINUTES

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4 (k) TRANSITION PROCESS ICOD I - ICOD II

BD86/D37

A letter was received from Consumer and Corporate Affairs stating that ICOD I was in its termination phase. Surrender of the Charter becomes legally effective as of February 27, 1987.

5 PRESIDENT'S REPORT

(a) Update on Existing Programmes

The President presented a project status chart (BD86/D44) with project summary notes attached and discussed each project individually. During the discussion, the following points were highlighted:

i) WMU Training Module

The Chairman indicated that in her view, while the course on Marine Affairs had many positive factors, it also had many problems. It was too short, there were too many lectures during the day and evening, there was little time for discussion, the materials had some problems, and the module was not cost effective. It was her opinion that a Canadian university could have presented a better program for considerably less money.

The President agreed that, as a first step, there were areas for improvement. He noted, however, that the WMU (which was sponsoring the course) and other participants, were quite supportive of both the concept and the execution of the course. After considerable discussion, it was decided that the President would prepare an evaluation of the course by obtaining comments from each person that participated in presenting the course, from the students' evaluations, and from independent sources. The President will present his evaluation to the Board in due course.

ii) Geographic Focus for ICOD Scholarship Programme (BD86/D52)

The President recommended that ICOD initially limit the areas and countries eligible for ICOD's open scholarships to those in which it was agreed that ICOD should pursue technical assistance programmes. It was noted that ICOD does not have the financial or manpower resources to handle a scholarship program for all developing countries and hence, some form of concentration is necessary.

It was the consensus of the Board that the paper be approved as circulated.

iii) Fellowships

Gastien Godin expressed reservations concerning the fellowships only being available at the Master's level. He will undertake to

see if there is a need for a broader (Bachelor level) range and if there is a need, he will make suggestions to the Board as to ways of dealing with this.

5 (b) Report on Centre Activities

The President provided a review of Centre activities as follows:

i) Staffing

The competitions had resulted in 400 applications. The Director of Information and three Program Officers had been hired and all would join ICOD by July 14. Negotiations were underway to obtain a CIDA Francophone Officer in a rotational position. (It was suggested that ICOD contact BIO about their French language training program in order to provide general language training to staff.) The President indicated he might also try to obtain the services of a Justice Department lawyer on secondment if the thrust of proposals from developing countries warranted an emphasis on provision of legal advice.

ii) A brief review of planning activities and travel was given, based on the circulated Project Status Chart and related to subsequent project proposals.

5 (c) Projects approved within delegated authority

Course in Fishing Skills and Extension Methods (South Pacific)

A summary of this project was given as part of the update on programmes.

6 PROPOSALS FOR DISCUSSION

Plan of Action

The Chairman withdrew document BD86/D45 as it was no longer required in view of the planning activities undertaken by ICOD since the previous Board Meeting.

Indian Ocean Training Programme

BD86/D35

Discussion focused, in the first instance, on the procedures for submitting project proposals to the Board. The Board indicated no problem with considering this project providing it was submitted through regular ICOD channels. It was the consensus of the Board that all projects should go first into the ICOD system, for development and discussion. If proposals are within ICOD guidelines and recommended by ICOD staff, they should then be presented to the ICOD Board by the President for approval.

When a project is before the Board, any Board member who has an interest in the project should so state the fact and could present comments. When the vote is called, the Board member should absent himself/herself from the voting.

The project proposal - Indian Ocean Training Programme - was withdrawn pending its formal submission to ICOD by IOI. It would then be directed to the Training Division for consideration.

The question of the workshop in August in New York was raised. If ICOD receives an invitation, the President will try to send someone.

7 PROJECT PROPOSALS

(a) Fishermen's Motor Repair Course - Caribbean (BD86/D29)

It was recommended that an ICOD certificate be developed to present to persons attending ICOD courses.

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

BD86/2/R5 **THAT THE BOARD APPROVE THE PROJECT - FISHERMEN'S
MOTOR REPAIR COURSE - CARIBBEAN - TO AN UPPER
EXPENDITURE OF \$65,000, ALLOWING FOR CONTINGENCIES
SUCH AS ADDITIONAL STUDENTS.**

Motion carried unanimously.

It was suggested that whenever possible, training courses be given in developing countries or regions.

None-Fuel Mineral Resources

(BD86/D49)

It was moved by John Vandermeulen, seconded by Ellen McLean,

BD86/2/R6 **THAT THE PROPOSED TRAINING MODULE - ASSESSMENT AND
MANAGEMENT OF OFFSHORE NON-FUEL MINERAL RESOURCES
- BE APPROVED.**

Motion carried unanimously.

(c) Fishermen's Assistance Program, Dominican Republic

(BD86/D30)

It was suggested that ICOD contact Dr. A. A. McDonald, Director, Coady Institute, as the Institute has done work with cooperatives in Dominican Republic. Dr. McDonald may be able to suggest contact persons who would be useful to ICOD.

It was moved by Gastien Godin, seconded by Ellen McLean,

BD86/2/R7 **THAT THE BOARD APPROVE IN PRINCIPLE THE PROJECT-
FISHERMEN'S ASSISTANCE PROGRAM, DOMINICAN REPUBLIC
- FOR AN ESTIMATED TOTAL COST OF \$70,000. FINAL
APPROVAL IS DELEGATED TO THE EXECUTIVE COMMITTEE.**

Motion carried unanimously.

(d) Artisanal Tuna Fishing Techniques - Seychelles (BD86/D31)

It was moved by Ellen McLean, seconded by John Vandermeulen,

BD86/2/R8 **THAT THE PROJECT - ARTISANAL TUNA FISHING
TECHNIQUES, SEYCHELLES - BE APPROVED IN PRINCIPLE
WITH A TENTATIVE EXPENDITURE LIMIT OF \$80,000.
FINAL APPROVAL TO BE DELEGATED TO THE EXECUTIVE
COMMITTEE.**

Motion carried unanimously.

Concern was expressed at the proposed time and cost for such an activity.

(e) Development of Research Vessel Operation and Management Capabilities (BD86/D38)

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

BD86/2/R9 **THAT, SUBJECT TO NEGOTIATIONS WITH IOC ABOUT THE LEAD ROLE, THE PROJECT - DEVELOPMENT OF RESEARCH VESSEL OPERATION AND MANAGEMENT CAPABILITIES - BE APPROVED IN PRINCIPLE. THE PRESIDENT WAS ENCOURAGED TO ENSURE THAT ICOD TAKE A LEADING ROLE. FINAL APPROVAL TO BE DELEGATED TO THE EXECUTIVE COMMITTEE.**

Motion carried unanimously.

During the discussion, it was suggested that ICOD confirm the need for a Guide Manual and that ICOD look at the possibility of including surveillance in the guide and course to promote a multi-use approach for vessels.

(f) Regional Fisheries Surveillance System Study - Southwest Indian Ocean (BD86/D39)

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

BD86/2/R10 **THAT THE PROJECT - REGIONAL FISHERIES SURVEILLANCE SYSTEM STUDY, SOUTHWEST INDIAN OCEAN - BE APPROVED IN PRINCIPLE, CONDITIONAL UPON A FORMAL REQUEST BEING RECEIVED FROM THE INDIAN OCEAN COMMISSION. FINAL APPROVAL TO BE DELEGATED TO THE EXECUTIVE COMMITTEE WITH A MAXIMUM FUNDING LIMIT OF \$120,000.**

Motion carried unanimously.

(g) Seamoss Cultivation Programme - Eastern Caribbean (BD86/D42)

It was mentioned that as there is related expertise in Nova Scotia and Martinique, ICOD should check to see if this project could benefit from their experiences. It was also noted that marketing was usually a major problem. During the discussion, it was suggested that ICOD develop evaluation criteria for its projects. The President indicated that this was already under consideration.

It was moved by Ellen McLean, seconded by Gerald Ewing,

BD86/2/R11 **THAT THE PROJECT - SEAMOSS CULTIVATION PROGRAMME-
BE APPROVED IN PRINCIPLE CONDITIONAL UPON
RECEIVING FORMAL REQUESTS FROM THE PARTICIPATING
COUNTRIES. FINAL APPROVAL TO BE DELEGATED TO THE
EXECUTIVE COMMITTEE.**

Motion carried unanimously.

(h) Fish Marketing, INFOCOOP, Costa Rica (BD86/D43)

As the Canadian Saltfish Corporation has gone through the process of developing fish marketing procedures, it was suggested that ICOD consult this organization to obtain information on their experiences. As indicated in 7(c), the Coady Institute should be contacted with regard to their experiences with cooperatives.

It was moved by Gerald Ewing, seconded by Ellen McLean,

BD86/2/R12 **THAT THE PROJECT - FISH MARKETING, INFOCOOP, COSTA
RICA - BE APPROVED IN PRINCIPLE. FINAL APPROVAL
TO BE DELEGATED TO THE EXECUTIVE COMMITTEE.**

Motion carried unanimously.

(i) Short Term Academic Exchange (BD86/D47)

Even though this project is within the President's delegated authority, it was presented to the Board for final approval because it sets a precedent. The proposal is for a one-year pilot project. If it is successful, it could develop into a formal ICOD program, in which case, interest was expressed in seeing it develop to include an exchange program for Canadian and UWI faculty members, and also allowing access to this program to researchers from other types of organizations in developing countries.

It was moved by John Vandermeulen, seconded by Gerald Ewing,

BD86/2/R13 **THAT THE PROJECT - SHORT TERM ACADEMIC EXCHANGE-
BE APPROVED FOR A ONE-YEAR DURATION.**

Motion carried unanimously.

(j) Sea-Use Planning Training Module (BD86/D50)

It was suggested that the whole question of the modular approach of the World Maritime University be reviewed. This proposal should be seen in the context of such discussions with WMU.

It was moved by Ellen McLean, seconded by Gerald Ewing,

BD86/2/R14 **THAT THE PROJECT - SEA-USE PLANNING TRAINING MODULE - BE APPROVED IN PRINCIPLE.**

Motion carried unanimously.

(k) PRC Xiamen University Program in Marine Affairs (BD86/D51)

There was a discussion as to whether China should be a recipient of ICOD assistance. It was the consensus of the Board that ICOD could interact with China in the area of training.

It was moved by John Vandermeulen, seconded by Gerald Ewing,

BD86/2/R15 **THAT THE PROJECT - PRC XIAMEN UNIVERSITY PROGRAM IN MARINE AFFAIRS - BE APPROVED IN PRINCIPLE. HOWEVER, THE PROJECT MUST BE SUBMITTED TO THE FULL BOARD FOR FINAL APPROVAL.**

Motion carried unanimously.

8 REPORT OF THE AUDIT COMMITTEE

Supporting Documents
BD86/D32/D33/D36/D40/D41

A verbal report was given by the Chairman of the Audit Committee. Two representatives from the Auditor General's office were present at the Audit Committee meeting. There are three types of audits to be undertaken at ICOD: an internal audit, an annual financial audit, and a five-year comprehensive audit or special examination.

It was indicated that ICOD will hire a Financial Officer to handle the everyday transactions as well as to assist program officers with project budgeting.

As a large portion of the budget is spent on consultants fees, it was suggested that ICOD obtain the services of a person who is thoroughly familiar with the consultancy business, i.e., the expertise available in different areas. This could be done as a part-time job.

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

BD86/2/R16 **THAT THE BOARD APPROVE THE ANNUAL FINANCIAL REPORT AS PRESENTED BY THE AUDIT COMMITTEE.**

Motion carried unanimously.

9 REPORT OF THE SECRETARY-TREASURER

Papers to be presented by the Secretary-Treasurer were dealt with under the Audit Report. A question was raised concerning the staff of ICOD, i.e., contract personnel and other positions to be filled. All persons on contract would soon be "regularized". The competitions for Director of Training and Director of Technical Assistance will be held at a later date, but no earlier than the fall of 1986.

10 INTERNATIONAL DIRECTORS

As it would be beneficial to have at least two international directors named by the time of our opening ceremonies in the fall,

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

BD86/2/R17 **THAT A SCREENING COMMITTEE, CONSISTING OF ELLEN MCLEAN AND GERALD EWING, REVIEW A LIST OF POTENTIAL INTERNATIONAL DIRECTORS, EVALUATE THIS LIST AND MAKE RECOMMENDATIONS TO THE BOARD EITHER BY CORRESPONDENCE OR AT THE NEXT BOARD MEETING. MEMBERS OF THE SCREENING COMMITTEE ARE TO BE REIMBURSED FOR TIME AND EXPENSES INVOLVED.**

Motion carried unanimously.

11 OTHER BUSINESS

It was suggested that a section "Other Business" should be included in the agenda for each meeting.

CANADIAN DIRECTORS

As the terms of some of the directors terminate in March 1987, it was the consensus of the Board that this item be put on the agenda for the October meeting, for nominations to be presented at the December meeting. The Chairman should discuss this matter with the Minister.

FORMAT FOR PROJECT SUMMARIES

The following changes to the format for the Project Summary were suggested:

- the term "Approval in Principle" or "Final Approval" to be included under the title Project Summary
- the estimated costs to be near the beginning of the Project Summary
- the ICOD Division responsible for the project be indicated
- the "Other Agency Reference" be near the beginning of the Project Summary
- the origins of the project be summarized
- the recipient be indicated in the first part of the Project Summary

The meeting was adjourned at 12:20 p.m., June 13, 1986

September 26, 1986

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Board of Directors Meeting Oct 15-16, 1986

Halifax, Nova Scotia

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
1) Call to Order - Formalities, Quorum, Agenda Approval, etc.	9:30-9:35 Chairman	BDB6/D55	1
2) Comments, follow-up from Official Opening/Reception	9:35-9:55 Chairman et al	-	-
3) Correspondence	9:55-10:00		
4) Minutes of June 12-13, 1986 Meeting	10:00-10:10	BDB6/D	4
5) Business Arising from the Minutes of June 12-13			
(Ref. # from Minutes)			
a) By-Laws for the Executive Committee	10:10-10:20 #4 (c) Sec-Treas	BDB6/D	5
b) Signing Authority for Board Members	10:20-10:30 #4 (d) Sec-Treas	BDB6/D	5
c) International Directors See Agenda Item #7	#4h&10 -	-	-
BREAK	10:30-10:45	-	-

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>
d) West Coast Representation	10:45-10:55		
#4 (j)			
e) Evaluation of WMU Training Module	10:55-11:15		
#5.a.i			
f) Staffing	11:15-11:30	#5.b.i	
g) Indian Ocean Training Programme	11:30-11:45	#6	
h) Format for Project Summaries	11:45-11:50	#11	Sec-Treas
6) Report of Executive Committee	11:50-12:15		
LUNCH (on ICOD Premises)	12:15- 1:15		
7) International Directors	1:15- 2:00		
8) Canadian Directors	2:00- 2:15		
9) President's Report	2:15- 3:30		
a)			
b)			
BREAK	3:30- 3:45		
10) Corporate Plan Issues	3:45- 4:30		
a) Funding Levels			
b)			
c)			
11) Project Proposal	4:30- 5:00		
a) For Final Approval			

ADJOURN FOR DAY

	<u>Proposed Schedule/ Presenter</u>	<u>Document #</u>	<u>Tab #</u>
b) For Approval in Principle	9:00-10:00		
-			
12) Lease for Ottawa Bureau	10:00-10:15 Sec-Treas	BDB6/D	11
BREAK	10:15-10:30		
13) Other Business	10:30-11:15		

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

October 14, 1986

Halifax, Nova Scotia

- 1) Call to Order -
Quorum, Agenda, etc.

- 2) Project Proposals for Final Approval
 - a) Fishermen's Assistance Program, Dominican Republic
EC86/D _____
 - b) Development of Research Vessel Operation and
Management Capabilities EC86/D _____
 - c) Seamos Cultivation Programme - Eastern
Caribbean EC86/D _____
 - d) Fish Marketing, INFOCOOP, Costa Rica
EC86/D _____
 - e)
 - f)

- 3) Executive Committee Procedures & Bylaws

November 28, 1986

EXECUTIVE COMMITTEE MEETING
HALIFAX, NOVA SCOTIA
OCTOBER 14, 1986

DRAFT MINUTES

Present: Elisabeth Mann Borgese, Chairman
Roy Cheeseman
Gastien Godin
Gary Vernon, President
Garry Comber, Secretary-Treasurer

Absent: John Vandermeulen, Vice Chairman

1) CALL TO ORDER

The Chairman called the meeting to order at 2:00 p.m. A quorum was present and it was moved by Roy Cheeseman, seconded by Gastien Godin

EC86/3/R1 **THAT THE AGENDA BE ADOPTED AS PRESENTED.**

Motion carried unanimously.

As John Vandermeulen could not be present at the meeting, he sent his comments to the Chairman. These were circulated to the Executive Committee.

2) PROJECT PROPOSALS FOR FINAL APPROVAL

(a) Fishermen's Assistance Program, Dominican Republic EC86/D2

This project is a test case and as such, will need to be followed closely and evaluated.

It was moved by Gastien Godin, seconded by Roy Cheeseman

EC86/3/R2 **THAT THE PROJECT -- FISHERMEN'S ASSISTANCE PROGRAM, DOMINICAN REPUBLIC #86-0034 -- BE APPROVED.**

Motion carried unanimously.

(b) Manual and Training Course on Research Vessel EC86/D3
Operation and Management

It was moved by Roy Cheeseman, seconded by Gastien Godin

EC86/3/R3 **THAT, TAKING INTO ACCOUNT JOHN VANDERMEULEN'S LETTER AND DUE CONSIDERATION BEING GIVEN TO HIS WRITTEN COMMENTS, THE PROJECT -- MANUAL AND TRAINING COURSE ON RESEARCH VESSEL OPERATION AND MANAGEMENT #86-0030 -- BE APPROVED.**

Motion carried unanimously.

The matter of projects which were referred to the Executive Committee by the Board for final approval was raised. After much discussion, it was agreed that the following guideline should be submitted to the Board:

The Executive Committee noted that Approval-in-Principle from the Board is taken as a instruction to proceed with the development of a project and it is assumed that the project will receive the final approval of the Board or Executive Committee unless there is a major change in funding or a change in the basic policy or nature of the project.

(c) Seamoss Cultivation Programme, Eastern Caribbean EC86/D4

It was moved by Elisabeth Mann Borgese, seconded by Gastien Godin

EC86/3/R4 **THAT THE PROJECT -- SEAMOSS CULTIVATION PROGRAMME, EASTERN CARIBBEAN #86-0036 -- BE APPROVED.**

Motion carried unanimously.

(d) Marine Information, Sri Lanka

EC86/D5

Concern was expressed about capital costs which appear to be creeping into more and more projects. The President is aware of this and is monitoring the situation. Capital costs are allowed as long as they constitute a small portion of the budget, and are considered a necessary and integral part of the project.

It was suggested that acronyms be spelled out the first time they are used in ICOD documents.

It was moved by Gastien Godin, seconded by Elisabeth Mann Borgese

EC86/3/R5

THAT THE PROJECT -- MARINE INFORMATION, SRI LANKA #86-0037 -- BE APPROVED.

Motion carried unanimously.

3) EXECUTIVE COMMITTEE PROCEDURES AND BY LAWS

The Secretary-Treasurer briefly reviewed his memo to the Executive Committee (EC86/D1).

It was the consensus of the Committee that separate procedures and By Laws for the Executive Committee were not necessary and that the procedures for the Executive Committee as set out in the By Laws of ICOD were sufficient. (They should be extracted and considered the Terms of Reference of the Executive Committee.) If other issues arise concerning the operation and functioning of the Executive Committee, they will be dealt with on a case-by-case basis.

With regard to Executive Committee meetings being conducted by telephone conference call, it was the consensus of the Committee that these should be held to a minimum, should only be used in cases of emergency and should not deal with complex subject matter. It was also pointed out that a telephone call is not considered legally binding and that a written confirmation (telex was acceptable) was required.

There was a short discussion on the recent telephone call concerning the Marine Affairs Diploma project. Roy Cheeseman undertook to raise the subject at the full Board meeting.

The meeting was adjourned at 4:10 p.m.

For approval Chairman
& Pres.

December 8, 1986

BOARD OF DIRECTORS MEETING
HALIFAX, NOVA SCOTIA
OCTOBER 15-16, 1986

DRAFT MINUTES

Present: Elisabeth Mann Borgese, Chairman
Ellen McLean
Sharon Proctor
Douglas Lindores
Roy Cheeseman
Gastien Godin
Robert Maguire
Gerald Ewing
Gary Vernon, President
Garry Comber, Secretary-Treasurer

Absent: John Vandermeulen, Vice Chairman

1) CALL TO ORDER

It was requested that (1) items 6 and 7 -- International Directors and Canadian Directors -- be dealt with in the morning before item 4 -- Business Arising from the Minutes of June 12-13; and (2) that the subject Hotel Accommodation be added under Other Business.

It was moved by Ellen McLean, seconded by Sharon Proctor

BD86/3/R1 THAT THE AGENDA BE ADOPTED AS REVISED.

Motion carried unanimously.

2) COMMENTS, FOLLOW UP FROM OFFICIAL OPENING/RECEPTION

It was the consensus of the Board that the reception was extremely successful. The speeches were appropriate and well received.

It was suggested by the Chairman that ICOD consider a yearly event, consisting of a symposium and a reception following. The symposium could be a panel of 4-5 persons, well known in the international field, discussing a topic of concern to ICOD. After a short discussion, it was decided that the Chairman and the President would discuss this concept and would prepare a concrete proposal for the next Board meeting.

3) MINUTES OF JUNE 12-13, 1986 MEETING

BD86/D56

The discussion on the term - "ocean management" - was not included in the minutes. It was decided that, as this is an accepted term, the minutes need not be amended.

It was moved by Gerald Ewing, seconded by Ellen McLean

BD86/3/R2 **THAT THE MINUTES OF THE JUNE 12-13, 1986 MEETING
(BD86/D56) BE ACCEPTED AS PRESENTED.**

Motion carried unanimously.

6) INTERNATIONAL DIRECTORS

Gerald Ewing, as head of the Selection Committee, gave an overview of how the Committee had reviewed and selected candidates for the four International director positions. It was decided to look at the candidates by region. After further discussion on all the candidates, the following was decided.

(a) Caribbean Basin

It was moved by Ellen McLean, seconded by Gary Vernon

BD86/3/R3 **THAT VAUGHAN LEWIS BE ACCEPTED AS THE NOMINATION
FOR THE BOARD MEMBER FROM THE CARIBBEAN.**

Motion carried unanimously.

(b) West Africa

It was moved by Ellen McLean, seconded by Sharon Proctor

BD86/3/R4 **THAT MOISE MENSA BE ACCEPTED AS THE NOMINATION FOR
THE BOARD MEMBER FROM WEST AFRICA.**

Motion carried unanimously.

(c) South Pacific

It was moved by Gary Vernon, seconded by Robert Maguire

BD86/3/R5 **THAT PHILLIP MULLER BE ACCEPTED AS THE NOMINATION
FOR THE BOARD MEMBER FROM THE SOUTH PACIFIC.**

Motion carried unanimously.

(d) Director at Large

A lengthy discussion took place regarding the criteria for this position. As there will be representation from three regions of ICOD concentration, the fourth International Director should bring a broader, global experience to the Board. It was the consensus of the Board that this person should (1) know the international development field; (2) have a close relationship with international funding agencies; and (3) have extensive contacts in development circles.

It was decided that the President and Douglas Lindores would prepare suggestions of persons for this position. The President will contact such persons to see if they would be willing to serve and will stay in touch with the Board. He will bring to the next Board meeting 3-4 names for consideration.

(e) Number of Eligible Days for Board Meetings

This topic was also raised during the discussion. As ICOD will now have Board members who have to travel long distances to attend meetings, concern was expressed that they might run out of days. It was suggested that the existing Order in Council might be amended or that it could be interpreted as not including travel days.

It was the consensus of the Board that, should the problem arise, the President would deal with it in the first instance. After that, the President would bring the issue back to the Board for discussion and direction.

(f) Next Step

The Chairman was charged with recommending the names of the three candidates selected by the Board to the Secretary of State for External Affairs.

(g) Miscellaneous

In view of the discussion on days available for Board Members, the Chairman raised the subject of the number of days assigned to her position as she has accumulated 17-1/2 days in fiscal year 1986/87 so far.

It was moved by Douglas Lindores, seconded by Sharon Proctor

BD86/3/R6

THAT THE 12 DAYS NEEDED BY THE CHAIRMAN IN PREPARATION FOR HER ROLE AS CHAIRMAN OF THE BOARD BE ACCOUNTED FOR UNDER "OTHER BUSINESS" OF THE BOARD AND THE REMAINING 5-1/2 DAYS COUNT AGAINST THE 20 DAYS FOR MEETINGS.

Motion carried unanimously.

7) CANADIAN DIRECTORS

As the term of office of four Board members expires on April 18, 1987 -- i.e., Robert Maguire, Gastien Godin, Douglas Lindores, Gerald Ewing -- the issue of replacements/renewals was discussed. The Board felt that continuity was very important at this stage in ICOD's development; accordingly, Board members whose terms are to expire were requested to stand for another term of three years. All agreed to do so. Douglas Lindores agreed to consult with the President of CIDA and Ministers concerning his continued presence on the Board. With respect to his standing, Gerald Ewing expressed concern about the East-West balance on the Board. He indicated a willingness to step down in favour of a Western appointee. The Board asked that he stand for reappointment.

The Chairman was charged with recommending to the Secretary of State for External Affairs that the above Board members be reappointed to the Board for a term of three years.

Since confirmation of the membership of the Executive Committee was overlooked at the Annual Meeting of the Board in June, it was moved by Sharon Proctor, seconded by Ellen McLean

BD86/3/R7 **THAT THE MEMBERS OF THE EXECUTIVE COMMITTEE -- ROY CHEESEMAN, GASTIEN GODIN, JOHN VANDERMEULEN -- BE CONFIRMED UNTIL THE NEXT ANNUAL MEETING OF THE BOARD.**

Motion carried unanimously.

4) BUSINESS ARISING FROM THE MINUTES OF JUNE 12-13, 1986

(a) By Laws for the Executive Committee

It was moved by Sharon Proctor, seconded by Ellen McLean

BD86/3/R8 **THAT ON THE RECOMMENDATION OF THE EXECUTIVE COMMITTEE, THIS ISSUE BE DROPPED AS IT IS NO LONGER A PROBLEM. THE EXECUTIVE COMMITTEE WILL BE GOVERNED BY SECTION VI OF THE ICOD BY LAWS.**

Motion carried unanimously.

(b) Signing Authority for Board Members and Hospitality BD86/D57

The Chairman introduced this topic and reviewed the Secretary-Treasurer's memo (BD86/D57).

There was some discussion as to whether the Board members should submit their claims to the Chairman for subsequent payment by the president or whether Board members would submit claims directly to the President.

It was the consensus of the Board that claims for hospitality be dealt with under Delegated Authority as follows:

Up to \$100

Directors would submit receipts directly to ICOD for payment.

Between \$100 and \$1000 The Chairman would authorize such hospitality in advance. Board Members would then submit receipts to the Chairman for furtherance to the Secretary-Treasurer for payment.
(NOTE: the process absolves the President of responsibility for such expenses.)

Over \$1000 Such hospitality requires approval by the Board in advance.

If hospitality expenditures are excessive, the process will be reviewed.

A budget for hospitality will be presented as part of the Corporate Plan exercise.

(c) International Directors

Dealt with under item 6.

(d) West Coast Representation

BD86/D58

The President reviewed the letter received from the Chairman of the Asia Pacific Foundation (BD86/D58) and will meet with him shortly to finalize costs and other details.

(e) Evaluation of WMU Training Module

BD86/D76
BD86/D77

The President reviewed the documents BD86/D76 and BD86/D77. A suggestion was made that more material from developing countries be incorporated in the course. After a short discussion, the Board indicated its acceptance of the evaluation process undertaken, but also requested that ICOD refine its evaluation techniques to deal with future courses.

(f) Staffing

BD86/D75

The President gave a brief report on the problems encountered in seeking francophone Program Officers during the recent competitions.

Option 1 of the Secretary-Treasurer's memo of September 29 -- the hiring of a non-Canadian -- was discussed at length. It was decided to put this on hold for the time being and look again at possible Canadian candidates.

The previous advertisement was reviewed and two additions were suggested - to state the salary range and to indicate clearly that the position would be in Halifax.

It was moved by Roy Cheeseman, seconded by Gerald Ewing

BD86/3/R9 **THAT, WITH REGARD TO ICOD'S PROBLEM OF STAFFING AS IT RELATED TO THE HIRING OF FRANCOPHONES, THE PRESIDENT CONSULT WITH ROBERT MAGUIRE AND GASTIEN GODIN WITH A VIEW TO IDENTIFYING WAYS AND MEANS OF OVERCOMING THIS PROBLEM, I.E. ADVERTISING IN MORE APPROPRIATE NEWSPAPERS, SECONDMENTS FROM UNIVERSITIES/GOVERNMENT DEPARTMENTS, ETC.**

Motion carried unanimously.

(g) Indian Ocean Training Programme

BD86/D74

President
The Chairman had presented a proposal for cooperation between IOI and ICOD in the Indian Ocean at the Board Meeting in June 1986. The Board had decided that ICOD should receive a formal submission from an officer of IOI. In due course, a letter was received from Ambassador Yaker, ~~Chairman~~ of the IOI. The President met with Ambassador Yaker and a reply, based on the letter of August 12, 1986 and the meeting, was sent. There had not been a reply to the President's letter at the time of the Board Meeting.

With reference to the President's letter, the Chairman pointed out that IOI was not fully funded; in fact, it was short the funds for ten scholarships. She also pointed out that, pending a new letter from Ambassador Yaker, the information contained in the original letter was out of date.

22
The President noted that the fundamental question was whether ICOD should fund another organization's programs by committing funds in advance for scholarships or program support. The alternative was for ICOD to select a number of persons for scholarships based on ICOD's objectives and areas of concentration.

The number of scholarships in this case would vary according to the number of potential candidates in areas of ICOD interest.

Concerning IOI/ICOD cooperation in the Indian Ocean, the Chairman indicated her dissatisfaction with the process followed as the proposal had been at ICOD for sometime and she felt it should have gone through the regular internal channels much earlier. It was explained, as discussed at the last Board meeting, that the proposal had to come from the IOI itself and not through the Chairman of ICOD.

After further discussion, it was the consensus of the Board that a new proposal should be presented to ICOD by an appropriate authority in IOI which would cover two themes: (1) overall cooperation between IOI and ICOD; and (2) the selection of ICOD scholars for future IOI courses. In the meantime, concerning the January course, ICOD will select scholars on the basis outlined by the President and within the limits of Presidential funding authority.

(h) Format the Project Summaries

The suggestions received at the Board Meeting in June have been incorporated into the present project summaries. These summaries will continue to be refined over time.

5) REPORT OF THE EXECUTIVE COMMITTEE

The Chairman noted that as John Vandermeulen was unable to attend the Executive Committee meeting, he had forwarded a letter to her indicating his views on the items for discussion. These views were given due consideration by the Committee during the discussions.

The Executive Committee gave final approval to four project proposals:

- 1) Fishermen's Assistance Program, Dominican Republic #86-0034
- 2) Manual and Training Course on Research Vessel Operation and Management #86-0030
- 3) Seamoss Cultivation Programme, Eastern Caribbean #86-0036
- 4) NARA - Marine Information System, Sri Lanka #86-0037

The significance of "approval in principle" was discussed. It was suggested that a guideline be established for the final approval of projects by the Executive Committee or the Board, since negotiations with countries or organizations were often required at the behest of the Board when projects were approved in principle. The following guideline was proposed by the Executive Committee:

The Executive Committee noted that Approval-in-Principle from the Board is taken as an instruction to proceed with the development of a project and it is assumed that the project will receive the final approval of the Board or Executive Committee unless there is a major change in funding or a change in the basic policy or nature of the project.

The subject of the By laws of the Executive Committee was noted. The Executive Committee decided that this was no longer an issue and no action was necessary at the present time. The Executive Committee will follow the guidelines set out in the By Laws of the corporation.

It was moved by Gerald Ewing, seconded by Ellen McLean

BD86/3/R10 **THAT THE REPORT OF THE EXECUTIVE COMMITTEE BE ACCEPTED AS PRESENTED.**

Motion carried unanimously.

8) REPORT OF THE SECRETARY-TREASURER

(a) Lease for the Ottawa Bureau BD86/D73

It was moved by Roy Cheeseman, seconded by Elisabeth Mann Borgese

BD86/3/R11 **THAT THE LEASE FOR THE OTTAWA BUREAU BE RENEWED FOR ONE YEAR WITH AN OPTION TO RENEW, THE PREVIOUS TERMS REMAINING THE SAME.**

Motion carried unanimously.

It was requested that ICOD keep track of visits by Halifax staff to Ottawa and other activities carried out by the Ottawa Bureau so that, in future, ICOD will be in a position to provide such information.

(b) Ottawa Bank Account

When the resolution was passed at the April 1986 Board meeting to open an Ottawa Bank Account, a routine paragraph on the issuance of cheques was left out in error. In order to facilitate the

opening of the account, this situation was discussed with the Chairman and President. It was noted that the intent of the Board had been clear and, as a result, the paragraph was reinserted and the bank account was opened.

When Board members were notified of this action, Roy Cheeseman had pointed out that resolutions should not be changed without Board approval. Also, the conditions laid down by the Board covering this account were not included in the Banking Resolution. The Secretary-Treasurer explained that the Bank had advised ICOD to cover the conditions laid down by the Board as instructions to the Bank in a covering letter.

The above having been noted, it was moved by Roy Cheeseman, seconded by Elisabeth Mann Borgese

BD86/3/R12 **THAT THE FORMAT OF THE BANKING RESOLUTION GIVEN TO THE BANK OF NOVA SCOTIA CONCERNING THE OPENING OF THE OTTAWA ACCOUNT BE APPROVED.**

Motion carried unanimously.

(c) Report on Expenditures

The Secretary-Treasurer provided copies of the Statement of Operations for the first half of the fiscal year. The bank balance in Halifax at the end of a month would normally be less than \$100,000. However, in September, ICOD received its monthly draw-down payment on the last day of the month, but the off-setting disbursements were not processed until October 1. Hence the high balance as of September 30, 1986.

The total expenses of \$1.1 million roughly equaled our expenditures for the whole of last year.

There is an imbalance between administration and project spending for the first six months as we have had to purchase a lot of furniture and equipment; the staff have been working on planning programs and so their salaries are not offset by disbursements on the program side. This will balance itself with time.

It was suggested that the line item -- Travel and Entertainment-- be split into two separate line items and that entertainment be referred to as hospitality.

(d) Annual Report

The Secretary-Treasurer distributed the Annual Report. The Report will be tabled in the House of Commons within the next couple of weeks and until that time, the Report is confidential and is not to be released.

It was moved by Gastien Godin, seconded by Gerald Ewing

BD86/3/R13 **THAT THE REPORT OF THE SECRETARY-TREASURER BE
ADOPTED AS PRESENTED.**

Motion carried unanimously.

9) PRESIDENT'S REPORT

(a) Update on Existing Projects

The President gave a brief progress report on the existing projects. Several general comments were given:

- i) ICOD should be watchful of the problems of local over-fishing as it assists countries in controlling foreign fishing.
- ii) Concern was expressed regarding working on projects in Burma.
- iii) The suggestion of obtaining the services of a person to provide assistance in the selection of consultants was raised again. The opinion was that it is important to have someone who can view this issue objectively. It was also recommended that ICOD review the National Film Board process of registering film-makers.
- iv) It was requested that a breakdown of financial implications for future years be provided as part of the President's Report in future.

(b) Projects Approved within Delegated Authority

No projects have been approved under this authority since the last Board Meeting.

10) CORPORATE PLAN ISSUES

(a) Funding Levels

The Secretary-Treasurer distributed three documents:

- i) a listing of all ICOD projects which have been approved or are being planned at present.
- ii) an excerpt from the last Corporate Plan showing the agreed upon growth figures used in discussions with Treasury Board for the years 1986/87 to 1990/91.
- iii) a breakdown of expenditures, by project or activity, by year, giving a total picture of projected ICOD expenditures.

The Board welcomed the chart showing the breakdown of expenditures of projects by year up to 1991/92. There was concern, however, that there did not appear to be much financial flexibility, especially for years 1987/88 and 1988/89. It was suggested that attention be given to establishing priorities for projects now that the "start up" phase of ICOD was complete. It was felt that ICOD should be wary of heavy involvement in core support funding which locks up funds over a set period. Project support allows greater downstream flexibility.

The question was raised whether the Board had any objection to ICOD discussing with CIDA and Treasury Board the idea of requesting additional funds along the lines indicated in the revised estimates. The Secretary-Treasurer indicated that he had had positive feedback from the two organizations on this. It was the concensus of the Board that the Secretary-Treasurer should pursue these discussion with CIDA and Treasury Board. However, it is understood that the present situation is a result of the previous Corporate Plan figures being entirely speculative, whereas ICOD now had a better idea of what was required. Therefore, ICOD should not overcommit and look for additional funding as a regular occurrence.

It was suggested that ICOD could investigate the possibility of obtaining funds from other organizations to support projects, i.e. Commonwealth Secretariat, UNEP, CIDA.

It was mentioned that (a) CIDA is looking to increase the number of people studying on scholarships and training programs in Canada and ICOD may seek CIDA funding for some scholarships and/or (b) ICOD could propose to CIDA that they finance the Dalhousie/Rimouski project with ICOD as the executing agency.

With regard to the other projects that CIDA might look at favourably, it was suggested that it would be better to stay with CIDA's designated areas of concentration, such as human resources development.

(b) Internal Programme Shares

Initially, it was thought that the program funding would be split equally three ways. However, at the present time, the Training Division has come forward with projects which have taken a larger portion of the budget. It was felt that this would even itself out over time as more proposals were received in the other divisions, perhaps due to the efforts of the persons being trained by ICOD.

11) PROJECT PROPOSALS FOR FINAL APPROVAL

(NOTE: As there were some proposals moved between sections 11 and 12 during the Board meeting, project proposals for final approval are all listed in section 11; proposals for approval in principle are listed in section 12.)

(a) One Year Marine Affairs Diploma Program

BD86/D62
BD86/D63

The Board had been polled by telephone prior to the Board Meeting to seek their agreement that Minister McInnes announce the selection of Dalhousie and the University of Quebec at Rimouski as well as the overall parameters of the project. Board members indicated that this was tantamount to polling for project approval.

Notwithstanding the reasons, it was the consensus of the Board that the above procedure should not be repeated as it puts the Board Members in a position of having to make a decision without the benefit of hearing comments from other Board Members. The President noted that he would make his best efforts to ensure that this procedure was not repeated.

It was suggested that dollar values be put on all in-kind contributions by recipients.

There was a lengthy discussion on the Board Members' access to materials submitted to ICOD. It was agreed that Board members

have the right to any information concerning ICOD, but in the case of competitions, whether for staff or on projects, management would provide a distillation of the information from the original documents but not the original documents themselves as these are submitted and handled by selection committees often at arms length from ICOD. Privacy laws would also have to be respected.

It was moved by Gerald Ewing, seconded by Ellen McLean

BD86/3/R14 **THAT FINAL APPROVAL BE GIVEN TO INCREASE AND EXTEND THE PROJECT -- ONE YEAR MARINE AFFAIRS DIPLOMA PROGRAM #85-0014A, #85-0014B.**

Motion carried unanimously.

The suggestion was reiterated that ICOD approach CIDA to take over the funding of the project with ICOD as the project manager.

(b) Stock Assessment Training, CECAF

BD86/D64

It was moved by Gastien Godin, seconded by Gerald Ewing

BD86/3/R15 **THAT THE PROJECT -- STOCK ASSESSMENT TRAINING, CECAF #86-0060 -- RECEIVE FINAL APPROVAL.**

Motion carried unanimously.

(c) SEAPOL: Ocean Boundary Training

BD86/D65

With regard to the expertise required for this project, it was suggested that ICOD look into including people who are recognized experts, and to ensure that local expertise is used. It was mentioned that Dr. Jagota, from India, who is an ocean boundary expert, is in Halifax until February 1987.

It was moved by Ellen McLean, seconded by Roy Cheeseman

BD86/3/R16 **THAT FINAL APPROVAL BE GIVEN TO THE PROJECT-- SEAPOL: OCEAN BOUNDARY TRAINING #86-0059.**

Motion carried unanimously.

(d) Marine Affairs Materials Development

BD86/D66
(Revised)

There was some discussion on incorporating regional material and/or regional case studies into the material for the developing countries. It was the consensus of the Board that the words "including regionally related material" be added to Component A, point 2 on page 2 of the project summary. Component A, point 2 now will read "Continued development, testing, editing, printing and production of 'Stand Alone' materials, including regionally related material".

It was moved by Gary Vernon, seconded by Gerald Ewing

BD86/3/R17 **THAT FINAL APPROVAL BE GIVEN TO THE THREE COMPONENTS OF THE PROJECT -- MARINE AFFAIRS MATERIALS DEVELOPMENT #86-0022, #86-0070, #86-0071.**

Motion carried unanimously.

(e) Regional Marine Geology Programme, South Pacific BD86/D70

In response to a question, the Board was assured that environmental matters are part of the CCOP/SOPAC programme.

It was moved by Gary Vernon, seconded by Ellen McLean

BD86/3/R18 **THAT FINAL APPROVAL BE GIVEN TO PROJECT-- REGIONAL MARINE GEOLOGY PROGRAMME, SOUTH PACIFIC #86-0041.**

Motion carried unanimously.

(f) Fisheries Data Management Advisor, Morocco BD86/D80

The project summary, Fisheries Management Advisor BD86/D71, was circulated to Board members for the meeting. In the meantime, the consultant, Georges Léger, visited Morocco and refined the Moroccan request, hence the new document BD86/D80.

It was moved by Gerald Ewing, seconded by Elisabeth Mann Borgese

BD86/3/R19 **THAT FINAL APPROVAL BE GIVEN TO THE PROJECT--
FISHERIES DATA MANAGEMENT ADVISOR, MOROCCO
#86-0050.**

Motion carried unanimously.

(g) Economic Analysis of Costa Rican Fisheries BD86/D72
and Development of a Fisheries Economic Policy

There was general approval for this project but the question of ICOD priorities was raised again and it was suggested that this type of project might not be high on the priority list. This question has been raised with the staff. It was noted, however, that in its starting phase, ICOD would have to test out various types of projects.

It was moved by Gary Vernon, seconded by Ellen McLean

BD86/3/R20 **THAT FINAL APPROVAL BE GIVEN TO THE PROJECT--
ECONOMIC ANALYSIS OF COSTA RICAN FISHERIES AND
DEVELOPMENT OF A FISHERIES ECONOMIC POLICY
#86-0072.**

Motion carried unanimously.

12) PROJECT PROPOSALS FOR APPROVAL IN PRINCIPLE

It was noted that the Board would now follow the Guideline agreed upon as to the nature and implications of Approval in Principle.

(a) Fisherman's Training - Harvest and Post Harvest BD86/D67
Technology, Burma

The site where the course could be held is under further investigation. Concern was expressed about the ability of the Burmese to disseminate training to others in their country and whether the equipment they would be trained on in Canada would be available in Burma.

It was moved by Gastien Godin, seconded by Sharon Proctor

BD86/3/R21 **THAT THE PROJECT -- FISHERMAN'S TRAINING, HARVEST AND POST HARVEST TECHNOLOGY, BURMA #86-0052 -- BE APPROVED IN PRINCIPLE, WITH THE TIMING, LOCATION AND IMPLEMENTATION TO BE DETERMINED.**

Motion carried unanimously.

(b) The Blue Revolution

BD86/D68

There were several questions raised on this proposal, i.e. what input would ICOD have in the writing of the script, what return would ICOD receive for its small contribution, could ICOD buy the films at a much cheaper cost, etc.

It was the consensus of the Board that consideration of this project -- The Blue Revolution 86-0073 -- be deferred until the next Board Meeting, pending further investigation.

(c) Diversified Inshore Fishing Technology, Maldives BD86/D78

It was moved by Gary Vernon, seconded by Gerald Ewing

BD86/3/R22 **THAT THE PROJECT -- DIVERSIFIED INSHORE FISHING TECHNOLOGY, MALDIVES #86-0050 -- BE DEFERRED UNTIL THE NEXT BOARD MEETING PENDING FURTHER DEVELOPMENT OF THE PROJECT.**

Motion carried unanimously.

(d) Identification and Collection of Economically BD86/D79
Important Reef Fish, Maldives

It was moved by Gary Vernon, seconded by Gerald Ewing

BD86/3/R23 **THAT THE PROJECT -- IDENTIFICATION AND COLLECTION OF ECONOMICALLY IMPORTANT REEF FISH, MALDIVES #86-0051 -- BE DEFERRED UNTIL THE NEXT BOARD MEETING PENDING FURTHER DEVELOPMENT OF THE PROJECT.**

Motion carried unanimously.

13) OTHER BUSINESS

(a) Hotel Accommodations

Several Board Members had indicated that the accommodations at the Lord Nelson were less than suitable. It was the consensus of the Board that the Board Members be allowed more flexibility in choosing hotel accommodations as long as the rate is within the government's guidelines.

(b) The World of Ocean Management

BD86/D69

The correspondence from Pranteen Associates was briefly reviewed by the President. The President considered that this proposal would be more in line with a government department's mandate. The proponents had gone to government with the proposal but, as yet, there had been no indication of support.

The correspondence was brought to the Board's attention for information.

The meeting was adjourned at 4:10 p.m.



Memorandum

To: Board of Directors

From: Garry A. Comber

Date: March 9, 1987

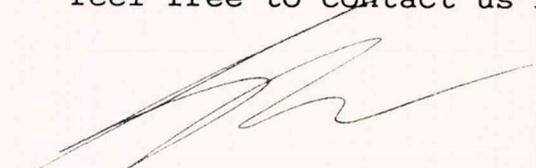
Re: Minutes of Board Meeting

Our File: 1004.8 &
1004.9

Please find attached the Draft Minutes of the January Board Meeting.

Please note under Section 12 that the next Board meeting is scheduled for June 11 and 12 (in Halifax). We understand that this may conflict with the official opening of the Maurice Lamontagne Institute in Mont Joli tentatively scheduled for June 12, 1987. As several Board Members may be expected to attend that event, I would propose that the Board meeting be held on June 8 and 9 (Monday and Tuesday) instead. Please advise if this is convenient.

Also, if Directors have questions or comments on these Minutes, feel free to contact us rather than waiting for the June meeting.



Garry A. Comber
Secretary-Treasury

gac/rp

Attachment

Draft
March 5, 1987

BOARD OF DIRECTORS MEETING
OTTAWA, ONTARIO
JANUARY 9, 1987

DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Gerald Ewing
Ellen McLean
Sharon Proctor
Robert Maguire
Roy Cheeseman
Douglas Lindores
Gastien Godin
Gary Vernon, President
Garry Comber, Secretary-Treasurer
Anne Irvin, Recording Secretary

1) CALL TO ORDER

It was moved by John Vandermeulen, seconded by Gerald Ewing,

BD87/1/R1 **THAT THE AGENDA BE ADOPTED AS PRESENTED.**

Motion carried unanimously.

2) MINUTES OF OCTOBER 15-16, 1986 MEETING

BD87/D1

Changes to the Minutes were as follows:

Item 4(g) The Chairman disagreed with several statements in
this item. It was agreed to add a sentence to the
third paragraph of this item as follows:

"The Chairman disagreed with the President's comments on this subject."

and to delete the phrase "based on the letter of August 12, 1986 and the meeting" from paragraph 1.

Item 11(a) The question of access to documents was discussed again. Although the Board agreed with the outcome of the discussion as reflected in the Minutes, it was felt that the Minutes need not be so explicit. Therefore on page 14, the first sentence should end after "ICOD". The paragraph now reads (starting on page 13): "There was a lengthy discussion on the Board Members' access to materials submitted to ICOD. It was agreed that Board Members have the right to any information concerning ICOD."

Item 11 - Miscellaneous

It was suggested that (1) motions approving projects should also indicate the amount approved; and (2) the titles of projects should be as explicit as possible (i.e. what is The Blue Revolution).

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

BD87/1/R2 **THAT THE MINUTES OF THE OCTOBER 15-16, 1986
MEETING (BD87/D1) BE ADOPTED AS AMENDED.**

Motion carried unanimously.

3) BUSINESS ARISING FROM THE MINUTES OF OCTOBER 15-16, 1986

- (a) International Directors - Status of Appointments and Fourth Position
- (b) Status of Recommendation concerning Canadian Directors

The above two items were discussed together. The President reported that the Secretary of State for External Affairs had returned the recommendations for the three International Directors with the request that a woman/women be nominated for the International Director positions. Also, the Canadian appointments would be held up until the international nominations were dealt with.

The President recommended that the Board let the three international nominations already presented stand and nominate a woman for the fourth position.

There were three suggestions presented at the meeting for this fourth position:

- Mme Danielle de St. Jorre, Secretary of State, Seychelles. She was Ambassador to Canada, USSR, Washington, London, Paris.
- The French Delegate to the Law of the Sea Convention who is an IOC/UNESCO Board member.
- Maria de Lourdes Pintasilgo, Portugal. First and only female Prime-Minister of Portugal and former Ambassador to UNESCO who was once considered for the position of Director General of UNESCO.

It was the consensus of the Board that nominations for the fourth international Board Member should be received by the President by January 24, 1987. The Executive Committee will meet on January 30 at 1:30 p.m. to decide on the nomination to be forwarded to the Secretary of State for External Affairs.

(c) Staffing Activities

The President gave a brief report on the recruitment activities for the Director of Technical Assistance, Director of Training, and three other positions. The firm of H. B. Vincent and Associates was chosen after a competition and is doing the

preliminary screenings. The President hopes to interview 5-7 persons for each of the Director positions in the near future. The selection panels will include a representative from CIDA and one other person.

(d) IOI Indian Ocean Training Programme

BD87/D9

The President's memo of December 30, 1986 and the draft letter to Ambassador Yaker were presented for discussion.

It was moved by Elisabeth Mann Borgese, seconded by Ellen McLean,

BD87/1/R3

THAT THE DRAFT LETTER TO AMBASSADOR YAKER BE APPROVED.

Motion carried unanimously.

(e) CIDA/ICOD Cooperation

The President and Secretary-Treasurer have had several informal and formal discussions with CIDA officials regarding cooperative funding opportunities. The proposals discussed to date are:

- 1) Possible CIDA funding for the Diploma Course at Dalhousie University and the University of Quebec at Rimouski or the scholarships for these programs. These discussions have been held informally to date.

- 2) Possible ICOD identification and implementation of a programme for the South Pacific. ICOD would propose to execute these projects with CIDA funding.
- 3) Xiamen University proposal and other large proposals received from China. At present, ICOD deals with the State Oceanographic Commission in China for government approval of projects. CIDA deals with the Ministry of Foreign Economic Relations and Trade. If CIDA were to become involved, the projects would have to be routed through the Ministry of Foreign Economic Relations to CIDA who would, in turn, decide whether it would be one of their priorities and whether ICOD should implement the projects. This information is being communicated to the Chinese for their decision.
- 4) A request has been received from Minister Clark's office to provide twenty-four additional scholarships for the World Maritime University (WMU). This matter was discussed at great length. The President briefly noted the action taken on the request, i.e., he wrote to CIDA stating that ICOD would very much welcome the opportunity to provide these

scholarships, but due to limited funding, could not proceed unless additional funds could be made available. This was in keeping with discussions with Minister Clark's office.

There was concern expressed regarding the issue of requests from Ministers. Will ICOD automatically undertake to respond positively to these requests or are they to be treated as all others? This was the first such request; since it fit within ICOD's mandate, it was felt that the Centre should respond favourably and proceed with negotiations with CIDA.

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

BD87/1/R4 **THAT THE MINISTER'S REQUEST BE APPROVED SUBJECT TO THE SATISFACTORY OUTCOME OF THE NEGOTIATIONS BETWEEN ICOD AND ANY OTHER AGENCIES INVOLVED.**

Motion carried unanimously.

It was also suggested that other agencies, such as the Commonwealth Secretariat and UNEP, be kept in mind as possible funding/management partners.

(f) Blue Revolution Television and Film Series

The President gave a brief review of the information available on this proposal. There are three elements to the proposal:

(1) eight films primarily for television; (2) a book which will be a companion to the films; and (3) an educational package of shorter educational films and a guide to the television series.

There may be scope for ICOD participation in the educational package and use of the films for ICOD activities.

More concrete information will be available for the next Board meeting.

(g) Possible Yearly ICOD Seminar

The Chairman and President gave a brief summary of their discussions. The suggested topic for a seminar was "The Role of the Marine Sector in Development" - looking at it from the point of view of fishery, transportation, minerals, oil, and tourism. The Chairman noted that a seminar would help build up ICOD's visibility and would cost \$10,000-15,000, depending on the extent of the arrangements.

There was a lengthy discussion on the scope and purpose of a yearly seminar, the audience we wish to reach, etc. Several suggestions were presented:

- there is a bi-weekly seminar series (fisheries-related) being initiated by St. Mary's University which is aimed at a broadly based audience. This series could provide ICOD with a mailing list (Tony Childs) or the ICOD seminar could be slotted in as one of the series.
- a seminar could be held outside the Atlantic region to widen our visibility in Canada.
- to widen our focus beyond Canada, seminars could be held in the Caribbean, the South Pacific, i.e. in our areas of concentration.
- speakers could prepare papers with the idea of publishing a book afterwards.
- seminars could be conducted by in-house persons.

It was the consensus of the Board that the Chairman should prepare a paper defining the purpose, scope, audience, cost, benefits, etc. of a yearly seminar for discussion at the next Board meeting.

(h) Increased Funding for ICOD

ICOD has requested \$6.5 M for the next fiscal year (1987/88). CIDA and the Treasury Board Secretariat have agreed to use this figure in the Main Estimates.

As there are budget cuts coming up in February/March, final approval of the ICOD request will not be forthcoming until that time and after Treasury Board approval of ICOD's Corporate Plan.

4. REPORT OF THE SECRETARY TREASURER

BD87/D11

It was pointed out that the financial statement presented was an interim report only. The breakdown of some line items, as requested at the last Board meeting, had been done. In order to fully utilize the remaining funds in the budget, ICOD will have to disburse as much in the last three months of this fiscal year as it has done in the first nine months.

The line item "Travel" (\$87,802.23) was questioned and clarification will be forthcoming. The question of T4s for Board members was raised and the Secretary-Treasurer will take this matter in hand.

5. PRESIDENT'S REPORT

BD87/D12
BD87/D13
BD87/D5

A. General

The President gave an update of the projects already approved. It was noted that there were quite a few projects approved under the President's delegated approval authority. It was requested that these projects be listed separately from the update of on-going projects.

There was some discussion on the criteria for project approval under Presidential Authority. The President indicated that proposals under \$50,000 which are discrete, one-time proposals are the main target. These projects bolster ICOD's networking in target regions. Proposals which contain a policy issue or which might constitute an extension to existing projects are brought to the Board.

Two related questions were raised: (1) if there is a change in scope in a project, at what point must the project return to the Board for review and approval of the changes; and (2) should the President have some authority to approve cost overruns on projects and to what level. The President will prepare a paper on these questions for presentation at the next Board meeting.

It was requested that, in the preparation of the President's Report, the names of coordinators, consultants, people serving on committees, etc., be included so Board members could see who is taking part in ICOD activities.

The Board welcomed the Financial Projection Chart as a useful tool to clarify the current and future budget projections for projects. It was suggested that the chart indicate that all figures use in Canadian dollars and that a "disbursed to date" column be added.

B. Nicaragua

With regard to the Briefing Paper on Nicaragua (BD87/D5), there was a lengthy discussion on whether ICOD should be involved in that country. It was indicated that, contrary to the statement on page 2 of the ICOD briefing note (stating that the previous CIDA Minister [Monique Vézina] identified Nicaragua as being a high priority area for Canadian assistance), CIDA's Policy Branch (after reviewing the briefing note) indicated that Nicaragua is not a high priority area; it is only one of several CIDA Category 2 countries in Central America. Aid to Nicaragua is now a sensitive political issue for the Minister and his colleagues. CIDA is working through NGOs wherever possible, keeping an arms length from direct assistance to the government itself.

It was moved by John Vandermeulen, seconded by Robert Maguire,

BD87/1/R5 THAT THE PRESIDENT PROCEED WITH THE INVESTIGATION
OF THE POSSIBILITY OF INCLUDING NICARAGUA IN OUR
AREAS OF CONCENTRATION AND SUBMIT PROJECTS TO THE
BOARD FOR ICOD FUNDING WHERE APPROPRIATE.

Motion carried.

For: Elisabeth Mann Borgese, John Vandermeulen, Gerald
Ewing, Sharon Proctor, Robert Maguire, Gastien
Godin.

Against: Douglas Lindores, Roy Cheeseman

Abstain: Gary Vernon

6. CORPORATE PLAN

The President gave a brief overview of ICOD's third Corporate Plan and outlined the changes between it and the first two Plans.

This draft was well received. The Chairman had several queries/suggested changes. These were recorded for incorporation in the final version.

It was also suggested that more mention of the bilingual nature of the Centre should be made.

While reviewing the program sections and budgets in the Corporate Plan, there was a general discussion on the cost of the Marine Affairs Courses at the World Maritime University (WMU). It was

felt that the budget figures for these projects were much too high and the President was requested to look at these figures again to see if the budgets could be reduced substantially.

The Stand Alone Materials project budget figures were also noted as being relatively high.

The Board requested that a breakdown and analysis of the costs of the WMU-related courses and the Stand Alone Materials project be prepared and presented at the next Board meeting.

During the discussion on Stand Alone Materials, the subject of Board members' participation in the Advisory Group meeting to comment on these materials was raised. This led to a discussion on whether Board members should be directly involved in the management activities of ICOD. It was the consensus of the Board that, although Board members may have an interest in some projects areas, it would better serve the Centre for them not to participate in management activities unless requested by the President or staff.

Concern was expressed by the Board over the lack of time at Board meetings to discuss policy matters. As the agenda is usually so full, time is spent just getting through the items listed;

- ii) Sea Use Planning and Management
Training Module - WMU

BD87/D6

After a lengthy discussion on the costs relating to this project, it was the consensus of the Board that final approval for project #86-0027 -- Sea Use Planning and Management Training Module, WMU, for the amount of \$165,000 Canadian -- be withheld. If the costs can be reduced to the level of Presidential Authority, the Board agreed this would be the most appropriate way to handle the project. If not, the project would then have to return to the Board if it is to proceed.

- iii) Investigation of Marine Surveillance
and Associated Requirements, Maldives

BD87/D7

It was requested that airfares and per diems be listed as two separate items in future budgets.

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

BD87/1/R8

**THAT FINAL APPROVAL BE GIVEN TO PROJECT #86-0094
-- INVESTIGATION OF MARINE SURVEILLANCE AND
ASSOCIATED REQUIREMENTS, MALDIVES -- TO A MAXIMUM
OF \$79,500 CANADIAN.**

Motion carried unanimously.

- iv) Identification and Cataloguing of Economically
Important Reef Fish Species, Maldives

BD87/D8

It was moved by Douglas Lindores, seconded by Ellen McLean,

BD87/1/R9 THAT FINAL APPROVAL BE GIVEN TO PROJECT #86-0051
 -- IDENTIFICATION AND CATALOGUING OF ECONOMICALLY
 IMPORTANT REEF FISH SPECIES, MALDIVES, -- TO A
 MAXIMUM OF \$92,150 CANADIAN.

Motion carried unanimously.

Concern was expressed over the proposed use of an American consultant for this project. The American consultant had been recommended by a senior Canadian Fisheries expert as the best person available. The President noted that in the selection of consultants, Canadians are considered first.

It was suggested, again, that ICOD obtain the services of an independant person who could look at consultant requirements for ICOD projects and make recommendations based on experience and knowledge.

It was recommended that records of consultant selections/contracts be kept by province as this will be requested yearly by the Canadian government.

As ICOD uses the services of a considerable number of consultants, it was also suggested that procedures and guidelines for consultant selection be finalized. The President will undertake to prepare a paper on this topic for the next Board meeting.

9) ANNUAL COST OF LIVING INCREASE FOR STAFF

BD87/D4

After considerable discussion, it was moved by Ellen McLean, seconded by Douglas Lindores,

BD87/1/R10 THAT THE SALARY SCALES OF ICOD (APPENDIX 2 OF DOCUMENT BD85/4/D50) BE INCREASED BY 3 PER CENT FOR THE YEAR 1987.

Motion carried.

Yes: Gastien Godin, Ellen McLean, Elisabeth Mann
Borgese, Douglas Lindores, Gary Vernon
No: Roy Cheeseman, John Vandermeulen
Absent: Sharon Proctor, Robert Maguire, Gerald Ewing

10) ADDITIONAL OFFICE ACCOMMODATION

BD87/D10

REQUIREMENTS - HALIFAX

There was general discussion as to whether the additional space was necessary and if the proposal represented good value for marketable space in the Halifax area.

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

BD87/1/R11 THAT THE BOARD AGREED IN PRINCIPLE TO THE ENTRY INTO THE LEASE WITH MARCIL TRUST FOR ADDITIONAL ACCOMMODATION AT 5670 SPRING GARDEN ROAD OF APPROXIMATELY 2,000 SQUARE FEET, SUBJECT TO THE TERMS BEING TO THE BEST ADVANTAGE OF ICOD.

Motion carried unanimously.

It was suggested that the Secretary-Treasurer investigate the possibility of renegotiating the present lease, including the additional space, for a five-year term at the current rate for both spaces.

12) OTHER BUSINESS

Date of Next Meeting

It was the consensus of the Board that the dates of the Board Meetings in 1987 would be:

June 11-12 (Annual Meeting)

November 26-27

The Executive Committee will meet in between Board meetings to handle matters as they arise.

The meeting adjourned at 8:10 p.m.



Memorandum

To: Executive Committee Members

Our File: 1003.7

From: Raymonde Pelley

Date: April 10, 1987

Re: Executive Committee Meeting

Enclosed please find the Draft Agenda and documents for the Executive Committee Meeting which will be held in Halifax, (ICOD Office) on April 24, 1987. The meeting will start at 09:00.

A handwritten signature in cursive script that reads "Raymonde Pelley". The signature is written in dark ink and is positioned above the typed name and title.

Raymonde Pelley
Executive Secretary

RP/



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

April 24, 1987

Halifax, Nova Scotia

- 1) Call to Order -
Quorum, Agenda, etc.

- 2) International Directors EC87/D1

- 3) Project Proposals for Final Approval
 - a) Mauritius Programme EC87/D2
 - i) Coastal Sand and Coral Removal - Effects on Lagoon Environment and Marine Life
 - ii) Prefeasibility Investigation: National Marine Resource Management Policy
 - b) Maritime Boundary Delimitation EC87/D3
 - c) Séminaire sur l'organisation de la gestion des coopératives de pêche EC87/D4

- 4) Interim Briefing on Blue Revolution EC87/D5

- 5) Sea-Use Planning and Management Course EC87/D6

- 6) Other Business

**DALHOUSIE UNIVERSITY ARCHIVES AND SPECIAL COLLECTIONS DIGITAL
SEPARATION SHEET**

Separation Date: March 4, 2015

Fonds Title: Elisabeth Mann Borgese

Fonds #: MS-2-744

Box-Folder Number: Box 352, Folder 1

Series: Administrative records of the International Centre for Ocean Development

Sub-Series: Administrative records

File: Meeting agendas and minutes for various committees of the International Centre for Ocean Development

Item: N/A

Description of item:

A Curriculum Vitae from Maria de Lourdes Pintasilgo.

Reason for separation:

Page has been removed from digital copy due to privacy concerns.

**WOMEN'S WORLD BANKING
AFRICA REGIONAL OFFICE**

8th Floor, Bima House
Harambee Avenue
P.O. Box 55919
Telephone 337709
Telex 23165 ELCOM
Nairobi, Kenya

2 March 1987

Mr. Gary Vernon
President, ICOD
Halifax, N.S

ICOD
REC'D
DATE March 1987
ACTION File

Dear Mr. Vernon,

I was delighted to speak with you on telephone last Friday.

Enclosed is a copy of my C.V as promised.

I have read your brochure with interest as some of your objectives are similar to those of my organisation.

Yours sincerely,



Mrs. E. M. Okelo
WWB/A Regional Representative

Encl.

**DALHOUSIE UNIVERSITY ARCHIVES AND SPECIAL COLLECTIONS DIGITAL
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Description of item:

A Curriculum Vitae from Elizabeth Mary Okelo.

Reason for separation:

Pages have been removed from digital copy due to privacy concerns.



MAURITIUS PROJECTS

The Government of Mauritius has asked ICOD to consider funding a package of project proposals for technical assistance.

The package consists of two discrete, complementary requests which will form the basis of a national marine resource planning document. It is likely that Mauritius will approach ICOD to fund the later work that results in the creation of the plan. However, ICOD intends to clearly state to Mauritius that approval of projects contained herein does not imply ICOD approval for the follow-on undertaking. It is important, though, to advise the ICOD Executive Committee that a future submission to Technical Assistance Division is probable.

The two projects which ICOD is asked to consider are:

1. Evaluating immediate and longer-term damage to the coastal zone - including lagoons and the encircling coral reef - from large-scale removal of sand and coral deposits;
2. Establishing terms of reference and project guidelines pursuant to creating a multiscope, national marine resource planning policy.



Project 860100

Project Title: Coastal Sand and Coral Removal - Effects on Lagoon Environment and Marine Life

Division: Technical Assistance Division

Recipient/
Implementing Agency: Government of Mauritius; Ministry of Environment; Ministry of Economic Planning and Development

Timing: The project would begin in June or July 1987 and extend over nine months

Financial: FY 1987-88

Contribution from
Mauritius: Approximately \$15,000

Summary:

Background:

Approximately 300,000 tons of coastal sand deposits and coral are removed from lagoons and beaches each year. The resource is utilized in the construction industry throughout the island and the island of Rodriguez.

Scientific evidence thus far collected points to a 4,000-year cycle of regeneration of the sand deposits, rendering that resource virtually a non-renewable one. At the same time, coral is being removed from lagoons faster than the rate of regeneration.

While the government is aware of the long-term damage resulting from the removals, there is no hard data to support restrictions or a total ban on sand and coral removal.

There is an urgent need to assess the potential damage; the likelihood of resource replenishment from natural actions of littoral drift and other forces; and to recommend alternative measures whereby construction material may be obtained.

During a recent visit by the ICOD Senior Programme Officer and ICOD consultant Mr. Harry Winsor, senior Mauritian officials (including Deputy Prime Minister, Sir Satcam Boolill) stressed the immediate need for this investigation and of its high priority.



There is little question that Mauritius will implement recommendations produced by the ICOD consultant, given the critical nature of the problem and the immediacy with which solutions must be implemented. There is general consensus that tourism and the inshore fishery will be adversely and possibly irreversibly affected by continual destruction of beaches and coral reefs.

Project Description:

The consultant will

- i) investigate the effect of large scale sand and coral removal from the lagoon and its effect on the changes that can occur in the coastal environment and to marine life in that area;
- ii) study the morphology of the area and establish the potential sand deposit in the lagoon;
- iii) investigate the littoral drift along the coast and establish the rate of sand replenishment in the proposed dredged area. Any irreversible changes that may be caused to the sand budget of the area would also be highlighted;
- iv) investigate the possible pollution that can be generated in the lagoon as a result of the dredging activities;
- v) investigate any other problems which may be relevant to the study;

Finally, the consultant will present a series of recommendations for follow-up action based on study findings.

Advantages/Benefits:

1. Authorities will have the necessary evidence to support the implementation of new regulations for environmental protection.
2. Damage to beach and coastal environments, along with the coral reefs, will be minimized and/or halted. Both the inshore fishery and the important tourist industry will be major beneficiaries.
3. The study will provide substantial amounts of baseline data which may be useful for other purposes.



Relationship to Other Projects:

This project is an important component of the overall plan to implement a National Resource Management Policy.

Financial Information:

The ICOD contribution encompasses expert professional fees, per diem and international travel expenses, report preparation.

Mauritius will provide office space and support services; counterpart officers; telex, telephone, postage; internal travel; computer time; vessels and crew; university personnel and facilities.

Budget:

Professional Fees, expert consultant at \$450/day for 70 days	\$31,500
International travel	\$10,000
Per Diem/Accommodation (\$150/day) for 40 days	\$ 6,000
Report Preparation	\$ 2,500
Training of Counterpart Officer	\$ 5,000
Contingencies	\$10,000
Seismic, current measurement equipment leases	<u>\$10,000</u>
TOTAL	\$70,000

Recommendation:

It is recommended that this project be approved.



Project 860101

Project Title: Prefeasibility Investigation: National Marine Resource Management Policy

Division: Technical Assistance Division

Recipient/
Implementing Agency: Government of Mauritius/Ministry of Economic Planning and Development

Timing: Expected to begin following completion of the accompanying two projects, and for a period of 6-8 weeks.

Financial: FY 1987-88 \$48,400

Contribution
From Mauritius: \$ 5,000

Project Summary:

Background:

This work is in preparation for the eventual undertaking to produce a National Marine Resource Management and Planning Policy.

Mauritius does not have a coordinated policy bringing together resource planning, environmental protection, socio-economic implications, and regulatory/legislative imperatives. The Government recognizes the necessity of such a policy, however, and desires assistance in the development of relevant study guidelines and considerations. The expert consultants are, in effect, laying the groundwork for devising the follow-on, multi-disciplinary policy, and recommending whether preparing the planning document is a viable undertaking.

Project Description:

The study will be undertaken by a two-person team consisting of a marine biologist and a development planner.

The assessment includes an accounting of information and indigenous personnel available for the overall policy development exercise; financial and administrative inputs available for marine resource management; determining the need for such a policy, including assessment of problems and constraints; identifying ways in which Canada can assist the larger effort; recommending viability of the concept.



Should the project appear feasible, the team will assist the Mauritian Government to formulate the objectives, scope, and elements of the management/planning policy. Detailed reference terms necessary for implementing the policy study will also be prepared, as will study cost estimates and timetable of execution.

Advantages/Benefits:

1. Authorities will have sufficient information by which to determine the propriety of proceeding with the management policy.
2. Results produced by the sand/coral study can be incorporated into a multi-disciplinary resource management and planning policy.
3. The methodology employed by the expert consultants can be transferred to appropriate Mauritians for long-term benefits.

Relationship to Other Projects:

This exercise begins to draw together the other project proposal in the package as a single entity within the overall policy plan.

If the initial work is satisfactory, a larger follow-on study may be submitted for ICOD funding. It has been made clear to the Mauritian Government that approval of the preliminary investigation does not imply automatic approval of the later, larger submission.

Financial Information:

ICOD will support the expenses of a two-person team for the following items: professional fees, international travel and living expenses, and report preparation. The Government of Mauritius will supply telex, telephone, postage, support staff, office space, internal travel; counterpart officers.



Budget:

Professional Fees (two people X seven days X six weeks)	\$29,400
International travel	\$10,000
Per Diems of \$150/day for 15 days	\$ 4,500
Report Preparation	\$ 2,000
Contingencies	<u>\$ 2,500</u>
TOTAL	\$48,900

Recommendation:

It is recommended that this project be approved in principle subject to satisfactory completion of the pollution contingency and sand/coral removal projects.



EC87/D3
Project #860112

PROJECT SUMMARY

Project Title: Maritime Boundary Delimitation

Division: Training

Recipient/
Implementing
Agency: Erindale Campus
University of Toronto

Duration: Seven weeks, June 1987

Financial: ICOD contribution for six (6) participants
\$48,480.00

Summary:

Background:

This proposal is for a follow-up course to the initial pilot project which was held at Erindale Campus January 17-February 27, 1987. Three trainees from the Caribbean received practical one-on-one training in boundary making.

Project Description:

This is a seven-week course designed to provide participants with hands-on technical training in the hydrographic aspects of ocean boundary making. *Where? in Toronto? Why only 6 students? too expensive ^{at} \$8000 for seven weeks*



Advantages/Benefits:

- 1) Meets expressed needs of developing countries. At present ICOD has over 20 requests on file.
- 2) Provides follow-up to an existing pilot project - and incorporates recommendations for change.
- 3) Can be implemented immediately.
- 4) Recent IMO-IHO sponsored (UNDP funded) seminar participants in Thailand, March 1987, requested additional training in maritime boundary making to meet urgent needs to enhance national capabilities, particularly among small coastal/island states. Resolution III acknowledges ICOD's generous support in providing training in this field of activity.

Relationship to Other Projects:

- 1) Follow-up to recently completed pilot project.
- 2) Complements SEAPOL project which addresses subject at law and social policy level.

Financial Information:

Request for \$48,480.00 for seven weeks training for a total of 6 participants. See Preliminary Budget Estimates (Annex I)

Recommendation:

Expand initial pilot project with suggested recruitment of 6 trainees from the Caribbean with funding at \$48,480.00

How many days?

Preliminary Budget Estimates

Seven week course in Maritime Boundary Delimitation with a student strength of six.

1. <u>Personnel</u>	
a) Project coordinator, course design, delivery and follow-up action (10 weeks)	\$ 6,500.00
b) Special lecturers	3,000.00
c) Administrative assistance	2,500.00
2. <u>Project Administration</u>	
Transportation, correspondence, telex, telephone	2,000.00
3. <u>Teaching Materials</u>	
Instructional material, lecture notes, charts, maps, field projects	7,000.00
4. <u>Travel and Per Diem</u>	
a) Air travel: 6 students - Caribbean-Toronto return	7,200.00
b) Per diem (including accommodation): 6 students @ \$60/day x 48 days	17,280.00
c) Local travel	400.00
d) Medical insurance	600.00
5. <u>Contingency Funds</u>	2,000.00
	<hr/>
Total estimated cost	\$48,480.00



EC87/D4
Project #860111

PROJECT SUMMARY

Project Title: Séminaire sur l'organisation de la gestion des coopératives de pêche

Division: Training

Recipient/
Implementing
Agencies: Université de Moncton
Centre Universitaire de Shippagan

Duration: Four weeks, 31 May - 26 June 1987

Financial: ICOD Contribution request for nine (9) scholarships for a total of \$46,890.00

Summary:

Background:

ICOD has received a request to fund nine (9) scholarships for the "Séminaire sur l'organisation et la gestion des coopératives de pêche", 31 May - 26 June, 1987.

Project Description:

The four-week seminar will be held at the Centre Universitaire de Shippagan in New Brunswick. Approximately 20 participants from French speaking countries in West and East Africa and the Carribean have been invited to attend the course. The course is intended primarily for middle level managers and fishermen of fishing cooperatives.

Advantages/Benefits:

- 1) Target group focusses on priority area and priority geographic regions.
- 2) Topic centres on food production and fishing cooperatives.
- 3) Canadian institution is implementing agency.



Relationship to Other Projects:

No direct relationship but it should be noted that ICOD staff have had an excellent relationship with Shippagan dating back to their original proposal for the Marine Affairs Diploma course. They were unsuccessful in their proposal for that project.

Financial Information:

SEMINAIRE SUR L'ORGANISATION ET LA GESTION
DES COOPERATIVE DE PECHE

Cost per participant

Accomodation & Meals	\$ 750.00
Registration Fees	\$ 780.00
Per Diem	\$ 420.00
Travel Expenses	\$ 3,260.00
TOTAL	\$ 5,210.00 per participant x 9 participants =
	<u>\$46,890.00</u>

Recommendation:

ICOD to provide support under the same conditions as agreed for the IOI Regional course at the last meeting of the ICOD Board of Directors.



Memorandum

EC87/D5

To: Gary Vernon

Our File: 86-0073C

From: Zosia Szpakowska

A handwritten signature in cursive script, appearing to read 'Zosia Szpakowska'.

Date: April 9, 1987

Re: INTERIM BRIEFING ON BLUE REVOLUTION

Subsequent to our last briefing presented to the Board on the Blue Revolution we now have all requisite information at hand.

A. Mare Nostrum Foundation

Mare Nostrum is an independent non-profit educational institution founded in 1980 to: disseminate information on ocean policy and marine issues; liaise between academia and the public; and act as a vehicle for other U.S. ocean-related institutions including NOAA, WHOI, Scripps, etc.

There are 6 full-time staff. Headquarters are in Maryland with an office in London at Independent Communications Associates Ltd. The Blue Revolution is Mare Nostrum's first real effort. They have previously produced a book on marine affairs (we have requested a copy) and a few lectures.

A one-page description of Mare Nostrum, a list of their advisory boards, copy of their tax-exempt status and their 86/87 budget have been provided and are now in the library vertical files.

B. Extent of Involvement by Other International Organizations

Involvement from international organizations in the Blue Revolution is advisory with the following financial contribution: UNEP - \$5,000; UNDP - \$5,000; UNESCO/IOC - according to recent information supplied by Mare Nostrum Foundation UNESCO/IOC are contributing \$12,500 for the R&D phase, \$100,000 for the production phases of the TV series and are considering donating a further \$25,000 towards production of the educational version of the series.

.../2



C. Developing Country Participation in the Blue Revolution

The television series will be aired on PBS in North America and Europe. Apparently the cost to developing countries to broadcast this series will range from \$200 U.S. to \$2,000 U.S. per hour. Review of the revised concept treatments for the series indicates most shooting locations are in the U.S., Japan and Europe. Developing country shoots include short sequences in Toga, Peru, Philippines, West Africa and the Bay of Bengal. The availability of facilities determines where filming takes place rather than actual dollars. There is an overall Pacific influence in the series.

D. Editorial Influences

Core advisory panels for each one-hour film are being selected from the Advisory Board. Actual dollar costs have some influence on the content of series. NOAA, which has contributed \$200,000 US, has set up internal advisory groups for each film through which their comments will be channeled to the various core advisory panels. Separate script reviewing panels are also being set up.

E. Blue Revolution Budget

1. R&D - \$500,000 U.S.
2. Production TV series - \$4,000,000 U.S.
3. Educational version - \$1,000,000 U.S. (this comprises college tele-course and training films.)

Total \$5,500,000 U.S.

F. Concept Treatments

The Blue Revolution TV series is a historical presentation of man's use of the oceans from a developed country's point of view with a heavy U.S. bias. The revised concept treatments have reduced the number of episodes to eight. These are:

1. In the Blood of Man (legends, art, history, literature)
2. The Blue Highways (transportation)
3. The Last Hunters (fisheries)
4. The Return of the Child (energy/climate)
5. Struggle for the Seas (defense)
6. The Treasures of Neptune (minerals)
7. The Healing Sea (drugs)
8. The Fragile Future (waste disposal)



ICOD has now reviewed these and we have also read the reviews made by: Citizens for Ocean Law (USA), FAO Fisheries, IMO, Center for Governmental Responsibility (USA), NOAA, E. Mann Borgese, National Advisory Committee on Oceans & Atmosphere, New Jersey Marine Sciences Consortium, East-West Centre (J. Bardach), US Navy, Arizona State University, WHOI, University of California at San Diego, Centre for the Study of Marine Policy-University of Delaware, Institute for Marine and Coastal Studies-University of Southern California, University of Hawaii and the Oceanic Educational Foundation.

Almost every reviewer recommended that the implications of the Law of the Sea be treated in every episode and drew attention to the imbalances created by avoiding political issues. White, the Executive Director of Mare Nostrum, indicated in our discussions that the avoidance of political issues was deliberate. He further indicated that this policy could not be changed because it could create potential conflicts and problems among the different funding sources. **The TV series is now past the point where serious shifts in emphasis and concepts can be made. Editorial influence is now limited to shifts within the emphasis and concepts already established for the series.** For example, we suggested that a more appropriate treatment for the "Struggle for the Seas" episode could be in the context of boundary delimitations for the establishment of exclusive economic zones and the Law of the Sea rather than the militaristic treatment actually being used. White contacted Cuyvers and reported to us that while they had not thought of it before, perhaps this concept could be added to the episode. It is not expected that this will result in anything more than an additional comment by the narrator. We have not heard anything further on this.

G. Mare Nostrum's Proposal for ICOD Involvement

Mare Nostrum has proposed the following involvement from ICOD:

1. ICOD contribute 5% to 10% towards R&D (\$25,000-50,000 USD) and 10% towards the production of the educational version (\$100,000 USD), for a total of \$175,000 to \$210,000 CDN.
2. ICOD receive credits on the broadcast version if desired.



3. Educational Materials - Preparation of these materials is just beginning. The target audience for the educational materials has not yet been determined, but similar efforts and films are being analysed. Public Media Inc. is to suggest a target audience. Proposed full partners in educational materials would be ICOD, Mare Nostrum, UNESCO, Maryland Public TV and the John D. and Catharine MacArthur Foundation. The TV series is to act as an advertisement for the educational materials and as an introduction to the subject matter. Therefore the concept treatment and emphasis given to each T.V. episode becomes crucial to the final impact of the educational materials.
4. Mare Nostrum have also requested that an ICOD person be appointed to their Board of Advisors. They would like to have this editorial participation regardless of the level of ICOD financial participation, if any.

Mare Nostrum are eager to have ICOD involvement in the Blue Revolution, even if it is not financial, as they feel ICOD would lend the series international credibility and stature.

H. Evaluation/Recommendations

The rationale for supporting the Blue Revolution lies in the answers to the following questions:

- 1) What message or statement would ICOD want to convey in the TV series and the educational materials?
- 2) Will it be possible to convey these messages through the Blue Revolution given the information we now have?

The answers to these two questions are:

- 1) ICOD's message is the promotion of international cooperation in the implementation of the Law of the Sea with an emphasis on the developing country point of view, highlighting, in particular, the special problems faced by developing coastal island states. ICOD would want to emphasize the implications and responsibilities generated by the Law of the Sea convention in each of the sectors



treated by the TV series, particularly transportation, fisheries, energy/climate, minerals, and waste disposal. In particular, ICOD would want the treatment of the fisheries episode to include other living aquatic resources (mariculture, shellfish, seamoss) and regional cooperation in the management of fisheries stocks, surveillance and enforcement, legislation, etc.

Most importantly, the idea that the current "Struggle for the Seas" is a diplomatic and an attitudinal one rather than a militaristic struggle would be conveyed. ICOD would want to treat the "Struggle for the Seas" in terms of boundary delimitations and the terms for international cooperation and dispute settlement conferred by the Law of the Sea. The Gulf of Maine case and others could be used as good examples.

In effect, the ramifications and implications of the Law of the Sea would be woven inextricably into each episode. For ICOD, this would be what the "Blue Revolution" means.

2. Mare Nostrum have indicated that the rationale for the Blue Revolution is that it is an attitudinal and a technological revolution. We agree. However, as is evident from this briefing document, that rationale has not been carried through at all in Mare Nostrum's concept treatments and it is not possible to seriously influence these concept treatments. Therefore, ICOD cannot convey its message through support of the Blue Revolution and the educational materials.



Memorandum

EC87/D6

To: Gary Vernon

Our File: 3009.5

From: Evelyne Meltzer

Date: April 9, 1987

Re: Sea-Use Planning and Management Course

The following is the proposed budget for the Sea-Use course to be held November 4-13, 1987 at WMU.

<u>GUEST LECTURES</u>	<u>TRAVEL</u>	<u>FOOD/ETC.</u>	<u>ESSAYS</u>
Edgar Gold - Nice	\$ 1,240	600	2,000
Michael Gardner - Hfx	2,097	600	2,000
Stella M. Vallejo -N.Y.	2,051	600	-
Art Hanson - Indonesia	2,940	600	2,000
Ed Miles - Seattle	2,632	600	2,000
Shandra Alwani - Wales	693	600	2,000
Gerard Peet - Holland	747	600	2,000
Don C. Watt - London	693	600	-
	<u>\$13,093</u>	<u>\$4,800</u>	<u>\$12,000</u>
Sub Total			<u>\$29,893</u>
Simulation Exercises			<u>10,000</u>
Materials Preparation			<u>2,000</u>
Printing			<u>1,500</u>
Shipping			<u>800</u>
Editorial Group Meeting in London September 14-16			<u>5,000</u>
		TOTAL	<u>\$49,193</u>

Tuesday, November 10

Stella/Edgar

09:00 - 09:45 The Institutional/
Legal Framework for Ocean Management
09:45 - 10:00 Break
10:00 - 10:45 Continued
10:45 - 11:15 Break
11:15 - 12:30 Continued

12:30 - 13:30 Lunch

13:30 - 15:00 Planning Procedures
and Management Practices:
General Concepts

Art Hanson

15:00 - 16:30 Simulation Exercise:
Ocean Management Plan

Wednesday, November 11

09:00 - 09:45 Case Study: Indonesia
09:45 - 10:00 Break
10:00 - 11:00 Continued
11:00 - 11:30 Break
11:30 - 12:30 Case Study: North Sea

Art Hanson

Gerard Peet

12:30 - 13:30 Lunch

13:30 - 16:00 Simulation Exercise:
Ocean Plan in National Context

Thursday, November 12

09:00 - 16:00 Simulation Exercise

Friday, November 13

a.m. Group Presentations (5 groups)

12:30 - 13:30 Lunch

13:30 - 15:00 Discussion

15:00 Evaluation

16:00 Presentation of Certificates and Closing Ceremony



PROPOSED COURSE OUTLINE

SEA-USE PLANNING AND MANAGEMENT TRAINING MODULE
NOV. 6-13, 1987
WMU, MALMÖ, SWEDEN

Wednesday, November 4

A.D. Couper

09:00 - 09:45 Evolution of Sea-Use/Ocean Management Systems
09:45 - 10:00 Break
10:00 - 10:45 Continued
10:45 - 11:45 Break
11:15 - 12:30 Introduction to Principles of Multiple Sea-Use
Planning and Management

Thursday, November 5

S. Alwani

13:30 - 14:30 Resource Identification and Assessment
14:30 - 15:00 Break
15:00 - 16:00 Continued

Friday, November 6

09:00 - 09:45 Economic Valuation of Resources M. Gardner
09:45 - 10:00 Break
10:00 - 10:45 Continued
10:45 - 11:15 Break
11:15 - 12:30 Continued

12:30 - 13:30 Lunch

13:30 - 14:30 Social and Environmental Implications A. Hanson
14:30 - 15:00 Break
15:00 - 16:00 Continued

Monday, November 9

Ed Miles

09:00 - 09:45 Planning and Management Processes and Systems
09:45 - 10:00 Break
10:00 - 10:45 Continued
10:45 - 11:15 Break
11:15 - 12:30 Continued
13:30 - 13:50 Introduction of Simulation Exercise: Conflict
Resolution in EEZ Development
14:00 - 15:45 Groups
15:45 - 16:30 Discussion



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

April 24, 1987

Halifax, Nova Scotia

- 1) Call to Order -
Quorum, Agenda, etc.
- 2) International Directors EC87/D1
- 3) Project Proposals for Final Approval
 - a) Mauritius Programme EC87/D2
 - i) Coastal Sand and Coral Removal - Effects on Lagoon Environment and Marine Life
 - ii) Feasibility Study: National Marine Resource Management Policy
 - b) Maritime Boundary Delimitation EC87/D3
 - c) Séminaire sur l'organisation de la gestion des coopératives de pêche EC87/D4
- 4) Interim Briefing on Blue Revolution EC87/D5
- 5) Sea-Use Planning and Management Course EC87/D6
- 6) South West Indian Ocean EC87/D7
- 7) Pacific Islands Marine Resources Information System EC87/D8
- 8) Other Business

Elizabeth

DRAFT MINUTES
EXECUTIVE COMMITTEE MEETING

1003.6
Draft

APRIL 24, 1987

HALIFAX, NOVA SCOTIA

PRESENT: Elizabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Gastien Godin
Gary Vernon, President
Garry Comber, Secretary-Treasurer

ABSENT: Roy Cheeseman

(1) Call to Order

The Chairman noted that a quorum was present. It was agreed that the new agenda indicating eight items was acceptable. Under other business, it was agreed to add two items: a) A training project described in a letter from the Chairman to the President, and b) Information on a new Canadian Board Member. The revised agenda was accepted by the Committee.

(2) International Directors

EC87/D1

The résumés of the three candidates were discussed. Noting the excellent qualifications of all three candidates, the Executive Committee agreed to recommend the appointment of Madame Daniel de St. Jorre from the Seychelles. This recommendation will be

communicated to the Secretary of State for External Affairs.

(3a) Mauritius Program

EC87/D2

A discussion took place on the two projects submitted and a third project dealing with pollution control which had originally been proposed but had been withdrawn as it will be undertaken by another funding agency. The two ICOD projects plus the other one dealing with pollution control were seen to form a package which, with other activities presumably already undertaken, would permit the government of Mauritius to develop a marine resources management policy. The first project, Coastal Sand and Coral Removal - Effects on Lagoon Environment and Marine Life (#86-0100) was approved as submitted. The second project, Feasibility Study: National Marine Resource Management Policy (#86-0101), was approved noting that the composition of the proposed consulting team should be reassessed.

(3b) Maritime Boundary Delimitation Course

EC87/D3

The above project (#87-0102) is a follow-on to a course given in February of this year. The new project was approved subject to a satisfactory report from an independent assessment of the February course. The approval is also conditional upon a more cost effective arrangement being negotiated with Erindale College to provide for either a greater number of participants within the proposed project budget (\$48,480) or with a reduced project

budget and the same number of participants (six). The Executive Committee noted some of the preliminary budgetary estimates which they felt were too high.

(3c) Séminaire sur l'organisation de la gestion des coopératives
de pêche EC87/D4

When this project was discussed, Gastien Godin indicated the background to the project and his support of it. He then indicated that he would not participate in further discussion on the project in view of his personal interest in it.

The project was approved as submitted. The President indicated that the final number of ICOD funded participants (and therefore the total project cost to ICOD) would be based on ICOD interest in keeping with the principle established with the IOI training course discussed previously at the Board. ICOD interest would be determined in part by the country of origin of the participants.

(4) Interim Briefing on the Blue Revolution Television
Series. EC87/D5

The President indicated that the briefing note had been submitted to the Executive Committee in view of the interest expressed by the Board in being kept informed of developments on this potential project (#86-0073). No recommendation was being made

to the Executive Committee as it was felt that the matter would have to be dealt with by the Board itself in June. Members noted that the implication of the memo was that ICOD should not become involved in the project. However, since no recommendation had been made, no decision was required of the Executive Committee.

(5) Sea-Use Planning and Management Course (WMU) EC87/D6
(#86-0027)

The President indicated that although he had been authorized by the Board to proceed under Presidential authority, he was submitting this memo to the Executive Committee in view of the discussion that took place at the Board Meeting in January. Members of the Executive Committee felt that the costs were still too high and that the number of lecturers should be reduced given the duration of the course. The Committee also indicated concern over the lack of lecturers from developing countries and requested that ICOD make every effort to include third world lecturers in all courses being offered. The President noted the comments of the Executive Committee and indicated that he would determine whether or not additional changes could be made to the course design at this time. He also noted that he would continue to review cost effectiveness and attempt to apply equitable standards to all courses and scholarships supported by ICOD.

(6) Study for Regional Surveillance System for South West Indian Ocean Maritime Resources EC87/D7

The above project (#86-0032) had already been approved in principle by the Board and it was given final approval as submitted. It was noted that the estimate for professional fees may be low.

(7) Preparatory Study for the Establishment of the Pacific Islands Marine Resources Information System EC87/D8

The above project (#86-0065) was the result of ICOD involvement in a recent South Pacific conference dealing with information systems. This study would lead to a larger proposal being submitted to ICOD (or perhaps other donors) regarding the needs of the South Pacific Islands and a proposed project to meet the information needs identified. The project was approved as submitted although members indicated concern over the nature of the activities to be funded by ICOD, the basic reason for ICOD involvement is such activities, and the question of who would actually undertake the work.

(8) Other Business

a) Training Related to Ocean Mining

A letter from the Chairman to the President was circulated suggesting that ICOD hold a three day seminar in Halifax dealing with the proposed training development activities of

^{the Preparatory Commission}
the special ~~commission~~ on Ocean Bed Mining. The President indicated that he could not support the proposal as ^{as he understood} ~~put~~ ^{forward} since the ^{Preparatory} Preparation Committee was a U.N. operation and the Board had agreed that ICOD should not directly fund U.N. activities. He also noted that the Canadian government itself was involved as a direct party in the ^{Prep. Com.} Preparation Committee and that hence any ^{move} ~~more~~ to convene a meeting in Canada should be undertaken by the Canadian delegation rather than a Crown Corporation.

The procedural question of submitting proposals (as agreed at the last Board Meeting) was reopened. In this case the Executive Committee directed the President to submit a proposal to the Board and canvas Board Members as to the acceptability of financing the above reference seminar to allow for a decision by May 4.

One of the members indicated that four questions came to mind resulting from this issue:

1. How can we accommodate sudden ideas?
2. How can we accommodate non project ideas?
3. How can we accommodate ideas from Board Members?
4. How can we accommodate Government policy, opinions, and views?

The President indicated that he would prepare an objective

document to forward to Board Members, but that his own concerns would be clearly indicated in the document. It was also agreed that the views of the Canadian Delegation to the Preparation Committee should be solicited as the implications of any ICOD action were likely to be broader than the mere question of hosting a seminar.

Note: Subsequent to the Executive Committee Meeting, the Chairman indicated that rather than an immediate telephone poll, the matter should be put at the June Board Meeting.

b. New Canadian Board Member

The curriculum vitae of Dr. Mary Joe Duncan was circulated. She has been selected by the Secretary of State for External Affairs to replace Gerald Ewing. An Order in Council will be prepared shortly.

c. Business Cards

It was suggested that business cards be made available for Members of the Board who felt they would be useful and that a new photograph of the Board should be taken in June when International Board Members are present.



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

Elisabeth

I thought I should
still try to catch you
before you left today so
you could review the wording
on the web-ed.

Cheers.

Garry C.

DRAFT MINUTES
EXECUTIVE COMMITTEE MEETING
APRIL 24, 1987
HALIFAX, NOVA SCOTIA

1003.6
Draft
May 15,
1987

PRESENT: Elizabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Gastien Godin
Gary Vernon, President
Garry Comber, Secretary-Treasurer

ABSENT: Roy Cheeseman

(1) Call to Order

The Chairman noted that a quorum was present. It was agreed that the new agenda indicating eight items was acceptable. Under other business, it was agreed to add two items: a) A training project described in a letter from the Chairman to the President, and b) Information on a new Canadian Board Member. The revised agenda was accepted by the Committee.

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de pêche EC87/D4

When this project was discussed, Gastien Godin indicated the background to the project and his support of it. He then indicated that he would not participate in further discussion on the project in view of his personal interest in it.

The project was approved as submitted. The President indicated that the final number of ICOD funded participants (and therefore the total project cost to ICOD) would be based on ICOD interest in keeping with the principle established with the IOI training course discussed previously at the Board. ICOD interest would be determined in part by the country of origin of the participants.

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(8) Other Business

a) Training Proposal

A letter from the Chairman to the President was circulated suggesting that ICOD hold "a three day seminar in Halifax at the Centre on a training programme at the intergovernmental

level in the context of the Convention". The President indicated that he did not support the idea:

- a) The Preparatory Commission was part of the U.N. to which Canada already contributes directly;
- b) ICOD did not normally fund U.N. activities and this would establish a precedent;
- c) While the specific proposal might seem simple and straightforward, there were broader national and international concerns involved.

The Chairman did not agree with the President's perception of the project or his objections to it.

The question arose as to how the current matter related to previous Board discussions concerning the submission of proposals by Board Members. In this case the Executive Committee directed the President to submit a proposal to the Board and canvas Board Members as to the acceptability of financing the above reference seminar to allow for a decision by May 4.

One of the members indicated that four questions came to mind resulting from this issue:

1. How can we accommodate sudden ideas?
2. How can we accommodate non-project ideas?
3. How can we accommodate ideas from Board Members?
4. How can we accommodate Government policy, opinions, and views?

The President indicated that he would prepare an objective document to forward to Board Members, but that his own concerns would be clearly indicated in the document. It was also agreed that the views of the Canadian Delegation to the Preparatory Commission should be solicited as this question had much larger implications than merely hosting a seminar.

b. New Canadian Board Member

The curriculum vitae of Dr. Mary Joe Duncan was circulated. She has been selected by the Secretary of State for External Affairs to replace Gerald Ewing. An order in Council will be prepared shortly.

c. Business Cards

It was suggested that business cards be made available for Members of the Board who felt they would be useful and that a new photograph of the Board should be taken in June when International Board Members are present.

She noted that

(a) the first point was irrelevant to the question;

(b) the proposal would in no way be imply a "funding of U.N. activities" but was to be implemented as an ICOD activity in a field in which we were trying to build special expertise and renoun;

(c) the third point was a reason in favour rather than against the holding of the seminar.

John Vandermeulen and Gastien Godin agreed with the points made by the Chairman.

Note: After consultations in New York, the Chairman suggested that the proposal should be postponed to next autumn, which would give the Board the opportunity fully to discuss the question and all the above mentioned implications.



DRAFT

May 25, 1987

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Audit Committee Meeting

May 29, 1987

Halifax, Nova Scotia

- | | | |
|----|--|-------------|
| 1) | Call to Order, Quorum, Introduction of Officials from Auditor General's Office | 10:30-10:45 |
| 2) | Review of Audited Financial Statement for Fiscal Year 1986/87 (Draft Attached)
a. Comments and Observations of the Auditor General's Office
b. Comments and Questions of Audit Committee Members | 10:45-11:30 |
| 3) | New Banking Resolution, Halifax Account (Memo Attached) | 11:30-11:40 |
| 4) | Conflict of Interest and Post Employment Code for ICOD (Memo Attached) | 11:40-12:00 |
| 5) | Financial Planning within ICOD (see Board document BD87 D22 plus Annex) | 12:00-12:20 |
| 6) | Other Business | 12:20- |

DRAFT
*for
discussion*

Auditor's report
and financial statements
INTERNATIONAL CENTRE FOR OCEAN
DEVELOPMENT
March 31, 1987

DRAFT
for discussion

AUDITOR'S REPORT

The Right Honourable Charles Joseph Clark, P.C., M.P.
Secretary of State for External Affairs

I have examined the balance sheet of the International Centre for Ocean Development as at March 31, 1987 and the statements of operations, equity, contributed surplus and changes in financial position for the year then ended. My examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as I considered necessary in the circumstances.

In my opinion, these financial statements present fairly the financial position of the Centre as at March 31, 1987 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles applied on a basis consistent with ~~the~~ preceding period.

Further, in my opinion, ^{*that of the*} the transactions of the Centre that have come to my notice during my examination of the financial statements have, in all significant respects, been in accordance with Part XII of the Financial Administration Act and regulations, the International Centre for Ocean Development Act and regulations and the by-laws of the Centre.

Raymond Dubois, C.A.
Deputy Auditor General
for the Auditor General of Canada

Ottawa, Canada
May 7, 1988
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INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

DRAFT
for discussion

Balance Sheet
as at March 31, 1987

ASSETS

	<u>1987</u>	<u>1986</u>
Current		
Cash	\$ 70,119	\$ 74,669
Accounts receivable	<u>74,014</u>	<u>5,070</u>
	<u>\$ 144,133</u>	<u>\$ 79,739</u>

LIABILITIES

Current		
Accounts payable and accrued liabilities	\$ 100,190	\$ 45,408

EQUITY

Contributed surplus (Note 3)	54,227	52,790
Deficit	<u>(10,284)</u>	<u>(18,459)</u>
	<u>43,943</u>	<u>34,331</u>
	<u>\$ 144,133</u>	<u>\$ 79,739</u>

Approved by the Board:

Director

Director

DRAFT

*for discussion*INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Statement of Operations
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

	<u>1987</u>	<u>1986</u>
Program Activities		
Technical Assistance Program		
Technical Assistance Projects (Schedule A)	\$ 947,885	\$ 77,000
Program Development and Related Expenses	87,894	4,506
Program Administration costs (Schedule E)	<u>223,678</u>	<u>66,877</u>
	<u>1,259,457</u>	<u>148,383</u>
Information Program		
Information Projects (Schedule B)	246,611	27,508
Information Services Expenses	72,404	2,750
Program Administration Costs (Schedule E)	<u>127,768</u>	<u>1,588</u>
	<u>446,783</u>	<u>31,846</u>
Training Program		
Course Development Projects (Schedule C)	548,091	5,241
Scholarship Projects (Schedule D)	514,583	276,769
Program Development and Related Expenses	18,564	6,764
Program Administration Costs (Schedule E)	<u>181,611</u>	<u>89,821</u>
	<u>1,262,849</u>	<u>378,595</u>
Total Program Activity Expenditures	<u>2,969,089</u>	<u>558,834</u>
Administrative Expenditures (Schedule F)	<u>1,079,037</u>	<u>660,069</u>
Deduct Revenues:		
Recoveries from Project co-sponsor	34,117	-
Interest Income	<u>22,184</u>	<u>75,434</u>
	<u>56,301</u>	<u>75,434</u>
Cost of Operations for period	<u>\$ 3,991,825</u>	<u>1,143,459</u>

DRAFT

*for discussion*INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Statement of Equity
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

	<u>1987</u>	<u>1986</u>
Deficit at beginning of the year	\$ 18,459	\$ -
Parliamentary appropriations	<u>4,000,000</u>	<u>1,125,000</u>
	3,981,641	1,125,000
Deduct:		
Cost of operations for the year	<u>3,991,825</u>	<u>1,143,459</u>
Deficit, at end of the year	<u>\$ 10,284</u>	<u>\$ 18,459</u>

Statement of Contributed Surplus
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

	<u>1987</u>	<u>1986</u>
Contributed Surplus, at beginning of the year	\$ 52,790	-
Cash Balance contributed by predecessor non-government organization - International Centre for Ocean Development (Note 3)	<u>1,437</u>	<u>52,790</u>
Contributed Surplus, at end of the year	<u>\$ 54,227</u>	<u>\$ 52,790</u>

DRAFT
for discussion

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Statement of Changes in Financial Position
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

	<u>1987</u>	<u>1986</u>
Financing activities		
Parliamentary appropriations	\$ 4,000,000	\$ 3,300,000
Refund of parliamentary appropriations	<u>-</u>	<u>(2,175,000)</u>
	<u>4,000,000</u>	<u>1,125,000</u>
Cash Balance contributed by predecessor, non-government organization, International Centre for Ocean Development	<u>1,437</u>	<u>-</u>
	<u>4,001,437</u>	<u>1,125,000</u>
Operating activities		
Cash used for operations		
Cost of operations for the period	(3,991,825)	(1,143,459)
Adjustment for non-cash items		
Net fixed asset contributions	<u>-</u>	<u>52,790</u>
	(3,991,825)	(1,090,669)
Increase in working capital items other than cash	<u>(14,162)</u>	<u>40,338</u>
	<u>(4,005,987)</u>	<u>(1,050,331)</u>
Cash, at beginning of the year	(4,550)	74,669
	<u>74,669</u>	<u>-</u>
Cash, at end of the year	<u>\$ 70,119</u>	<u>\$ 74,669</u>

DRAFT

for discussion

International Centre for Ocean Development

Technical Assistance Division Projects
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

Schedule A

	<u>1987</u>	<u>1986</u>
850011 FFA Surveillance	\$ 234,597	\$ 30,000
850010 OECS Fisheries Desk	182,642	47,000
850035 Fisherman's Training-Pictou	63,858	
860041 CCOP/SOPAC-Regional Marine Geology	60,996	
860034 Fisherman's Assistance-Dominican	60,219	
850013 Fisheries Research Needs & Assessment	55,065	
860086 Research Institute Evaluation	44,000	
860072 Economic Analysis of Costa Rica	26,324	
860056 Master Fisherman's Programme	26,041	
PROJECTS UNDER \$25,000	<u>194,143</u>	<u> </u>
TOTAL TECHNICAL ASSISTANCE PROJECT EXPENDITURES	<u>\$ 947,885</u>	<u>\$ 77,000</u>

Information Division Projects
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

Schedule B

	<u>1987</u>	<u>1986</u>
860023 World Fisheries Map	\$ 69,804	\$
860037 Marine Information Sri Lanka	50,000	
860077 Regional Compendium - Indian Ocean	34,970	
850021 Ocean Training Directory	28,900	8,500
PROJECTS UNDER \$25,000	<u>62,937</u>	<u>19,009</u>
TOTAL INFORMATION PROJECTS EXPENDITURES	<u>\$ 246,611</u>	<u>\$ 27,508</u>

DRAFT
for
discussion

International Centre for Ocean Development
Training Division Course Development Projects
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

Schedule C

		<u>1987</u>	<u>1986</u>
850014	Marine Affairs Diploma Course	\$ 175,037	\$
860070	Marine Affairs Diploma Materials	85,325	
850059	SEAPOL Ocean Boundary Making	86,200	
850022	Stand Alone Materials	56,514	
860078	Maritime Boundary Delimitation Cour	32,000	
860028	Non-Fuel Minerals Course - Halifax	30,872	
850015	WMU Marine Affairs Course (5/86 & 8	26,180	
	PROJECTS UNDER \$25,000	<u>59,963</u>	<u>5,241</u>
TOTAL COURSE DEVELOPMENT EXPENDITURES		<u>\$ 548,091</u>	<u>\$ 5,241</u>

Training Division Scholarship Projects
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

Schedule D

		<u>1987</u>	<u>1986</u>
850017	ICOD Scholarship Programme (85-86)	\$ 238,850	\$ 240,000
860062	Tropical Fisheries Diploma	58,965	
860081	IOI Scholarships (Indian Ocean)	49,933	
860025	Regional University Scholarships	43,605	
860018	IOI Scholarships (Halifax Course)	37,174	
850019	WMU Scholarships	34,117	36,769
860097	CIDA/WMU Africa Scholarships	34,117	
	PROJECTS UNDER \$25,000	<u>17,822</u>	
TOTAL SCHOLARSHIP PROJECT EXPENDITURES		<u>\$ 514,583</u>	<u>\$ 276,769</u>

DRAFT
for
discussion

International Centre for Ocean Development

Program Administration Costs
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

Schedule E

<u>PROGRAMMES</u>	<u>SALARIES</u>	<u>TRAVEL</u>	<u>TOTAL 1987</u>	<u>TOTAL 1986</u>
TECHNICAL ASSISTANCE	\$ 130,057	\$ 93,621	\$ 223,678	\$ 66,877
INFORMATION	93,473	34,295	127,768	1,588
TRAINING	148,444	33,167	181,611	89,821
TOTAL PROGRAM ADMIN.	<u>\$ 371,974</u>	<u>\$ 161,083</u>	<u>\$ 533,057</u>	<u>\$ 158,286</u>

Training Division Scholarship Projects
for the year ended March 31, 1987
with comparative figures for
the period February 27, 1985 to March 31, 1986)

Schedule F

	<u>1987</u>	<u>1986</u>
Employee and Contract Staff Salary and Benefits	\$ 468,404	\$ 171,312
Accommodation Costs	142,136	72,506
Office Supplies and Services	107,259	43,992
Office Equipment and Leasehold Improvements	95,898	118,798
Major recruitment and Relocation Costs	75,465	
Travel and Entertainment	72,408	59,883
Communications	48,575	30,314
Directors Honoraria, Travel and Meetings	40,665	53,109
Professional Services	28,227	110,155
	<u>\$ 1,079,037</u>	<u>\$ 660,069</u>

DRAFT
for
discussion

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Notes to Financial Statements
March 31, 1987

1. Authority and objectives

The International Centre for Ocean Development was established by the International Centre for Ocean Development Act in 1985 as a Crown corporation without share capital, named in Schedule C, Part I to the Financial Administration Act. The Centre is dependant on the Government of Canada for operating appropriations.

The objectives of the Centre are to initiate, encourage and support cooperation between Canada and developing countries in the field of ocean resource development 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 capacity 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 programs, technical assistance and advisory services relating to ocean resource development; and
- (f) supporting research relating to ocean resource development.

2. Significant accounting policies

The financial statements reflect the following policies:

(a) Capital expenditures

Purchases of equipment, office furniture, and costs of leasehold improvements are expensed in the year of acquisition.

(b) Parliamentary appropriations

Parliamentary appropriations are recorded in the Statement of Equity for the year to which they apply.

DRAFT
for discussion

(c) Project expenditures

The Centre enters into agreements with third parties to undertake projects. Project expenditures are charged to operations when disbursed and as they become due under the terms of the contractual agreement.

(d) Pension plan

Employees of the Centre are covered by the Public Service Superannuation Plan administered by the Government of Canada. Contributions to the Plan are required equally from the employees and the Centre. These contributions represent the total liability of the Centre and are recognized in the accounts on a current basis.

3. Contributed surplus

Contributed surplus represents the net book value of assets contributed to the Centre by the predecessor, non-government organization, International Centre for Ocean Development. In accordance with the Centre's accounting policy, net fixed assets amounting to \$52,790 have been charged to expense.

4. Income taxes

The Centre is exempt from income taxes.

5. Operating leases

The Centre has entered into various operating lease arrangements for office premises and equipment. The future minimum lease payments are as follows:

Year ending March 31

1987	\$ -	\$ 142,300
1988	190,000	143,500
1989	193,300	159,500
1990	193,800	170,000
1991	188,900	-
1992	188,900	-
	<u>\$ 954,900</u>	<u>\$ 615,300</u>

6. Contractual commitments - Project expenditures

The Centre is committed to project expenditures totalling \$6,099,100 during the next five years subject to compliance by recipients with the terms of their agreements.

~~(2006000)~~
(\$ 1,926,500 - 1986)

CONFIDENTIAL
DRAFT
July 28, 1987
1004.9

BOARD OF DIRECTORS MEETING
ANNUAL MEETING
HALIFAX, N. S.
JUNE 17-18, 1987

DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Roy Cheeseman
Gastien Godin
Douglas Lindores
Robert Maguire
Philip Muller
Ellen McLean (absent June 17)
Gary Vernon, President
Garry Comber, Secretary-Treasurer
Anne Irvin, Recording Secretary

ABSENT: Sharon Proctor
Moise Mensah
Vaughan Lewis

1) CALL TO ORDER AND WELCOME TO NEW BOARD MEMBERS

It was the consensus of the Board that the agenda be adopted as presented.

The Chairman welcomed Philip Muller as a new member of the Board. Mr. Muller is Director of the Forum Fisheries Agency, Honiara, Solomon Islands.

Messrs. Moise Mensah and Vaughan Lewis were unable to attend this meeting due to previous commitments. Madame Danielle de St. Jorre from the Seychelles was named to the Board in early June which did not allow sufficient notice to be given to her. A replacement for Gerald Ewing has not yet been named.

2) REMARKS BY NEW MEMBERS

Mr. Muller stated he was pleased to be in Halifax to attend this meeting and welcomed the opportunity to become part of an up-and-coming international organization.

3) OVERVIEW/SUMMARY OF BUSINESS TO BE DISCUSSED

(a) General Policy Perspective

The President drew the Board's attention to the press clippings.
B087/D18

He mentioned that ICOD has now received several proposals from the Indian Ocean and the next step would be to concentrate programme development activities in West Africa. An amount of \$100,000 for this fiscal year has been set aside for this purpose.

There was a lengthy discussion on the question of additional sources of funding. Although ICOD is fully committed for current year funding, there remains a great demand for our type of assistance. It was the consensus of the Board that the President prepare a policy paper for the next meeting which would indicate how ICOD will incorporate additional sources of funding into its overall funding policy. The paper should use as its starting point the paragraph in the current Corporate Plan which indicates that this is one of ICOD's strategies.

(d) Costs of Training Courses - Contracting Out

The President gave a brief overview on this subject and stated it would be discussed further under item 4(h).

(e) Staffing

The Director of Technical Assistance, Howard Hume, started in April. The Director of Training, Jean Claude Br ethes, will be joining ICOD full-time in September and has already become involved in briefing sessions and a planning mission to West Africa. Three other permanent positions have been filled since

the last Board meeting: Finance Officer; Programme Officer (Information Division); and Administration Officer (Information Division). Including the Director of Training, there are now 24 full-time staff at ICOD. This is supplemented by 6 persons on a term, contractual or temporary services basis.

It was suggested that a staffing chart be provided to the Board to show which positions are filled and the incumbents.

It was also suggested that the President look into the possibility of creating a rotational position in ICOD for a person from one of our geographic areas of concentration. This person would work at ICOD for one or two years in one of the program divisions. This suggestion has already been under consideration for some time within ICOD and it is hoped that it can be implemented in the future.

(f) Consultant Selection

The President gave a brief description of the memo on Consultant Selection Procedures (BD87/D25) which would be discussed under item 4(c).

(g) Presidential Authorities

Discussed under item 4(a) BD87/D20.

3 Internal and Administration Matters

(a) Minutes of October 15, 1986 Board Meeting BD87/D01

The Secretary-Treasurer reviewed the changes to these Minutes. It was the consensus of the Board that the changes had been noted and were satisfactory.

(b) Minutes of January 9, 1987 Board Meeting BD87/D15

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

BD87/2/R1 THAT THE MINUTES OF THE JANUARY 9, 1987 MEETING
(BD87/D15) BE ADOPTED AS PRESENTED.

Motion carried unanimously.

4 BUSINESS ARISING FROM THE MINUTES OF JANUARY 9, 1987

(a) Presidential Authority for Project Approvals BDB7/D20

The President gave a brief overview of the paper "Presidential Authority" as requested at the last Board meeting.

The Board was pleased with the report, the listing of categories in which the projects have fallen to date and the list of projects approved under Presidential authority. It was noted that pages 3 and 4 of the document provided a list of activities which was representative, not comprehensive.

It was requested that a list of projects approved under Presidential authority be prepared for each Board meeting. It was noted that the total value of projects approved to date could be broken down as \$13,350,000 (96.2%) approved by the Board, \$500,000 (3.8%) approved under Presidential authority.

It was the consensus of the Board that the report be accepted as presented in document BDB7/D20.

(b) Presidential Approval Authority for Cost BDB7/D19
Overruns and Changes in Scope

comments on the value of splitting the ICOD Contract List into two separate lists, i.e., individual consultants and firms/universities. It was indicated that ICOD will provide the Board with a list of contracts at each meeting. It was suggested that the list also be split by fiscal year.

It was moved by Roy Cheeseman, seconded by Douglas Lindores,

BD87/2/R3 THAT THE PRESIDENT PROCEED WITH THE CONSULTANT
SELECTION PROCEDURES AS OUTLINED IN BOARD DOCUMENT
BD87/D25.

Motion carried unanimously.

(d) Staff Appraisals

The President mentioned that the appraisal procedures were not yet completed. Appraisals are being finalized for only five employees who are eligible for performance pay. A full written report will be forthcoming once the appraisals have been completed.

(e) ICOD Halifax Offices - New Lease

The Secretary-Treasurer summarized the action taken, in accordance with the Board's suggestions in January 1987. A new five-year lease has been signed for the total space (both 4th and 9th floors) for the same basic unit cost as the previous lease. Board members were invited to visit the 4th floor premises.

(f) Blue Revolution Series

BD87/D17

It was the consensus of the Board that ICOD not proceed with project #86-0073 -- The Blue Revolution -- as recommended in document BD87/D17.

(g) Possible Yearly ICOD Seminar

No document
distributed

The Chairman presented her ideas for the seminar to be held at the same time as the Annual Meeting in 1988:

- the topic could be, "The Contribution of the Marine Sector to Development"

- a major paper could be commissioned on the above
- the Board members from our four geographic areas (or others) would prepare a response to the above paper
- at the seminar, the author would present his paper and Board members/staff/invited guests would take part in a round table discussion, after which comments from the floor would be taken.

There was general acceptance of the idea for this seminar as it would be a beneficial intellectual activity for ICOD. Several suggestions were given:

- the seminar should be presented across Canada at a different centre each year to provide exposure to, and allow input from, the community;
- it could be set up as a project of the Information Division;
- the budget would be approved under Presidential authority;
- simultaneous translation should be looked into;
- papers should be in laymen's terms, not highly academic/scientific;

- an in-camera session with Board/staff should take place in addition to the public seminar;
- the invitation list should be fairly extensive (approximately 100 persons) and include persons from across Canada;
- the CBC could be contacted to see if they would be interested in recording/televising a seminar of this kind;
- the concept may develop into a yearly ICOD lecture series.

It was the consensus of the Board that this idea should be developed. The Chairman and President will prepare a paper defining the scope and target group, along with budget details, which will then be distributed to Board members for comment. After receipt of the comments of the Board, the President will proceed and keep the Board informed as details are developed and actioned.

This report was welcomed by the Board, particularly Appendix 1. While the figures in this appendix could not be compared as the courses differ greatly, it was thought this type of chart could be used as a yardstick for the future. It was suggested that ICOD offered too many short courses for too few participants at relatively high costs. ICOD should try to have more courses in the regions and should continue to try to cut costs. The Board was advised that ICOD has embarked on a detailed review of comparative course costs with many international organizations. ICOD was also calculating its administrative costs related to these courses.

5 MATTERS ARISING FROM THE EXECUTIVE
COMMITTEE MEETING OF APRIL 24, 1987

BD87/D16

The Minutes were presented and discussion took place on the following items:

- (a) Working Seminar Training (Preparatory
Commission for International Sea-Bed
Authority, #87-0108)

BD87/D26

The Chairman introduced this topic and gave background details on the discussions which had taken place at the Executive Committee meeting. The President also presented his views as outlined in BD87/D26.

The Chairman felt this was an opportunity for ICOD to look into the field of sea-bed mining as a new initiative. The President indicated that to date, ICOD has not received any requests for assistance in this field and referred to the additional points contained in his letter to the Board on the subject.

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

BD87/2/R4 THAT THE PROJECT #87-0108 -- PREPARATORY
 COMMISSION FOR INTERNATIONAL SEA-BED AUTHORITY --
 NOT BE PROCEEDED WITH, AT THIS TIME.

Motion carried.

For	5
Against	1
Abstention	2

The minutes and the audited financial statement to March 31, 1987 were presented by the Chairman of the Audit Committee.

Several points were mentioned:

- the auditors recommended an internal audit function be established;
- the special examination scheduled to be undertaken at ICOD by 1987 may be deferred by one or two years;
- evaluation policies and procedures should be established and in place by the time the next Corporate Plan is presented to the Board/Treasury Board.

It was requested that the President prepare a paper on the policies and procedures for evaluation for the next Board meeting.

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

BD87/2/R5 THAT THE AUDITED FINANCIAL STATEMENT TO
MARCH 31, 1987 BE APPROVED.

Motion carried unanimously.

(b) Banking Resolution

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

BD87/2/R6 THAT ANY ONE OF THE CHAIRMAN, THE PRESIDENT OR THE
SECRETARY-TREASURER, TOGETHER WITH ANY ONE OF THE
FINANCE OFFICER OR THE ADMINISTRATION OFFICER, BE
AUTHORIZED TO SIGN CHEQUES ON BEHALF OF ICOD AND
THAT THIS BE INSTITUTED AT THE EARLIEST MOMENT.

Motion carried unanimously.

(c) Conflict of Interest

Board members were advised of the origins of the document attached to the Audit Committee report. Two options for complying to the Conflict of Interest Code were discussed. The preferred option was for each Director to sign a prepared

statement regarding the Conflict of Interest and Post-Employment Code for Public Office Holders.

After further discussion, it was the consensus of the Board that this item be deferred to the next meeting so that some of the principles could be clarified.

Gastien Godin requested a copy of the conflict of Interest and Post-Employment Code in French.

7. REPORT OF THE SECRETARY-TREASURER

(a) Current Financial Statement

BD87/D36

It was noted that at the end of May 1986, 5.5 per cent of the fiscal year budget had been spent; at the end of May 1987, 6.5 per cent had been spent. This percentage should be higher at this point in the fiscal year and expenditures will be monitored closely to ensure that ICOD will meet its disbursement target.

(b) Financial Planning within ICOD

BDB7/D22

A brief overview of the document BDB7/D22 was given by the Secretary-Treasurer. Following a short discussion, it was moved by Ellen McLean, seconded by Robert Maguire,

BDB7/2/R7 THAT THE BOARD SUPPORT THE PROPOSED APPROACH OF OVER-PLANNING BY 10% AT THE BEGINNING OF THE FISCAL YEAR ON THE UNDERSTANDING THAT ICOD'S SENIOR MANAGEMENT WILL MANAGE EXPENDITURES SO THAT THE CENTRE WILL MEET, BUT NOT EXCEED, ITS BUDGETARY ALLOCATION.

Motion carried unanimously.

The Board reviewed the ICOD Five Year Financial Projection chart. It was requested that the Corporate Plan figures be added for comparison purposes.

There was some discussion on how much co-funding was involved in ICOD projects. For the next meeting, the President was requested to prepare a summary giving: (1) the outside sources and dollar value of funds ICOD administers; and, (2) the total dollar value

of the projects that ICOD is involved with including recipient and other donor funds. This is to indicate the leverage factor of ICOD funding.

8. COMMENTS ON STATUS OF ACTIVE PROJECTS

BD87/D21

The President gave a brief overview of document BD87/D21. He also described the problems he has encountered in obtaining Fisheries and Oceans approval for DFO staff members to travel to West Africa to assist ICOD with the CECAF training program. The President was hopeful that a solution could be worked out and will keep the Board informed. The Board made a number of comments based on the information provided.

The President also referred to a statistical report on Scholarships available for interested Board members.

PRESENTATION ON THE SOUTH PACIFIC REGION

It had been requested by the Vice Chairman that a general overview of what ICOD is doing in each region be presented to the

Board during the next few meetings. The presentation could include information on what projects are ongoing, projects completed, projects in the pipeline, how much funding has gone into the area. A small map outlining the area should also be included.

A presentation on the South Pacific region was given by Phillip Saunders. The Board was very impressed with the presentation and they felt it provided them with a good idea of the total ICOD picture in that region.

9. PROJECT PROPOSALS

(a) Overview of Project Proposals

The meeting moved directly into discussion of the individual projects. The Board indicated that presentations should be minimal as everyone is expected to have read the documents beforehand. It was also agreed that Board members would refrain from delving in detail into management issues.

(b) Guidelines for a Fish Quality Control
and Inspection System

BD87/D31

There was some question as to the purpose of this project-- whether it was to produce a report or to provide training - and whether the budget was sufficient to cover both activities.

It was requested that the title be changed to reflect both purposes -- Assistance in the Establishment of a Fish Quality Control and Inspection System.

It was suggested that the Marine Institute in St. John's, Newfoundland, be looked into as a training establishment as they have food technology and cannery courses available there. It was noted that the current estimate for course fees seemed excessive.

It was moved by John Vandermeulen, seconded by Ellen McLean,

BD87/2/R8 THAT FINAL APPROVAL BE GIVEN TO PROJECT #87-0107
-- ASSISTANCE IN THE ESTABLISHMENT OF A FISH
QUALITY CONTROL AND INSPECTION SYSTEM -- TO A
MAXIMUM OF \$85,250 CANADIAN.

Motion carried unanimously.

(c) Caribbean Fishermen's Training, Phase II

BD87/D28

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

BD87/2/R9

THAT FINAL APPROVAL BE GIVEN TO PROJECT #86-0049
-- CARIBBEAN FISHERMEN'S TRAINING, PHASE II -- TO
A MAXIMUM OF \$90,000 CANADIAN AND SUBJECT TO
NEGOTIATION OF FINAL BUDGET AND ACCEPTABLE LOCAL
CONTRIBUTION.

Motion carried unanimously.

(d) Research Coordination Unit, Forum

BD87/D29

Fisheries Agency

It was moved by John Vandermeulen, seconded by Ellen McLean,

BD87/2/R10 THAT FINAL APPROVAL BE GIVEN TO PROJECT #87-0116
-- RESEARCH COORDINATION UNIT, FORUM FISHERIES
AGENCY -- TO A MAXIMUM OF \$490,000 CANADIAN AND
SUBJECT TO SATISFACTORY NEGOTIATION OF THE LOCAL
CONTRIBUTION.

Motion carried unanimously.

(e) Fisheries Extension Skills Course

BD87/D32

(Stage I)

There was a question about the exact subject matter of the course. It was suggested that the cost per trainee was too high. It was pointed out that: a) travel is very expensive in the South Pacific; and, b) the figures are budgetary estimates and the actual figures may be lower.

It was moved by Roy Cheeseman, seconded by Douglas Lindores,

BD87/2/R11 THAT FINAL APPROVAL BE GIVEN TO PROJECT #87-0111
-- SPC FISHERIES EXTENSION AND COMMUNICATION
SKILLS COURSE, PACIFIC REGION -- TO A MAXIMUM OF
\$88,500 CANADIAN.

Motion carried unanimously.

(f) Fisheries Enforcement Workshop

BD87/D33

As in 9(e), it was noted that the cost estimate per trainee seemed excessive.

It was moved by John Vandermeulen, seconded by Ellen McLean,

BD87/2/R12 THAT FINAL APPROVAL BE GIVEN TO PROJECT #87-0115
-- FFA FISHERIES ENFORCEMENT WORKSHOP, PACIFIC
REGION -- TO A MAXIMUM OF \$58,000 CANADIAN.

Motion carried unanimously.

(g) CCOP/SOPAC Fellowship Scheme

BD87/D34

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

BD87/2/R13 THAT FINAL APPROVAL BE GIVEN TO PROJECT #87-0112
-- CCOP/SOPAC FELLOWSHIP SCHEME, PACIFIC REGION--
TO A MAXIMUM OF \$58,000 CANADIAN.

Motion carried unanimously.

(h) Sea Moss Cultivation, Eastern Caribbean

BD87/D27

The Board reiterated their earlier concerns about the market for Sea moss. It was noted that this project may not result in significant long-standing benefits to the Caribbean, but it was important to complete the project to determine the economic viability of Sea moss cultivation.

It was moved by Ellen McLean, seconded by John Vandermeulen,

BD87/2/R14 THAT FINAL APPROVAL BE GIVEN FOR A MAXIMUM BUDGET
INCREASE OF \$40,000 CANADIAN TO PROJECT #86-0036
-- SEA MOSS CULTIVATION, EASTERN CARIBBEAN.

Motion carried.

For	6
Against	1
Abstention	1

10. COMPOSITION OF EXECUTIVE COMMITTEE

It was agreed unanimously that the membership of the Executive Committee for the coming year would be:

Elisabeth Mann Borgese

John Vandermeulen

Roy Cheeseman

Robert Maguire

Gary Vernon

11. COMPOSITION OF THE AUDIT COMMITTEE

The following were elected unanimously by the Board as members of the Audit Committee for the coming year:

Ellen McLean

Gastien Godin

Elisabeth Mann Borgese, ex officio member

Gary Vernon, ex officio member

Sharon Proctor was nominated as a member of the Audit Committee. The President will contact her to inquire whether she is willing to serve on this committee. It was the consensus of the Board that she become a member of the Audit Committee if she is willing to accept.

12. PERFORMANCE APPRAISAL OF FULL-TIME GOVERNOR- BD87/D24
IN-COUNCIL APPOINTEES TO PARENT CROWN
CORPORATIONS

It was the consensus of the Board that -

- the President define his objectives for ICOD for the fiscal year 1987/88;
- the Executive Committee review these objectives and establish guidelines for the appraisal using the objectives prepared by the President as a basis;
- the appraisal be prepared by the Executive Committee and brought to the Board for final approval before being forwarded to the Prime Minister by May 31, 1988.

Douglas Lindores will send copies of the CIDA and External Affairs senior executive appraisal forms to the Chairman.

13. FUTURE CORPORATE PLAN ISSUES

(a) Programme Shares

To be discussed in November 1987.

(b) Geographic Focus/Country Eligibility List

Robert Maguire requested that ICOD look into including Haiti on our eligibility list. It was suggested that training would be a good area in which to begin there.

(c) Sectors/Types of Projects

To be further discussed in November 1987.

(d) Programme Balance between ICOD Funding and "Contract Manager" Activities

If these activities are consistent with the general work plan of ICOD, the staff should be encouraged to proceed in this direction. A separate accounting should be maintained for this funding and a system for recovering overhead should be instituted.

14. REVIEW OF VIDEO FROM SOUTH PACIFIC

The video was not available for the meeting.

15. OTHER BUSINESS

(a) The next meeting of the Board will be held in Vancouver on November 26-27, 1987 where the Corporate Plan will be discussed. A research paper will be presented at this meeting which will review the existing situation concerning sea-bed mining. The paper will be prepared by an outside source and will be kept in layman's language.

(b) The next Annual Meeting of the Board has been tentatively set for May 26-27, 1988 in Halifax. The proposed yearly seminar will be held the day before this meeting.

(c) A discussion paper on the bilingual aspects of the organization will be prepared by the President for the May meeting. The following points could be included in this paper:

- on the program side, whether or not the program distribution adequately reflects the bilingual and bicultural nature of Canada;
- on the management side: mother tongue of staff, language of work of the Board, which documents should be prepared in both languages and which ones can be left in the language of the author.

(c) The Board asked that their condolences be expressed to Carol Stanish on the loss of her Mother.

The meeting adjourned at 4:10 p.m., June 18, 1987.



Memorandum

To: Members of the Board of Directors Our File: 1004.9/
1004.10

From: Garry A. Comber

Date: September 24, 1987

Re: Draft Minutes - Board of Directors Meeting
of June 17-19, 1987.

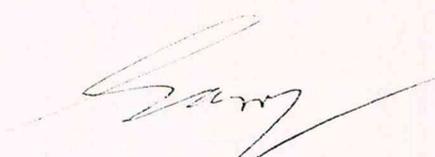
Please find attached the draft minutes of the last Board meeting. Although these minutes will be reviewed at the November meeting, if a Board member should notice any errors or omissions, we would be pleased to hear from you earlier. We are also enclosing an organization chart as requested by the Board in June and an up-to-date list of Board Members.

Paula Scott informs me that arrangements are well in hand for the Board Meeting, November 26 and 27, at the Empress Hotel in Victoria, British Columbia. For your information, it would appear that the following Board Members will not be able to attend in November:

Dr. John Vandermeulen, Dr. Ellen McLean, Dr. Vaughan Lewis,
and Dr. Moise Mensah.

Our target date for sending the Agenda and documents to Board Members is October 29, four weeks before the Board Meeting. Should any Board Members have any suggestions for the Agenda, please let us know within the next two or three weeks.

We look forward to seeing you in November in Victoria.



Garry A. Comber
Secretary-Treasurer

GAC/jp

Attachment



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

September 4, 1987

BOARD OF DIRECTORS
DIRECTORY

CANADIAN

Mrs. Elisabeth Mann Borgese (Chairman) Pearson Institute Dalhousie University 1321 Edward Street Halifax, Nova Scotia B3H 3J5	(902) 424-2034 (B) 868-2818 (H)
Dr. John H. Vandermeulen (Vice-Chairman) Bedford Institute of Oceanography P. O. Box 1006 Dartmouth, Nova Scotia B2Y 4A2	(902) 426-2479 (B) 426-3504 (B)
Frenchman's Road Enfield, Nova Scotia B0N 1N0	(902) 861-3219 (H)
Mr. Gary C. Vernon (Pres & Ch Exec Officer) International Centre for Ocean Development 5670 Spring Garden Road, 9th Floor Halifax, Nova Scotia B3J 1H6	(902) 426-1512 (B) 429-4608 (H)
Mr. Roy Cheeseman West Atlantic Products Donovan's Industrial Park Glencoe Drive St. John's, Newfoundland A1B 3T1	(709) 368-2168 (B)
Dr. Mary J. Duncan 3416 Point Grey Road Vancouver, British Columbia V6R 1A5	(604) 732-5897 ()



BOARD OF DIRECTORS

DIRECTORY

CANADIAN

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Rimouski, Québec 724-2527 (H)
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Nova Scotia
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Telex: 1-398-6248 OECAS LC

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Assistant President
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Telex: 1-43-614162 IFADRM I

Mr. D.A.P. Muller
Director
Forum Fisheries Agency
P. O. Box 629
Honiara, Solomon Islands

Tel: 677-21124

Telex: 1-778-66336 FORFISH

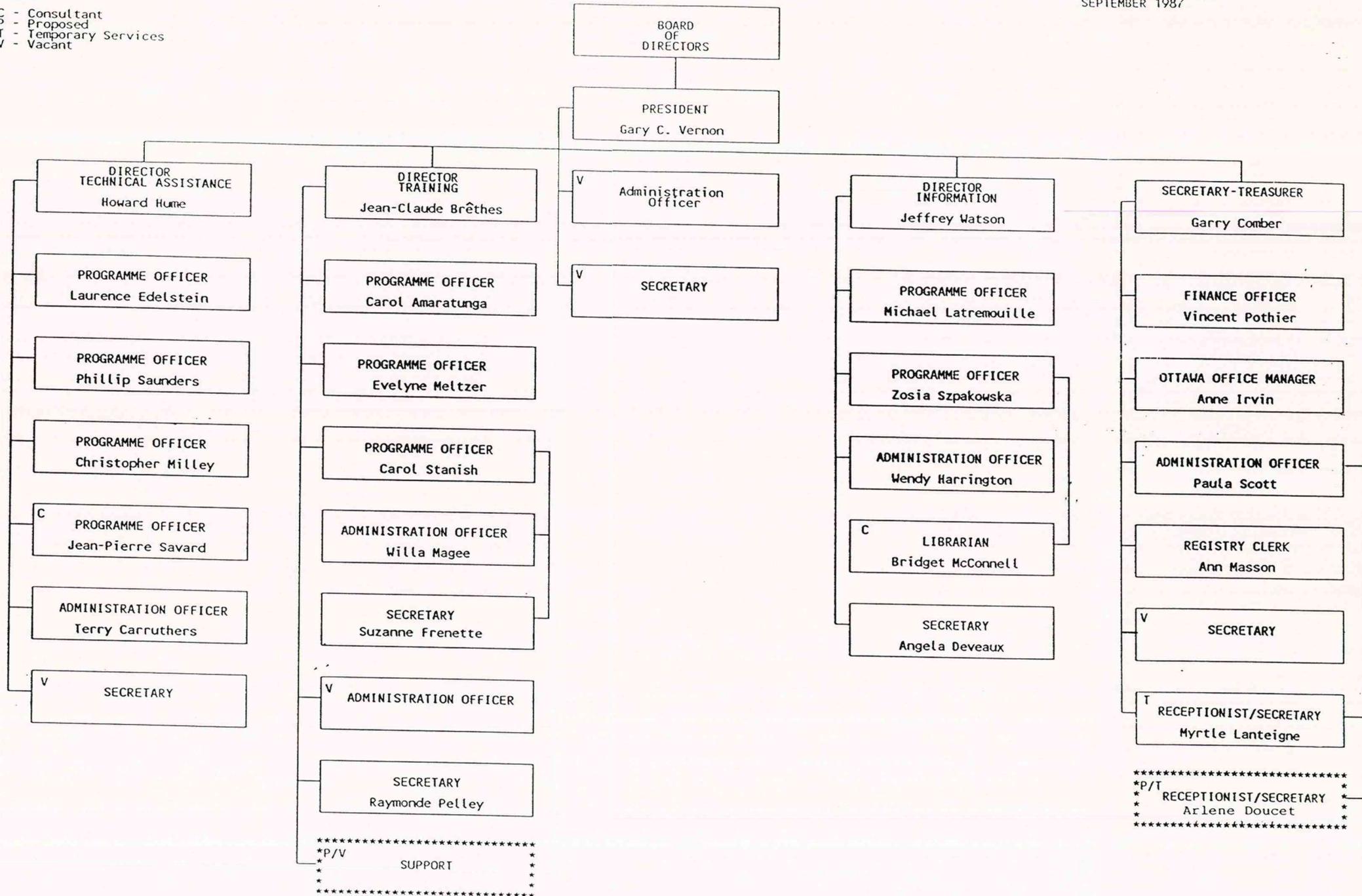
Mrs. Danielle De St. Jorre
Secretary of State
Department of Planning &
External Relations
P.O. Box 656
National House, Victoria
Republic of Seychelles

Tel: 011-248-24041

Telex: 1-965-2260 MINAE SZ

Legend:

- C - Consultant
- P - Proposed
- T - Temporary Services
- V - Vacant





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

CONFIDENTIAL
DRAFT
July 28, 1987
1004.9

BOARD OF DIRECTORS MEETING
ANNUAL MEETING
HALIFAX, N. S.
JUNE 17-18, 1987

DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
John Vandermeulen, Vice Chairman
Roy Cheeseman
Gastien Godin
Douglas Lindores
Robert Maguire
Philip Muller
Ellen McLean (absent June 17)
Gary Vernon, President
Garry Comber, Secretary-Treasurer
Anne Irvin, Recording Secretary

ABSENT: Sharon Proctor
Moise Mensah
Vaughan Lewis

1) CALL TO ORDER AND WELCOME TO NEW BOARD MEMBERS

It was the consensus of the Board that the agenda be adopted as presented.

The Chairman welcomed Philip Muller as a new member of the Board. Mr. Muller is Director of the Forum Fisheries Agency, Honiara, Solomon Islands.

Messrs. Moise Mensah and Vaughan Lewis were unable to attend this meeting due to previous commitments. Madame Danielle de St. Jorre from the Seychelles was named to the Board in early June which did not allow sufficient notice to be given to her. A replacement for Gerald Ewing has not yet been named.



2) REMARKS BY NEW MEMBERS

Mr. Muller stated he was pleased to be in Halifax to attend this meeting and welcomed the opportunity to become part of an up-and-coming international organization.

3) OVERVIEW/SUMMARY OF BUSINESS TO BE DISCUSSED

(a) General Policy Perspective

The President drew the Board's attention to the press clippings. BD87/D18

He mentioned that ICOD has now received several proposals from the Indian Ocean and the next step would be to concentrate programme development activities in West Africa. An amount of \$100,000 for this fiscal year has been set aside for this purpose.

Mike Ansa-Emmim, CECAF, and Siebren Venema, FAO, were both visiting ICOD during the Board meeting and met with the Board members during a coffee break.

(b) Budget/Funding Issues

The President mentioned that the project pipeline was already full for this fiscal year and suggested three approaches to the problem that could be discussed in detail later in the meeting: (1) increased selectivity in the type of projects ICOD undertakes; (2) narrowing the geographic focus; and/or (3) look at outside funding sources to cover additional activities. The President will prepare a paper for the next Board meeting dealing inter alia with eligibility criteria.

(c) Possible Cooperation with IDRC, CIDA, Arab Funds and Others

The President reported on his discussions with the Arab Funds. CIDA has also been approached with regard to support for a program in the South Pacific and the possibility of taking over ICOD scholarship programs in Canada for which ICOD would act as administrator. The cooperation with IDRC, to date, has been in the form of joint programming.



There was a lengthy discussion on the question of additional sources of funding. Although ICOD is fully committed for current year funding, there remains a great demand for our type of assistance. It was the consensus of the Board that the President prepare a policy paper for the next meeting which would indicate how ICOD will incorporate additional sources of funding into its overall funding policy. The paper should use as its starting point the paragraph in the current Corporate Plan which indicates that this is one of ICOD's strategies.

(d) Costs of Training Courses - Contracting Out

The President gave a brief overview on this subject and stated it would be discussed further under item 4(h).

(e) Staffing

The Director of Technical Assistance, Howard Hume, started in April. The Director of Training, Jean Claude Brêthes, will be joining ICOD full-time in September and has already become involved in briefing sessions and a planning mission to West Africa. Three other permanent positions have been filled since the last Board meeting: Finance Officer; Programme Officer (Information Division); and Administration Officer (Information Division). Including the Director of Training, there are now 24 full-time staff at ICOD. This is supplemented by 6 persons on a term, contractual or temporary services basis.

It was suggested that a staffing chart be provided to the Board to show which positions are filled and the incumbents.

It was also suggested that the President look into the possibility of creating a rotational position in ICOD for a person from one of our geographic areas of concentration. This person would work at ICOD for one or two years in one of the program divisions. This suggestion has already been under consideration for some time within ICOD and it is hoped that it can be implemented in the future.

(f) Consultant Selection

The President gave a brief description of the memo on Consultant Selection Procedures (BD87/D25) which would be discussed under item 4(c).



(g) Presidential Authorities

Discussed under item 4(a) BD87/D20.

3 Internal and Administration Matters

(a) Minutes of October 15, 1986 Board Meeting BD87/D01

The Secretary-Treasurer reviewed the changes to these Minutes. It was the consensus of the Board that the changes had been noted and were satisfactory.

(b) Minutes of January 9, 1987 Board Meeting BD87/D15

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

BD87/2/R1 **THAT THE MINUTES OF THE JANUARY 9, 1987 MEETING
(BD87/D15) BE ADOPTED AS PRESENTED.**

Motion carried unanimously.

4 BUSINESS ARISING FROM THE MINUTES OF JANUARY 9, 1987

(a) Presidential Authority for Project Approvals BD87/D20

The President gave a brief overview of the paper "Presidential Authority" as requested at the last Board meeting.

The Board was pleased with the report, the listing of categories in which the projects have fallen to date and the list of projects approved under Presidential authority. It was noted that pages 3 and 4 of the document provided a list of activities which was representative, not comprehensive.

It was requested that a list of projects approved under Presidential authority be prepared for each Board meeting. It was noted that the total value of projects approved to date could be broken down as \$13,350,000 (96.2%) approved by the Board, \$500,000 (3.8%) approved under Presidential authority.

It was the consensus of the Board that the report be accepted as presented in document BD87/D20.



(b) Presidential Approval Authority for Cost
Overruns and Changes in Scope

BD87/D19

The Secretary-Treasurer gave a brief summary of the proposal. There was general discussion on the definition of "contingency", "cost overruns" and "change in scope". It was requested that the Board be provided with a report at each meeting on cost overruns and changes in scope approved under Presidential Authority.

It was moved by Douglas Lindores, seconded by Roy Cheeseman,

BD87/2/R2

**THAT THE BOARD APPROVE THE PROPOSAL FOR COST
OVERRUNS AND CHANGES IN SCOPE AS CONTAINED IN
DOCUMENT BD87/D19.**

Motion carried unanimously.

It was requested that the document be amended to indicate that information on cost overruns and changes in scope will be prepared for each Board meeting.

(c) Consultant Selection Procedures

BD87/D25

The Board was generally satisfied with this proposal. A list of services contracts by province was circulated. There were some comments on the value of splitting the ICOD Contract List into two separate lists, i.e., individual consultants and firms/universities. It was indicated that ICOD will provide the Board with a list of contracts at each meeting. It was suggested that the list also be split by fiscal year.

It was moved by Roy Cheeseman, seconded by Douglas Lindores,

BD87/2/R3

**THAT THE PRESIDENT PROCEED WITH THE CONSULTANT
SELECTION PROCEDURES AS OUTLINED IN BOARD DOCUMENT
BD87/D25.**

Motion carried unanimously.



(d) Staff Appraisals

The President mentioned that the appraisal procedures were not yet completed. Appraisals are being finalized for only five employees who are eligible for performance pay. A full written report will be forthcoming once the appraisals have been completed.

(e) ICOD Halifax Offices - New Lease

The Secretary-Treasurer summarized the action taken, in accordance with the Board's suggestions in January 1987. A new five-year lease has been signed for the total space (both 4th and 9th floors) for the same basic unit cost as the previous lease. Board members were invited to visit the 4th floor premises.

(f) Blue Revolution Series

BD87/D17

It was the consensus of the Board that ICOD not proceed with project #86-0073 -- The Blue Revolution -- as recommended in document BD87/D17.

(g) Possible Yearly ICOD Seminar

No document
distributed

The Chairman presented her ideas for the seminar to be held at the same time as the Annual Meeting in 1988:

- the topic could be, "The Contribution of the Marine Sector to Development"
- a major paper could be commissioned on the above
- the Board members from our four geographic areas (or others) would prepare a response to the above paper
- at the seminar, the author would present his paper and Board members/staff/invited guests would take part in a round table discussion, after which comments from the floor would be taken.



There was general acceptance of the idea for this seminar as it would be a beneficial intellectual activity for ICOD. Several suggestions were given:

- the seminar should be presented across Canada at a different centre each year to provide exposure to, and allow input from, the community;
- it could be set up as a project of the Information Division;
- the budget would be approved under Presidential authority;
- simultaneous translation should be looked into;
- papers should be in laymen's terms, not highly academic/scientific;
- an in-camera session with Board/staff should take place in addition to the public seminar;
- the invitation list should be fairly extensive (approximately 100 persons) and include persons from across Canada;
- the CBC could be contacted to see if they would be interested in recording/televising a seminar of this kind;
- the concept may develop into a yearly ICOD lecture series.

It was the consensus of the Board that this idea should be developed. The Chairman and President will prepare a paper defining the scope and target group, along with budget details, which will then be distributed to Board members for comment. After receipt of the comments of the Board, the President will proceed and keep the Board informed as details are developed and actioned.

(h) Analysis of Costs for Training Courses
and Materials Development

BD87/D23

This report was welcomed by the Board, particularly Appendix 1. While the figures in this appendix could not be compared as the courses differ greatly, it was thought this type of chart could be used as a yardstick for the future. It was suggested that



ICOD offered too many short courses for too few participants at relatively high costs. ICOD should try to have more courses in the regions and should continue to try to cut costs. The Board was advised that ICOD has embarked on a detailed review of comparative course costs with many international organizations. ICOD was also calculating its administrative costs related to these courses.

**5 MATTERS ARISING FROM THE EXECUTIVE
COMMITTEE MEETING OF APRIL 24, 1987**

BD87/D16

The Minutes were presented and discussion took place on the following items:

- (a) Working Seminar Training (Preparatory
Commission for International Sea-Bed
Authority, #87-0108)

BD87/D26

The Chairman introduced this topic and gave background details on the discussions which had taken place at the Executive Committee meeting. The President also presented his views as outlined in BD87/D26.

The Chairman felt this was an opportunity for ICOD to look into the field of sea-bed mining as a new initiative. The President indicated that to date, ICOD has not received any requests for assistance in this field and referred to the additional points contained in his letter to the Board on the subject.

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

BD87/2/R4

**THAT THE PROJECT #87-0108 -- PREPARATORY
COMMISSION FOR INTERNATIONAL SEA-BED AUTHORITY --
NOT BE PROCEEDED WITH.**

Motion carried.

For	5
Against	1
Abstention	2

Another motion was put forward that the project be approved subject to an appropriate invitation being extended by the Canadian Delegation, but after further discussion, this motion was withdrawn.



(b) Questions Raised at Executive Committee Meeting

1. How can ICOD accommodate sudden ideas?

This can be handled under Presidential authority.

2. How can ICOD accommodate non-project ideas?

It was suggested that this subject could well be handled by the yearly seminars and as indicated below.

3. How can ICOD accommodate ideas from Board Members?

There are two avenues whereby ideas could be presented by Board members:

- i) if the idea relates to a policy issue, it could be raised at a Board meeting and the President could be requested to prepare a discussion paper for the subsequent Board meeting.
 - ii) if it is a project proposal, it would go through the normal channel for project proposals, i.e., it would be reviewed by staff and, if recommended by staff, would be presented to the Board in the regular manner.
4. How can ICOD accommodate Government policy, opinions and views?

As ICOD is a Canadian Crown Corporation, it must be sensitive to government policy and opinions. However, ICOD must also look to its own mandate and, if after consultation with the appropriate government officials, the President considers ICOD should continue to pursue a project proposal, he would present the case to the Board for discussion and final ruling.

(c) Business Cards for Directors

It was the consensus of the Board that business cards be obtained for the Chairman and the Vice-Chairman.

6. REPORT OF THE AUDIT COMMITTEE

BD87/D30

- (a) Approval of Financial Statement FY 1986/87



The minutes and the audited financial statement to March 31, 1987 were presented by the Chairman of the Audit Committee.

Several points were mentioned:

- the auditors recommended an internal audit function be established;
- the special examination scheduled to be undertaken at ICOD by 1987 may be deferred by one or two years;
- evaluation policies and procedures should be established and in place by the time the next Corporate Plan is presented to the Board/Treasury Board.

It was requested that the President prepare a paper on the policies and procedures for evaluation for the next Board meeting.

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

BD87/2/R5 **THAT THE AUDITED FINANCIAL STATEMENT TO
MARCH 31, 1987 BE APPROVED.**

Motion carried unanimously.

(b) Banking Resolution

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

BD87/2/R6 **THAT ANY ONE OF THE CHAIRMAN, THE PRESIDENT OR THE
SECRETARY-TREASURER, TOGETHER WITH ANY ONE OF THE
FINANCE OFFICER OR THE ADMINISTRATION OFFICER, BE
AUTHORIZED TO SIGN CHEQUES ON BEHALF OF ICOD AND
THAT THIS BE INSTITUTED AT THE EARLIEST MOMENT.**

Motion carried unanimously.



(c) Conflict of Interest

Board members were advised of the origins of the document attached to the Audit Committee report. Two options for complying to the Conflict of Interest Code were discussed. The preferred option was for each Director to sign a prepared statement regarding the Conflict of Interest and Post-Employment Code for Public Office Holders.

After further discussion, it was the consensus of the Board that this item be deferred to the next meeting so that some of the principles could be clarified.

Gastien Godin requested a copy of the conflict of Interest and Post-Employment Code in French.

7. REPORT OF THE SECRETARY-TREASURER

(a) Current Financial Statement

BD87/D36

It was noted that at the end of May 1986, 5.5 per cent of the fiscal year budget had been spent; at the end of May 1987, 6.5 per cent had been spent. This percentage should be higher at this point in the fiscal year and expenditures will be monitored closely to ensure that ICOD will meet its disbursement target.

(b) Financial Planning within ICOD

BD87/D22

A brief overview of the document BD87/D22 was given by the Secretary-Treasurer. Following a short discussion, it was moved by Ellen McLean, seconded by Robert Maguire,

BD87/2/R7

THAT THE BOARD SUPPORT THE PROPOSED APPROACH OF OVER-PLANNING BY 10% AT THE BEGINNING OF THE FISCAL YEAR ON THE UNDERSTANDING THAT ICOD'S SENIOR MANAGEMENT WILL MANAGE EXPENDITURES SO THAT THE CENTRE WILL MEET, BUT NOT EXCEED, ITS BUDGETARY ALLOCATION.

Motion carried unanimously.



The Board reviewed the ICOD Five Year Financial Projection chart. It was requested that the Corporate Plan figures be added for comparison purposes.

There was some discussion on how much co-funding was involved in ICOD projects. For the next meeting, the President was requested to prepare a summary giving: (1) the outside sources and dollar value of funds ICOD administers; and, (2) the total dollar value of the projects that ICOD is involved with including recipient and other donor funds. This is to indicate the leverage factor of ICOD funding.

8. COMMENTS ON STATUS OF ACTIVE PROJECTS

BD87/D21

The President gave a brief overview of document BD87/D21. He also described the problems he has encountered in obtaining Fisheries and Oceans approval for DFO staff members to travel to West Africa to assist ICOD with the CECAF training program. The President was hopeful that a solution could be worked out and will keep the Board informed. The Board made a number of comments based on the information provided.

The President also referred to a statistical report on Scholarships available for interested Board members.

PRESENTATION ON THE SOUTH PACIFIC REGION

It had been requested by the Vice Chairman that a general overview of what ICOD is doing in each region be presented to the Board during the next few meetings. The presentation could include information on what projects are ongoing, projects completed, projects in the pipeline, how much funding has gone into the area. A small map outlining the area should also be included.

A presentation on the South Pacific region was given by Phillip Saunders. The Board was very impressed with the presentation and they felt it provided them with a good idea of the total ICOD picture in that region.



9. PROJECT PROPOSALS

(a) Overview of Project Proposals

The meeting moved directly into discussion of the individual projects. The Board indicated that presentations should be minimal as everyone is expected to have read the documents beforehand. It was also agreed that Board members would refrain from delving in detail into management issues.

(b) Guidelines for a Fish Quality Control and Inspection System

BD87/D31

There was some question as to the purpose of this project--whether it was to produce a report or to provide training - and whether the budget was sufficient to cover both activities.

It was requested that the title be changed to reflect both purposes -- Assistance in the Establishment of a Fish Quality Control and Inspection System.

It was suggested that the Marine Institute in St. John's, Newfoundland, be looked into as a training establishment as they have food technology and cannery courses available there. It was noted that the current estimate for course fees seemed excessive.

It was moved by John Vandermeulen, seconded by Ellen McLean,

BD87/2/R8

**THAT FINAL APPROVAL BE GIVEN TO PROJECT #87-0107
-- ASSISTANCE IN THE ESTABLISHMENT OF A FISH
QUALITY CONTROL AND INSPECTION SYSTEM -- TO A
MAXIMUM OF \$85,250 CANADIAN.**

Motion carried unanimously.

(c) Caribbean Fishermen's Training, Phase II

BD87/D28

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

**10. COMPOSITION OF EXECUTIVE COMMITTEE**

It was agreed unanimously that the membership of the Executive Committee for the coming year would be:

Elisabeth Mann Borgese
John Vandermeulen
Roy Cheeseman
Robert Maguire
Gary Vernon

11. COMPOSITION OF THE AUDIT COMMITTEE

The following were elected unanimously by the Board as members of the Audit Committee for the coming year:

Ellen McLean
Gastien Godin

Elisabeth Mann Borgese, ex officio member
Gary Vernon, ex officio member

Sharon Proctor was nominated as a member of the Audit Committee. The President will contact her to inquire whether she is willing to serve on this committee. It was the consensus of the Board that she become a member of the Audit Committee if she is willing to accept.

**12. PERFORMANCE APPRAISAL OF FULL-TIME GOVERNOR-
IN-COUNCIL APPOINTEES TO PARENT CROWN
CORPORATIONS**

BD87/D24

It was the consensus of the Board that -

- the President define his objectives for ICOD for the fiscal year 1987/88;
- the Executive Committee review these objectives and establish guidelines for the appraisal using the objectives prepared by the President as a basis;
- the appraisal be prepared by the Executive Committee and brought to the Board for final approval before being forwarded to the Prime Minister by May 31, 1988.



Douglas Lindores will send copies of the CIDA and External Affairs senior executive appraisal forms to the Chairman.

13. FUTURE CORPORATE PLAN ISSUES

(a) Programme Shares

To be discussed in November 1987.

(b) Geographic Focus/Country Eligibility List

Robert Maguire requested that ICOD look into including Haiti on our eligibility list. It was suggested that training would be a good area in which to begin there.

(c) Sectors/Types of Projects

To be further discussed in November 1987.

(d) Programme Balance between ICOD Funding and "Contract Manager" Activities

If these activities are consistent with the general work plan of ICOD, the staff should be encouraged to proceed in this direction. A separate accounting should be maintained for this funding and a system for recovering overhead should be instituted.

14. REVIEW OF VIDEO FROM SOUTH PACIFIC

The video was not available for the meeting.

15. OTHER BUSINESS

(a) The next meeting of the Board will be held in Vancouver on November 26-27, 1987 where the Corporate Plan will be discussed. A research paper will be presented at this meeting which will review the existing situation concerning sea-bed mining. The paper will be prepared by an outside source and will be kept in layman's language.



(b) The next Annual Meeting of the Board has been tentatively set for May 26-27, 1988 in Halifax. The proposed yearly seminar will be held the day before this meeting.

(c) A discussion paper on the bilingual aspects of the organization will be prepared by the President for the May meeting. The following points could be included in this paper:

- on the program side, whether or not the program distribution adequately reflects the bilingual and bicultural nature of Canada;
- on the management side: mother tongue of staff, language of work of the Board, which documents should be prepared in both languages and which ones can be left in the language of the author.

(c) The Board asked that their condolences be expressed to Carol Stanish on the loss of her Mother.

The meeting adjourned at 4:10 p.m., June 18, 1987.

Elisabeth

Draft

DRAFT

October 27, 1987
1004.10

2 more programs to be added and perhaps a document on ICOD?

Information Policy

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Board of Directors Meeting

November 26, 27, 1987

Victoria, British Columbia

LC,

Please advise on Thursday
Thanks

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
1) a) Call to Order and Welcome to new Board Members	09:00-09:30 (Chairman)	-	-
b) Remarks by new Board Members			
c) Adoption of the Agenda			
2) Review of Minutes June 17 and 18, 1987 Board Meeting	9:30-09:45	BD87/D40	2
3) Business arising from Minutes			
a) Yearly ICOD Seminar	Chairman/ President	BD87/D54	3.a.
b) Comparative Costs of Training Courses	President		
c) Internal Audit Function	Secretary- Treasurer	Verbal Report	-

- | | | | |
|---|---------------------|---|---|
| d) Evaluation Policies | Secretary-Treasurer | Verbal Report
(See Corporate Plan, #6 below) | - |
| e) i) Report on
Outside Sources of Funds | | See Corporate Plan, #6 below | |
| ii) Report on Total Value of Projects including Recipient and the Donor Funding | Secretary-Treasurer | Verbal Report | |
| f) Composition of the Audit Committee | President | Verbal Report | |

New Business

- | | | | |
|--|-----------|------------------------------|--|
| 4) President's Report | President | | |
| a) General update - major directions | | | |
| b) Report on Projects Approved under Presidential Authority | | To be distributed at Meeting | |
| c) Report on Cost Overruns Approved under Presidential Authority | | " " " | |
| d) Report on ICOD Contracts | | " " " | |
| e) Report on staffing | | Verbal Report | |
| f) Report on Staff Appraisals | | Verbal Report | |
| g) Report on Status of Approved Projects | | To be distributed at Meeting | |
| h) Report on Marine Affairs Training Advisory Group | | Verbal Report | |

i) Bilingual aspects of ICOD		Verbal Report
j) Reporting relationship for ICOD - Vinegard report		BD87/D55
5) Report of the Secretary-Treasurer	Secretary- Treasurer	
a) Current Financial Statement		To be distributed at Meeting
b) Financial Projections		" " "
c) Ottawa Office Lease		" " "
6) Review of Draft Corporate Plan and Strategy Papers	President	BD87/D
7) Presentation on West Africa	President	Verbal Report
8) Discussion Paper on Ocean Bed Mining	Chairman	BD87/D
9) Project Proposals	President	
a) Extension of South Pacific Regional Surveillance Program		BD87/D41
b) Establishment of Rural Fishing Groups - Solomon Islands		BD87/D46
c) Pacific Islands Marine Resources Information System (PIMRIS)		BD87/D47

d) Non-Fuel Marine Mineral Resource Management Course CCOP/SOPAC		BD87/D49
e) Mariculture Training, Micronesia		BD87/D52
f) Artisanal Fisheries Planning - Nicaragua		BD87/D42
g) Marine Educational Programme for St. Kitts/Nevis		BD87/D48
h) Investigation of Lagoonal Habitat Characteristics- Mauritius		BD87/D43
i) Technical Training of Fishery Instructors- Maldives		BD87/D44
j) Coral and Sand Removal Assessment - Maldives		BD87/D45
k) World Maritime University (WMU) Training Modules, Phase II (Global)		BD87/D51
l) Erindale Maritime Boundary Delimitation Course (Global)		BD87/D50
9) Cost of Living Adjustment for ICOD	President	BD87/D53
10) Appointment of Directors	Chairman	BD87/D56
11) Appointment of President	Chairman	BD87/D57

12) Review of ICOD
Video on
South Pacific

President



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

CONFIDENTIAL
1004.10

BOARD OF DIRECTORS MEETING
VICTORIA, B. C.
NOVEMBER 26-27, 1987
DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
Robert Maguire
Danielle de St. Jorre
Sharon Proctor
Gastien Godin
Roy Cheeseman
Mary Jo Duncan
Gary Vernon, President
Garry Comber, Secretary-Treasurer

ABSENT: Ellen McLean
John Vandermeulen
Moise Mensah
Vaughan Lewis
Phillip Muller
Doug Lindores

1 (a) CALL TO ORDER AND WELCOME TO NEW BOARD MEMBERS

The Chairman welcomed Mary Jo Duncan and Danielle de St. Jorre to the ICOD Board.

The Chairman also congratulated Ellen McLean, in absentia, on her recent induction into Canada's Agricultural Hall of Fame.

1 (b) REMARKS BY NEW BOARD MEMBERS

Both Mary Jo Duncan and Danielle de St. Jorre expressed their pleasure at being invited to serve on the Board of ICOD and their willingness to be of assistance in carrying out ICOD's mandate and objectives.



1 (c) ADOPTION OF THE AGENDA

It was moved by Gastien Godin, seconded by Sharon Proctor,

BD87/2/R1 **THAT THE AGENDA BE ADOPTED AS PRESENTED.**

Motion carried unanimously.

2 REVIEW OF MINUTES OF THE JUNE 17-18, 1987 BOARD MEETING
BD87/D40

It was moved by Robert Maguire, seconded by Gastien Godin,

BD87/2/R2 **THAT THE MINUTES OF THE JUNE 17-18, 1987 BOARD MEETING BE ADOPTED.**

Motion carried unanimously.

3 BUSINESS ARISING FROM JUNE 17-18, 1987 MINUTES

3 (a) Yearly ICOD Seminar

BD87/D54

e/ The Chairman gave a brief overview of the purpose of holding the seminar and the progress to date for getting it underway. She indicated that the letter of September 29, 1987 seeking approval of the details of the proposed seminar had not resulted in consensus and requested further information of the objections raised. It was explained that Board Members had expressed concern over the purpose of the seminar, the speaker, and the proposed timing of events.

The concern regarding the speaker was his ability to speak in lay terms to the audience. The wording of the telex received from Mr. Giarini was raised. The Board was assured by the Chairman that Mr. Giarini was very capable of getting his message across to a non-technical audience. The intended audience was discussed again and several groups were mentioned - ICOD Board, press, development people, intellectual leaders, people from the marine sector - from all across Canada. It was suggested that the timeframe of Mr. Giarini's visit be extended to allow for an expanded seminar and exposure to other organizations such as universities, aid groups, etc. How this message would be given to developing countries was also raised



It was moved by Gary Vernon, seconded by Gastien Godin.

BD87/2/R3

THAT (A) THE NEGOTIATIONS WITH MR. GIARINI PROCEED CONCERNING THE SEMINAR ON THE ROLE OF OCEAN RESOURCES IN DEVELOPMENT AND, (B) UP TO THREE (3) DAYS BE PROVIDED TO ALLOW FOR THE SEMINAR AND RELATED ACTIVITIES.

For: 7
Against: 1

Motion carried.

3 (b) Comparative Costs of Training Courses .. BD87/D64

The President gave a brief outline of the material available and, while suggesting caution in using the figures, stated that this will help as a measuring tool for ICOD courses. The report was noted by the Board.

3 (c) Internal Audit Function

The Secretary-Treasurer noted that the Audit Services Bureau of the Federal Department of Supply and Services had been contacted with regard to establishing an internal audit function. As ICOD is a very young organization, it was suggested that it was too early to start on actual audits of ICOD practices; however, over the next year, ICOD will work towards establishing a plan for internal audits.

3 (d) Evaluation Policies .. BD87/D67

The Secretary-Treasurer gave a brief overview of the paper "ICOD Evaluation Systems". The Board expressed the view that it was a good first attempt at an evaluation policy.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R4

THAT THE REPORT ENTITLED "ICOD EVALUATION SYSTEMS" BE ADOPTED.

Motion carried unanimously.



3 (e) Conflict of Interest and Post-Employment
Code for Public Office Holders

BD87/D62

The Secretary-Treasurer recapped the discussion which took place at the last Board meeting and reviewed the exchange of letters with the Special Advisor to the Conflict of Interest Advisory Group. It was explained that the "Principles" were not meant as hard and fast rules, but rather as an indication of the intent of Board members.

It was the consensus of the Board that the Principles of Conflict of Interest and Post-Employment Code for Public Office Holders be adopted and the Certification Document provided be signed by the Board Members present with the recommendation that Board Members not present be asked to sign the Certification Document.

3 (f) i) Report on Outside Sources of Funds

Deferred to the discussion of the Corporate Plan, agenda item 6.

3 (f) ii) Report on Total Value of Projects including Recipient
and Other Donor Funding

No report was available for this meeting but will be presented at the next meeting.

The Board was advised that a dollar value for recipient contributions would now be included in project summaries.

3 (g) Composition of the Audit Committee

At the last Board meeting, Sharon Proctor was nominated, in absentia, to serve as a member of the Audit Committee. It was noted that Mrs. Proctor has accepted the nomination and will now be a member of that committee.

3 (h) Other Business Arising

i) Departure of Doug Lindores from Board

Roy Cheeseman indicated that Doug Lindores had made an invaluable contribution to ICOD and to the Board and , therefore, moved, seconded by Gastien Godin



BD87/2/R5

THAT THE CHAIRMAN EXPRESS TO DOUG LINDORES THE REGRETS OF THE BOARD ON HIS RESIGNATION FROM THE BOARD AND CONVEY BEST WISHES IN THE FUTURE AND IN HIS CAREER NOTING HIS INVALUABLE CONTRIBUTION TO ICOD.

Motion carried unanimously.

It was indicated that François Pouliot, Vice-President, Policy, CIDA, has been nominated as Mr. Lindores' replacement. Mr. Pouliot's curriculum vitae will be circulated shortly.

ii) Eligibility/Project Criteria

It was stated that although eligibility of countries was dealt with in the Strategy Papers presented in support of the Corporate Plan, there were other criteria for project selection that should be discussed. It was felt that this matter was also contained in the Strategy Papers and could be discussed in that context.

4 **PRESIDENT'S REPORT**

4 (a) General Update - Major Directions

The President noted three significant developments:

Relationship with CIDA - A brief summary of discussions to date on the \$10 million CIDA/ICOD South Pacific project was given. If the South Pacific venture is successful, ICOD and CIDA might agree on a similar approach elsewhere. CIDA and ICOD have initiated discussions to avoid duplication in the Caribbean Region and to cooperate in certain types of projects. ICOD has been consulted on a major CIDA resource survey project in the Caribbean. Also, the President has been made aware of a large project in Indonesia which CIDA is planning and ICOD might lobby to have a role in.

Relationship with Fisheries and Oceans - The President noted that for two years there had been difficulty in getting support from DFO. However, the situation has now changed and ICOD has been assured of full support from DFO.

Relationship with Other Agencies - Recently, along with the World Bank and other donors, ICOD was invited to attend a senior level donor's meeting in Abidjan, Ivory Coast. One of the purposes of the meeting was to assess the kinds of assistance being provided in the fisheries sector by donors and to coordinate approaches among donors.



The President mentioned several political developments. There has been a decision to decentralize CIDA - about 100 persons from CIDA headquarters will move into the field. Funds for this exercise will come out of the aid envelope. The Government has tabled its response to the Winegard Report in which it is indicated that ICOD will report to the Minister for External Relations and International Development (see 4(k) below).

The Minister responsible for Fisheries, Tom Siddon, has introduced a new oceans strategy for Canada which gives the private sector a much stronger voice in oceans policy development. The paper "An Oceans Policy for Canada" will be sent to Board Members.

The President gave a brief overview of the election of the FAO Director-General. The Canadian government will now have to assess several factors in view of the loss of the election by the Canadian-backed candidate.

- | | |
|--|----------|
| (b) <u>Report on Projects Approved under Presidential Authority</u> | BD87/D69 |
| (c) <u>Report on Cost Overruns Approved under Presidential Authority</u> | BD87/D74 |
| (d) <u>Report on ICOD Contracts</u> | BD87/D71 |

The above three reports will be provided to the Board at each Board meeting. The Board were asked to note these reports. Any questions could be directed to the President or Secretary-Treasurer.

4 (e) Report on Staffing

An updated organization chart was presented to the Board which indicates 33 positions at present with two more projected: one Francophone junior programme officer and one international exchange officer. Staffing activities have been started to fill the vacancies which currently exist.



A Senior Advisor to the President has been hired through the Interchange Canada Program to develop country profiles and appropriate databases for planning activities and to review the past and present aid projects of other donors to try to establish a linkage between the type and size of funding and the benefits derived from those funds. This is a new niche for ICOD; if suitable methodologies can be worked out, they could be made available to others.

4 (f) Report on Staff Appraisals

Appraisals have been done for 19 staff members with the following results - 4 superior, 13 fully satisfactory, and 2 satisfactory.

4 (g) Report on the Status of Approved Projects BD87/D72

The report was presented in two different formats this time - one by geographic region and one by program division.

The report will only indicate active projects in future (completed projects will not be included). However, information on complete projects will be retained on the computer and can be made available upon request to Board members.

An update on scholarship information is also available to Board members upon request.

4 (h) Report on the Marine Affairs Training Advisory Group

A group of outside experts was convened to advise ICOD on a possible role in training, to assist Dalhousie and Rimouski universities in preparing materials for their marine affairs courses and, in general terms, to discuss the needs for training around the world.

The meeting did not produce the results hoped for, partly because two members from developing countries were not present and partly because the scope was too broad. One recommendation made was that ICOD should not produce training materials in-house. This decision had already been made by ICOD's Senior Management, but it was important to have it reinforced by the group.

The situation will now be reviewed and it is hoped to have another meeting with a much narrower focus on specific questions and on helping Dalhousie and Rimouski. More developing country input will be obtained.



4 (i) Information Management Policy and Library Policy

The policy papers have not yet been completed. They will be presented at the next Board meeting.

4 (j) Bilingual Aspects of ICOD

The Francophone capacity of ICOD has increased at a slow, but steady, pace. For the first time, some Board documents were prepared in French for circulation to Francophone Board members. It is intended that the junior programme officer referred to in 4,g above will be a Francophone. A point was raised concerning the bilingual capacity of ICOD's receptionists. This will be reviewed.

There was considerable discussion on candidates for francophone positions. The question of hiring a Francophone non-Canadian was raised again in cases where a suitable Canadian was not available. The advertisements placed in Francophone newspapers in Quebec and New Brunswick did not produce strong or ideal candidates. The Board reiterated its previous stand on this question; it was moved by Roy Cheeseman, seconded by Gastien Godin,

BD87/2/R6

**THAT, WITH REGARD TO THE FRANCOPHONE POSITION
WITHIN THE TECHNICAL ASSISTANCE DIVISION OF ICOD,
THE BEST CANADIAN CITIZEN BE FOUND TO FILL THE
POSITION.**

Motion carried unanimously.

4 (k) Reporting Relationship for ICOD - Winegard Report

BD87/D55

As a result of the Winegard Report and the Government's response to it, Madame Monique Landry has a new title with an aid dimension - Minister for External Relations and International Development and - ICOD will now report to Mme Landry. Copies of the Winegard Report and the Government Response will be forwarded to Board members shortly.



5. REPORT OF THE SECRETARY-TREASURER

5 (a) Current Financial Statement
(to October 31, 1987)

BD87/D73

and

5 (b) Financial Projections

BD87/D70

It was noted that on the Statement of Operations and Surplus, the term "Total Administrative Costs" should read "Total Non-project Costs".

The Secretary-Treasurer pointed out that with seven months of the year gone (58 %), ICOD had spent 42 per cent of this year's allocation. This expenditure level is ahead of the rate of expenditure for the same period last year. As we are still on a rapid growth curve, the situation will likely appear this way for the next two or three years.

The Secretary-Treasurer then gave a brief overview of the Financial Projections document. In the current fiscal year, ICOD has over-planned by 3.4% in keeping with the policy adopted in June 1987. Therefore, ICOD should be in a good position at the end of the fiscal year and it is not envisaged that ICOD will lapse any funds, if projects proceed as planned.

5 (c) Ottawa Office Lease

The Secretary-Treasurer gave a brief overview of the background of the current Ottawa lease and the proposed costs and options for the coming year.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R7

THAT, NOTING THE REDUCTION IN SPACE PROPOSED, THE BOARD AUTHORIZE THE RENEWAL OF THE LEASE FOR THE OTTAWA BUREAU AT THE INCREASED RATE FOR A PERIOD OF ONE YEAR.

Motion carried unanimously,

It was pointed out that The World Food Day Association will, again, be subletting approximately two-thirds of the leased space.



**6. REVIEW OF DRAFT CORPORATE PLAN AND
STRATEGY PAPERS**

BD87/D61
BD87/D65

The background papers were reviewed first. These papers are, generally, statements of already existing policy. Some issues were raised which the Board was asked to look at.

COUNTRY ELIGIBILITY

As questions concerning Nauru, Niue and Anguilla had been raised by CIDA, the status of these countries will be reviewed before the paper is finalized. In any case, the paper will be reviewed annually or as situations change.

GLOBAL ROJECTS

This paper was well received.

Regarding the section on "Issues", it was felt that (1) it was only necessary to develop global programs simultaneously in English and French if the need arose; (b) global projects such as training courses can be held in countries which are not target countries as long as the beneficiaries are from target countries; (c) the wording in this paragraph should be changed to better define the intent of the phrase, "Should ICOD be given a budgetary planning figure" (i.e. should ICOD establish a limitation figure).

SOUTH PACIFIC

This paper was well received.

CARIBBEAN BASIN REGION

References to other regional organizations such as UNEP and IOCARIBE should be added to this paper.

SOUTH AND WEST INDIAN OCEAN

On the subject of a lack of regional organizations in this area with which ICOD could work, the Indian Ocean Commission (IOC) was suggested as a possibility. Danielle de St. Jorre will forward information on IOC. The reference to IOC being "FAO backed" should be deleted.

It was also suggested that ICOD might look into whether CIDA would be interested in undertaking a regional program in this area, similar to the program being initiated in the South Pacific.



It was felt that Arab funding of projects would be limited to the Maldives in view of their Islamic population.

WEST AFRICA

Because this a relatively new region for ICOD, the main focus has not been defined too specifically. The thrust will evolve as more information is available and proposals are received. It was suggested that land-locked countries should be able to participate in relevant training programs.

SCHOLARSHIPS

The suggestions listed in section 5, "New Areas and Approaches" (i.e. Diploma or Bachelor's degree study, scholarship support in developing countries or in Canada where a program is not available, etc.) were well received and the President was authorized to proceed.

WOMEN IN DEVELOPMENT

TWA | It was mentioned that "Women in Development" should either be expanded to include other disadvantaged groups or a new section added to the Corporate Plan on disadvantaged groups.

ICOD AS AN AID BROKER

This could well be a significant factor as ICOD becomes more widely known. It was the feeling of the Board that as long as the projects covered by the outside funds fall within ICOD's mandate, the Centre should be prepared to administer such projects on behalf of other donors. The Board will monitor our involvement in such projects and will establish further guidelines, if and when necessary.

CORPORATE PLAN

There were several editorial changes suggested:

Sources and Uses of Funds	It was suggested that the budget for the Information Division should be reduced. However, no change was required at this time.
I. Executive Summary	No changes
II. Mandate	No changes



- | | |
|--|---|
| III. Corporate Organization | A change to the list of Board members. |
| IV. Operational Environment and Corporate Assessment | 1st paragraph, line 10 delete "UNCLOS". On page 7 mention that Canada was the only country to establish an agency devoted to helping developing countries with oceans management. |
| V. Strategies | Another section will be added to reflect ICOD role in helping disadvantaged groups. |
| VI. Performance Indicators and Programme Effectiveness | In last paragraph on page 11, add sentence on assisting countries to have their representatives take part in international initiatives. |
| VII. Operational Plans | No changes |

The Chairman indicated that ICOD must get ready for future developments and that the structure of ICOD may already be outdated. New approaches to technology will play an increasingly important role.

It was the consensus of the Board that the Corporate Plan be adopted.

7. PRESENTATION ON WEST AFRICA

The President gave a brief presentation on West Africa. There are many constraints to developing an effective program in this region - the number and size of the countries involved is formidable; it is difficult to locate well established regional organizations to work with; and it has been difficult to obtain suitable proposals. ICOD has made a reasonably good start and will continue to pursue good project proposals in the area.



8. DISCUSSION PAPER ON OCEAN BED MINING

BD87/D63

The Chairman gave a brief overview of the paper. The discussion paper served to inform Board members of this very new and important area of ocean development. It was noted that this type of information should be disseminated to the Third World which offered a role for ICOD in this subject area. Training will also be an important area in which ICOD might participate. However, ICOD should not be seen to be in an advocacy role, unless we were in accord with Canadian Government policy.

This paper was considered to be a useful, simply-stated presentation of the subject; it was suggested that ICOD look into the possibility of having it published. It was the consensus of the Board that the President circulate the paper for peer review and within the Canadian Government to ensure that the views contained therein would not conflict with Government views. Afterwards, the author would be contacted to prepare the document for publication.

9. PROJECT PROPOSALS

During the discussions on the project summaries, several points were made which could apply to project submissions in general:

- i) To the extent possible, it should be shown whether the project will be on-going (additional phases) or whether it will be finished at the completion of the current project;
- ii) Generally, ICOD should aim for projects which would be self-sustaining at the completion of ICOD's initial project involvement;
- iii) At the mid-point of a project, a determination should be made on whether the recipient will be able to take over the project in the proposed time frame;
- iv) When reference is made to previous or related projects, these references should be more explicit (name of project, undertaken by whom, etc.);
- v) A breakdown of lump sum figures under salary, relocation, consultants fees, etc., should be provided;
- vi) At times, some of the budget items are not explained in the text. There should be a clear connection between the description of the project and the items listed in the budget;



- vii) Many summaries did not list "disadvantages" or "constraints". This section should be reinstated for future submissions;
- viii) It was noted that dollar figures should be given for all in-kind contributions;
- ix) Concern was expressed about the differences in terminology used in project budgets, such as: professional fees vs consultant fees; subsistence allowance vs travel expenses, etc;
- x) The Board indicated that the rates being paid to consultants and the amounts allowed for subsistence allowances were very high;
- xi) It was requested that budget items be checked carefully to prevent errors;

- 9 (a) Extension of South Pacific Regional Surveillance Program BD87/D41

In this project, the Memorandum of Agreement, as amended, should clearly indicate the phase-out of ICOD assistance.

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

BD87/2/R8 **THAT FINAL APPROVAL BE GIVEN TO EXTENDING PROJECT #850011 - SOUTH PACIFIC REGIONAL SURVEILLANCE PROGRAM - BY \$360,000 CANADIAN FOR A TOTAL PROJECT VALUE OF \$960,000 CANADIAN.**

Motion carried unanimously.

- 9 (b) Establishment of Rural Fishing Groups Solomon Islands BD87/D46

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

BD87/2/R9 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870150- ESTABLISHMENT OF RURAL FISHING GROUPS, SOLOMON ISLANDS - UP TO A MAXIMUM OF \$73,000 CANADIAN.**

Motion carried unanimously.



9 (c) Pacific Islands Marine Resources
Information System (PIMRIS)

BD87/D47

The President advised that Approval In Principle was being sought for this project, rather than final approval.

The Board indicated that many of the budget items were not explained in the text, such as salaries for the Fisheries Information Officer, travel, training workshops, consultancy fund, evaluation mission and contingency.

Mention was made of a CIDA contribution of \$1 M and the Board requested that more information on this proposed contribution be given and that the total budget including the contributions of ICOD and CIDA be shown. It was also felt that this type of project could be carried out in other regions and that funds should be included to cover inter-regional trips.

It was the consensus of the Board that this project be noted and resubmitted to the next full Board meeting.

9 (d) CCOP/SOPAC Non-Fuel Marine Mineral
Resources Management Course

BD87/D49

The Board suggested that the course preparation costs were too high, taking into consideration that a similar course had already been given in Canada. Concern was expressed about the political situation in Fiji.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R10

**THAT FINAL APPROVAL BE GIVEN TO PROJECT
#86-0057 - OFFSHORE NON-FUEL MINERAL
RESOURCES MANAGEMENT COURSE, CCOP/SOPAC - UP
TO A MAXIMUM OF \$80,000 CANADIAN, SUBJECT TO
A SATISFACTORY AND STABLE SITUATION EXISTING
IN FIJI AT THE TIME THE COURSE IS TO BE
GIVEN; AND THAT THE PRESIDENT BE GIVEN
AUTHORITY TO REQUEST A DEFERRAL OF THE COURSE
IF NECESSARY.**

Motion carried unanimously.



9 (e) West Africa Offshore Non-Fuel Mineral
Assessment and Management Course

BD87/D60

It was pointed out that Approval in Principle was being sought.

The President noted that he had some questions as to the origin of this course and that a further assessment was being undertaken concerning the venue, facilities available, etc.

It was moved by Gastien Godin, seconded by Robert Maguire,

BD87/2/R11

THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #87-0133 - WEST AFRICA OFFSHORE NON-FUEL MINERAL ASSESSMENT AND MANAGEMENT COURSE - UP TO A MAXIMUM OF \$120,000 CANADIAN, SUBJECT TO INVESTIGATION AND VERIFICATION OF THE FACTS PRESENTED IN THE PROJECT SUMMARY.

Motion carried unanimously.

9 (f) Mariculture Training, Micronesia

BD87/D52

As a result of some recent technical comments on this project, the President indicated out that Approval in Principle was being sought, not final approval as indicated in the project summary. It was suggested that ICOD check with Professor Peter Fankboner of Simon Fraser University who is an expert on mariculture in the South Pacific regarding some of the technical questions.

It was also suggested that in a project of this nature, ICOD should build in some form of environmental assessment as the project will result in the introduction of a new species into areas where it currently does not exist. This matter should be addressed at the time of final approval.

It was also noted that ICOD should attempt to obtain cooperation from other interested organizations. It was indicated that the International Divers Association in New York City often contributes to projects of this nature either in scuba diving gear or in scuba diving training. Another organization suggested was the Earthwatch Organization, who may be interested in provided volunteers.

The Board noted that the presentation of the budget in Annex I provided a model for future project submissions. The breakdown of project costs allowed the Board to see all pertinent details.



It was moved by Mary Jo Duncan, seconded by Sharon Proctor,

BD87/2/R12 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870128 - MARICULTURE TRAINING, MICRONESIA - UP TO A MAXIMUM OF \$65,000 CANADIAN, SUBJECT TO SATISFACTORY RESOLUTION OF THE SCIENTIFIC PROBLEM.**

Motion carried unanimously.

9 (g) University of Papua New Guinea Law Faculty BD87/D59

The President indicated that there was some question as to the future of the Law Faculty at the University of Papua New Guinea. It was suggested that if the Law Faculty should fold, the specialist teaching the Law of the Sea course could work out of the Political Science Department. The costs seem to be very high and ways to reduce these costs could include hiring someone on sabbatical or a graduate student. Australia should be investigated as a venue for training rather than Canada.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R13 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870131 - UNIVERSITY OF PAPUA NEW GUINEA LAW FACULTY - UP TO A MAXIMUM OF \$176,000 CANADIAN, NOTING THE CONCERNS EXPRESSED ABOUT THE FUTURE OF THE LAW FACULTY AND THE COSTS.**

Motion carried unanimously.

9 (h) Technical Support for Nicaragua's BD87/D68
Industrial Fisheries

The Board was advised that the earlier submission dealing with Nicaragua Artisanal Fisheries (BD87/D42) was withdrawn and replaced with DB87/D68. They were also advised that a telex had recently been received which changed some of the details of the proposed project, but not the overall parameters. Concern was expressed about the lobster fishery which, in some countries, is an artisanal rather than an industrial fishery. This question will be reviewed prior to the submission for final approval.

It was also suggested that ICOD make inquiries about the potential use of "trash fish" as Nicaragua attempts to revitalize its industrial fishery.



It was moved by Gastien Godin, seconded by Danielle de St. Jorre,

BD87/2/R13 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT
#870153 - TECHNICAL SUPPORT FOR NICARAGUA'S
INDUSTRIAL FISHERIES - UP TO A MAXIMUM OF \$328,900
CANADIAN, SUBJECT TO A SUCCESSFUL INVESTIGATION OF
THE POTENTIAL CONFLICT WITH THE ARTISANAL FISHERY.**

Motion carried unanimously.

9 (i) Marine Educational Programme for
St. Kitts/Nevis

BD87/D48

It was suggested that UNESCO and the Law of the Sea office in New York be advised of this project.

Also, it should be noted that Newfoundland gives courses regarding fisheries in secondary school; this should be looked into to see if there would be any useful material or experience ICOD could benefit from.

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

BD87/2/R14 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT
#870134 - MARINE EDUCATIONAL PROGRAMME FOR ST.
KITTS/NEVIS - UP TO A MAXIMUM OF \$86,000 CANADIAN.**

Motion carried unanimously.

9 (j) Fisheries Data Management: Institutional
Enhancement Programme, Eastern Caribbean

BD87/D58

It was noted again that the budget did not provide sufficient details. The Board indicated they would like to see links established between data management programs in different regions so each group could take advantage of the experiences of the other. When this project is presented for final approval, the Board should be advised how the OECS and member countries will continue to use and maintain the computers once the project is completed.



It was moved by Sharon Proctor, seconded by Mary Jo Duncan,

BD87/2/R15 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870132 - FISHERIES DATA MANAGEMENT: INSTITUTIONAL ENHANCEMENT PROGRAMME, EASTERN CARIBBEAN - TO A MAXIMUM OF \$110,000 CANADIAN.**

Motion carried unanimously.

9 (k) Investigation of Lagoonal Habitat
Characteristics and Coastal Pollution,
Mauritius

BD87/D43

Concern was expressed about some of the terminology used in the project budget headings. The fees and subsistence allowance appeared excessive. It was suggested that perhaps the World Health Organization and/or the United Nations Environmental Program could provide an expert at minimal cost.

The Board also indicated concern as to whether the Government of Mauritius would take the required action once this study was completed. It was suggested that ICOD investigate whether Mauritius has passed appropriate legislation; if so, this would indicate their willingness to take the necessary actions after the study is completed.

It was moved by Roy Cheeseman, seconded by Danielle de St. Jorre,

BD87/2/R16 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870135 - INVESTIGATION OF LAGOONAL HABITAT CHARACTERISTICS AND COASTAL POLLUTION, MAURITIUS- TO A MAXIMUM OF \$269,500 CANADIAN. THE BOARD INDICATED THAT WHEN THE PROPOSAL WAS READY FOR RESUBMISSION TO THE EXECUTIVE COMMITTEE FOR FINAL APPROVAL, IT MUST FIRST BE CIRCULATED TO ALL BOARD MEMBERS TO PROVIDE AN OPPORTUNITY FOR THEM TO SEND THEIR COMMENTS TO THE EXECUTIVE COMMITTEE BEFORE FINAL APPROVAL IS CONSIDERED.**

Motion carried unanimously.



- 9 (l) Technical Training of Fishery Instructors, BD87/D44
Maldives

The Board questioned the use of the term "professional fees" and suggested that "Instructors" or a similar term was more appropriate. They noted that the amount under Phase II for the item "professional fees" is incorrect. The amount for the fees was also considered excessive. On the understanding that ICOD would review the project from the point of implementation;

it was moved by Gary Vernon, seconded by Robert Maguire,

BD87/2/R16 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870146-
TECHNICAL TRAINING OF FISHERY INSTRUCTORS,
MALDIVES - TO A MAXIMUM OF \$126,000 CANADIAN.**

Motion carried unanimously.

- 9 (m) Coral and Sand Removal Assessment, Maldives BD87/D45

Grave concern was expressed over the budget on this project, specifically \$48,000 for international travel compared to professional fees of \$56,000. The President felt this was an error and would look into this matter. The Board asked if a literature search had been done to ensure that this type of activity had not been undertaken by other organizations.

It was requested that ICOD look into the work on ecosystems by the British Overseas Development Agency to see if it is complementary to this project.

It was the consensus of the Board that project #870147 - Coral and Sand Removal Assessment, Maldives - be deferred until the above concerns are addressed. This project should be resubmitted to the full Board at a future date.

- 9 (n) Phase II: World Maritime University BD87/D51
(WMU) Training Modules (Global Project)

It was noted that there was an error in the presentation of the budget figure relating to the WMU contribution. As this is a Phase II project, the Board inquired whether WMU would be in a position to take over this activity once ICOD withdraws. Questions were also raised about the nature of the proposed evaluation.



It was moved by Gastien Godin, seconded by Robert Maguire,

BD87/2/R17 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870127-
WORLD MARITIME UNIVERSITY (WMU) TRAINING MODULES,
PHASE II - TO A MAXIMUM OF \$190,000 CANADIAN.**

Motion carried unanimously.

9 (o) Erindale Maritime Boundary Delimitation BD87/D50
Course (Global Project)

It was suggested that the scope of the course should be widened, but it was indicated that this was a very specialized course and that other, broader courses were available elsewhere.

It was felt that the budget figure for Evaluation of \$15,000 was too high. This was lowered to \$10,000 which makes the project total \$192,500.

Interest in the course outline was expressed by Mary Jo Duncan, Sharon Proctor and Gastien Godin. This will be forwarded shortly.

It was moved by Robert Maguire, seconded by Mary Jo Duncan,

BD87/2/R18 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870123-
ERINDALE MARITIME BOUNDARY DELIMITATION COURSE-
TO A MAXIMUM OF \$192,500 CANADIAN.**

Motion carried unanimously.

9 (p) Establishment of a Regional Fisheries BD87/D66
Support Unit for West Africa

It was suggested that the figure provided for salary and living expenses for 18 months was too high and should be rechecked. Recognizing the current uncertain situation regarding Canadian involvement with FAO, the Board was given assurances that this project would not be undertaken unless FAO was in agreement with the general thrust.

It was suggested that it would be difficult to find an appropriate expert to undertake this project, although someone such as Jean-Louis Gaudet (who is retiring soon from FAO) might be suitable.



It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R19 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870151 - ESTABLISHMENT OF A REGIONAL FISHERIES SUPPORT UNIT FOR WEST AFRICA - TO A MAXIMUM OF \$230,000 CANADIAN.**

Motion carried unanimously.

10. COST OF LIVING ADJUSTMENT FOR ICOD

BD87/D53

There was a general discussion on the cost of living index as a whole. It was suggested that the adjustment be the same as for 1987 (i.e. 3 per cent) or that the Index for Halifax be used.

It was moved by Sharon Proctor, seconded by Roy Cheeseman,

BD87/R20 **THAT THE METHOD OF ESTABLISHING THE YEARLY COST OF LIVING ADJUSTMENT FOR ICOD WILL BE TO UTILIZE THE INCREASE IN THE COST OF LIVING INDEX (CONSUMER PRICE INDEX) FOR HALIFAX, RATHER THAN THE INDEX FOR CANADA.**

Motion carried unanimously.

The Secretary-Treasurer will obtain the cost of living index figures for Halifax and proceed accordingly.

11. APPOINTMENT OF DIRECTORS

BD87/D56

The appointment for four Board members - Sharon Proctor, Roy Cheeseman, Ellen McLean and John Vandermeulen - expires in April 1988. The Chairman stated that the Board was beginning to work well as a team and inquired whether these Board members wished to serve another term. Mr. Cheeseman indicated he would be willing to step down if the Board so wished. It was unanimous that he serve an additional term. Mrs. Proctor indicated her willingness to serve an additional term. Mrs. McLean and Mr. Vandermeulen, although not present, had indicated to the Secretary-Treasurer their willingness to return.

It was the consensus of the Board that the Chairman recommend to the Minister that the four Board members be reappointed.



12. APPOINTMENT OF PRESIDENT

BD87/D57

The Chairman was requested to keep a confidential record of the points raised during the discussion and to bring them to the attention of the President.

It was the consensus of the Board that the Chairman recommend to the Minister that the President be reappointed.

13. DATES FOR NEXT BOARD MEETING

The question of three/four meetings a year versus two was raised. It was also mentioned that the meetings dealing with projects should be held in Halifax to facilitate management obtaining any additional information required for the meeting; the meetings dealing with policy matters could be held elsewhere.

One very important point raised was that the schedule of meetings for the year should be set in advance and adhered to so Board members can plan their schedules.

It was the consensus of the Board that the dates for the next meeting be left to the discretion of the President and Chairman. (Much will depend on the availability of the international members, but the date will likely be in early June 1988).

14. OTHER BUSINESS

No other business was raised.

15. REVIEW OF ICOD VIDEO ON SOUTH PACIFIC

This video was played for Board members and all present were very impressed with the quality and message relayed.

The meeting was adjourned at 6:00 p.m.

Advance copy of Draft Minutes, subject
to further editorial revisions.
For information of Executive Committee

BOARD OF DIRECTORS MEETING
VICTORIA, B. C.
NOVEMBER 26-27, 1987
DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
Robert Maguire
Danielle de St. Jorre
Sharon Proctor
Gastien Godin
Roy Cheeseman
Mary Jo Duncan
Gary Vernon, President
Garry Comber, Secretary-Treasurer

ABSENT: Ellen McLean
John Vandermeulen
Moise Mensah
Vaughan Lewis
Phillip Muller
Doug Lindores

1 (a) CALL TO ORDER AND WELCOME TO NEW BOARD MEMBERS

The Chairman welcomed Mary Jo Duncan and Danielle de St. Jorre to the ICOD Board.

The Chairman also congratulated Ellen McLean, in absentia, on her recent induction into Canada's Agricultural Hall of Fame.

1 (b) REMARKS BY NEW BOARD MEMBERS

Both Mary Jo Duncan and Danielle de St. Jorre expressed their pleasure at being invited to serve on the Board of ICOD and their willingness to be of assistance in carrying out ICOD's mandate and objectives.

1 (c) ADOPTION OF THE AGENDA

It was moved by Gastien Godin, seconded by Sharon Proctor,

BD87/2/R1 **THAT THE AGENDA BE ADOPTED AS PRESENTED.**

Motion carried unanimously.

2 REVIEW OF MINUTES OF THE JUNE 17-18, 1987 BOARD MEETING
BD87/D40

It was moved by Robert Maguire, seconded by Gastien Godin,

BD87/2/R2 **THAT THE MINUTES OF THE JUNE 17-18, 1987 BOARD MEETING BE ADOPTED.**

Motion carried unanimously.

3 BUSINESS ARISING FROM JUNE 17-18, 1987 MINUTES

3 (a) Yearly ICOD Seminar

BD87/D54

The Chairman gave a brief overview of the purpose of holding the seminar and the progress to date for getting it underway. She indicated that the letter of September 29, 1987 seeking approval of the details of the proposed seminar had not resulted in consensus and requested further information of the objections raised. It was explained that Board Members had expressed concern over the purpose of the seminar, the speaker, and the proposed timing of events.

The concern regarding the speaker was his ability to speak in lay terms to the audience. The wording of the telex received from Mr. Giarini was raised. The Board was assured by the Chairman that Mr. Giarini was very capable of getting his message across to a non-technical audience. The intended audience was discussed again and several groups were mentioned - ICOD Board, press, development people, intellectual leaders, people from the marine sector - from all across Canada. It was suggested that the timeframe of Mr. Giarini's visit be extended to allow for an expanded seminar and exposure to other organizations such as universities, aid groups, etc. How this message would be given to developing countries was also raised

It was moved by Gary Vernon, seconded by Gastien Godin.

BD87/2/R3

THAT (A) THE NEGOTIATIONS WITH MR. GIARINI PROCEED CONCERNING THE SEMINAR ON THE ROLE OF OCEAN RESOURCES IN DEVELOPMENT AND, (B) UP TO THREE (3) DAYS BE PROVIDED TO ALLOW FOR THE SEMINAR AND RELATED ACTIVITIES.

For: 7
Against: 1

Motion carried.

3 (b) Comparative Costs of Training Courses

BD87/D64

The President gave a brief outline of the material available and, while suggesting caution in using the figures, stated that this will help as a measuring tool for ICOD courses. The report was noted by the Board.

3 (c) Internal Audit Function

The Secretary-Treasurer noted that the Audit Services Bureau of the Federal Department of Supply and Services had been contacted with regard to establishing an internal audit function. As ICOD is a very young organization, it was suggested that it was too early to start on actual audits of ICOD practices; however, over the next year, ICOD will work towards establishing a plan for internal audits.

3 (d) Evaluation Policies

BD87/D67

The Secretary-Treasurer gave a brief overview of the paper "ICOD Evaluation Systems". The Board expressed the view that it was a good first attempt at an evaluation policy.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R4

THAT THE REPORT ENTITLED "ICOD EVALUATION SYSTEMS" BE ADOPTED.

Motion carried unanimously.

3 (e) Conflict of Interest and Post-Employment Code for Public Holders BD87/D62

The Secretary-Treasurer recapped the discussion which took place at the last Board meeting and reviewed the exchange of letters with the Special Advisor to the Conflict of Interest Advisory Group. It was explained that the "Principles" were not meant as hard and fast rules, but rather as an indication of the intent of Board members.

It was the consensus of the Board that the Principles of Conflict of Interest and Post-Employment Code for Public Holders be adopted and the Certification Document provided be signed by the Board Members present with the recommendation that Board Members not present be asked to sign the Certification Document.

3 (f) i) Report on Outside Sources of Funds

Deferred to the discussion of the Corporate Plan, agenda item 6.

3 (f) ii) Report on Total Value of Projects including Recipient and Other Donor Funding

No report was available for this meeting but will be presented at the next meeting.

The Board was advised that a dollar value for recipient contributions would now be included in project summaries.

3 (g) Composition of the Audit Committee

At the last Board meeting, Sharon Proctor was nominated, in absentia, to serve as a member of the Audit Committee. It was noted that Mrs. Proctor has accepted the nomination and will now be a member of that committee.

3 (h) Other Business Arising

i) Departure of Doug Lindores from Board

Roy Cheeseman indicated that Doug Lindores had made an invaluable contribution to ICOD and to the Board and , therefore, moved, seconded by Gastien Godin

BD87/2/R5

THAT THE CHAIRMAN EXPRESS TO DOUG LINDORES THE REGRETS OF THE BOARD ON HIS RESIGNATION FROM THE BOARD AND CONVEY BEST WISHES IN THE FUTURE AND IN HIS CAREER NOTING HIS INVALUABLE CONTRIBUTION TO ICOD.

Motion carried unanimously.

It was indicated that François Pouliot, Vice-President, Policy, CIDA, has been nominated as Mr. Lindores' replacement. Mr. Pouliot's curriculum vitae will be circulated shortly.

ii) Eligibility/Project Criteria

It was stated that although eligibility of countries was dealt with in the Strategy Papers presented in support of the Corporate Plan, there were other criteria for project selection that should be discussed. It was felt that this matter was also contained in the Strategy Papers and could be discussed in that context.

4 PRESIDENT'S REPORT

4 (a) General Update - Major Directions

The President noted three significant developments:

Relationship with CIDA - A brief summary of discussions to date on the \$10 million CIDA/ICOD South Pacific project was given. If the South Pacific venture is successful, ICOD and CIDA might agree on a similar approach elsewhere. CIDA and ICOD have initiated discussions to avoid duplication in the Caribbean Region and to cooperate in certain types of projects. ICOD has been consulted on a major CIDA resource survey project in the Caribbean. Also, the President has been made aware of a large project in Indonesia which CIDA is planning and ICOD might lobby to have a role in.

Relationship with Fisheries and Oceans - The President noted that for two years there had been difficulty in getting support from DFO. However, the situation has now changed and ICOD has been assured of full support from DFO.

Relationship with Other Agencies - Recently, along with the World Bank and other donors, ICOD was invited to attend a senior level donor's meeting in Abidjan, Ivory Coast. One of the purposes of the meeting was to assess the kinds of assistance being provided in the fisheries sector by donors and to coordinate approaches among donors.

The President mentioned several political developments. There has been a decision to decentralize CIDA - about 100 persons from CIDA headquarters will move into the field. Funds for this exercise will come out of the aid envelope. The Government has tabled its response to the Winegard Report in which it is indicated that ICOD will report to the Minister for External Relations and International Development (see 4(k) below).

The Minister responsible for Fisheries, Tom Siddon, has introduced a new oceans strategy for Canada which gives the private sector a much stronger voice in oceans policy development. The paper "An Oceans Policy for Canada" will be sent to Board Members.

The President gave a brief overview of the election of the FAO Director-General. The Canadian government will now have to assess several factors in view of the loss of the election by the Canadian-backed candidate.

- | | | |
|-----|--|----------|
| (b) | <u>Report on Projects Approved under Presidential Authority</u> | BD87/D69 |
| (c) | <u>Report on Cost Overruns Approved under Presidential Authority</u> | BD87/D74 |
| (d) | <u>Report on ICOD Contracts</u> | BD87/D71 |

The above three reports will be provided to the Board at each Board meeting. The Board were asked to note these reports. Any questions could be directed to the President or Secretary-Treasurer.

4 (e) Report on Staffing

An updated organization chart was presented to the Board which indicates 33 positions at present with two more projected: one Francophone junior programme officer and one international exchange officer. Staffing activities have been started to fill the vacancies which currently exist.

A Senior Advisor to the President has been hired through the Interchange Canada Program to develop country profiles and appropriate databases for planning activities and to review the past and present aid projects of other donors to try to establish a linkage between the type and size of funding and the benefits derived from those funds. This is a new niche for ICOD; if suitable methodologies can be worked out, they could be made available to others.

4 (f) Report on Staff Appraisals

Appraisals have been done for 19 staff members with the following results - 4 superior, 13 fully satisfactory, and 2 satisfactory.

4 (g) Report on the Status of Approved Projects

BD87/D72

The report was presented in two different formats this time - one by geographic region and one by program division.

The report will only indicate active projects in future (completed projects will not be included). However, information on complete projects will be retained on the computer and can be made available upon request to Board members.

An update on scholarship information is also available to Board members upon request.

4 (h) Report on the Marine Affairs Training Advisory Group

A group of outside experts was convened to advise ICOD on a possible role in training, to assist Dalhousie and Rimouski universities in preparing materials for their marine affairs courses and, in general terms, to discuss the needs for training around the world.

The meeting did not produce the results hoped for, partly because two members from developing countries were not present and partly because the scope was too broad. One recommendation made was that ICOD should not produce training materials in-house. This decision had already been made by ICOD's Senior Management, but it was important to have it reinforced by the group.

The situation will now be reviewed and it is hoped to have another meeting with a much narrower focus on specific questions and on helping Dalhousie and Rimouski. More developing country input will be obtained.

4 (i) Information Management Policy and Library Policy

The policy papers have not yet been completed. They will be presented at the next Board meeting.

4 (j) Bilingual Aspects of ICOD

The Francophone capacity of ICOD has increased at a slow, but steady, pace. For the first time, some Board documents were prepared in French for circulation to Francophone Board members. It is intended that the junior programme officer referred to in 4,g above will be a Francophone. A point was raised concerning the bilingual capacity of ICOD's receptionists. This will be reviewed.

There was considerable discussion on candidates for francophone positions. The question of hiring a Francophone non-Canadian was raised again in cases where a suitable Canadian was not available. The advertisements placed in Francophone newspapers in Quebec and New Brunswick did not produce strong or ideal candidates. The Board reiterated its previous stand on this question; it was moved by Roy Cheeseman, seconded by Gastien Godin,

BD87/2/R6

**THAT, WITH REGARD TO THE FRANCOPHONE POSITION
WITHIN THE TECHNICAL ASSISTANCE DIVISION OF ICOD,
THE BEST CANADIAN CITIZEN BE FOUND TO FILL THE
POSITION.**

Motion carried unanimously.

4 (k) Reporting Relationship for ICOD - Winegard Report

BD87/D55

As a result of the Winegard Report and the Government's response to it, Madame Monique Landry has a new title with an aid dimension - Minister for External Relations and International Development and - ICOD will now report to Mme Landry. Copies of the Winegard Report and the Government Response will be forwarded to Board members shortly.

5. REPORT OF THE SECRETARY-TREASURER

5 (a) Current Financial Statement BD87/D73
(to October 31, 1987)
and

5 (b) Financial Projections BD87/D70

It was noted that on the Statement of Operations and Surplus, the term "Total Administrative Costs" should read "Total Non-project Costs".

The Secretary-Treasurer pointed out that with seven months of the year gone (58 %), ICOD had spent 42 per cent of this year's allocation. This expenditure level is ahead of the rate of expenditure for the same period last year. As we are still on a rapid growth curve, the situation will likely appear this way for the next two or three years.

The Secretary-Treasurer then gave a brief overview of the Financial Projections document. In the current fiscal year, ICOD has over-planned by 3.4% in keeping with the policy adopted in June 1987. Therefore, ICOD should be in a good position at the end of the fiscal year and it is not envisaged that ICOD will lapse any funds, if projects proceed as planned.

5 (c) Ottawa Office Lease

The Secretary-Treasurer gave a brief overview of the background of the current Ottawa lease and the proposed costs and options for the coming year.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R7

THAT, NOTING THE REDUCTION IN SPACE PROPOSED, THE BOARD AUTHORIZE THE RENEWAL OF THE LEASE FOR THE OTTAWA BUREAU AT THE INCREASED RATE FOR A PERIOD OF ONE YEAR.

Motion carried unanimously,

It was pointed out that The World Food Day Association will, again, be subletting approximately two-thirds of the leased space.

**6. REVIEW OF DRAFT CORPORATE PLAN AND
STRATEGY PAPERS**

BD87/D61
BD87/D65

The background papers were reviewed first. These papers are, generally, statements of already existing policy. Some issues were raised which the Board was asked to look at.

COUNTRY ELIGIBILITY

As questions concerning Nauru, Niue and Anguilla had been raised by CIDA, the status of these countries will be reviewed before the paper is finalized. In any case, the paper will be reviewed annually or as situations change.

GLOBAL ROJECTS

This paper was well received.

Regarding the section on "Issues", it was felt that (1) it was only necessary to develop global programs simultaneously in English and French if the need arose; (b) global projects such as training courses can be held in countries which are not target countries as long as the beneficiaries are from target countries; (c) the wording in this paragraph should be changed to better define the intent of the phrase, "Should ICOD be given a budgetary planning figure" (i.e. should ICOD establish a limitation figure).

SOUTH PACIFIC

This paper was well received.

CARIBBEAN BASIN REGION

References to other regional organizations such as UNEP and IOCARIBE should be added to this paper.

SOUTH AND WEST INDIAN OCEAN

On the subject of a lack of regional organizations in this area with which ICOD could work, the Indian Ocean Commission (IOC) was suggested as a possibility. Danielle de St. Jorre will forward information on IOC. The reference to IOC being "FAO backed" should be deleted.

It was also suggested that ICOD might look into whether CIDA would be interested in undertaking a regional program in this area, similar to the program being initiated in the South Pacific.

It was felt that Arab funding of projects would be limited to the Maldives in view of their Islamic population.

WEST AFRICA

Because this a relatively new region for ICOD, the main focus has not been defined too specifically. The thrust will evolve as more information is available and proposals are received. It was suggested that land-locked countries should be able to participate in relevant training programs.

SCHOLARSHIPS

The suggestions listed in section 5, "New Areas and Approaches" (i.e. Diploma or Bachelor's degree study, scholarship support in developing countries or in Canada where a program is not available, etc.) were well received and the President was authorized to proceed.

WOMEN IN DEVELOPMENT

It was mentioned that "Women in Development" should either be expanded to include other disadvantaged groups or a new section added to the Corporate Plan on disadvantaged groups.

ICOD AS AN AID BROKER

This could well be a significant factor as ICOD becomes more widely known. It was the feeling of the Board that as long as the projects covered by the outside funds fall within ICOD's mandate, the Centre should be prepared to administer such projects on behalf of other donors. The Board will monitor our involvement in such projects and will establish further guidelines, if and when necessary.

CORPORATE PLAN

There were several editorial changes suggested:

Sources and Uses of Funds	It was suggested that the budget for the Information Division should be reduced. However, no change was required at this time.
I. Executive Summary	No changes
II. Mandate	No changes

- | | |
|--|---|
| III. Corporate Organization | A change to the list of Board members. |
| IV. Operational Environment and Corporate Assessment | 1st paragraph, line 10 delete "UNCLOS". On page 7 mention that Canada was the only country to establish an agency devoted to helping developing countries with oceans management. |
| V. Strategies | Another section will be added to reflect ICOD role in helping disadvantaged groups. |
| VI. Performance Indicators and Programme Effectiveness | In last paragraph on page 11, add sentence on assisting countries to have their representatives take part in international initiatives. |
| VII. Operational Plans | No changes |

The Chairman indicated that ICOD must get ready for future developments and that the structure of ICOD may already be outdated. New approaches to technology will play an increasingly important role.

It was the consensus of the Board that the Corporate Plan be adopted.

7. PRESENTATION ON WEST AFRICA

The President gave a brief presentation on West Africa. There are many constraints to developing an effective program in this region - the number and size of the countries involved is formidable; it is difficult to locate well established regional organizations to work with; and it has been difficult to obtain suitable proposals. ICOD has made a reasonably good start and will continue to pursue good project proposals in the area.

8. DISCUSSION PAPER ON OCEAN BED MINING

BD87/D63

The Chairman gave a brief overview of the paper. The discussion paper served to inform Board members of this very new and important area of ocean development. It was noted that this type of information should be disseminated to the Third World which offered a role for ICOD in this subject area. Training will also be an important area in which ICOD might participate. However, ICOD should not be seen to be in an advocacy role, unless we were in accord with Canadian Government policy.

This paper was considered to be a useful, simply-stated presentation of the subject; it was suggested that ICOD look into the possibility of having it published. It was the consensus of the Board that the President circulate the paper for peer review and within the Canadian Government to ensure that the views contained therein would not conflict with Government views. Afterwards, the author would be contacted to prepare the document for publication.

9. PROJECT PROPOSALS

During the discussions on the project summaries, several points were made which could apply to project submissions in general:

- i) To the extent possible, it should be shown whether the project will be on-going (additional phases) or whether it will be finished at the completion of the current project;
- ii) Generally, ICOD should aim for projects which would be self-sustaining at the completion of ICOD's initial project involvement;
- iii) At the mid-point of a project, a determination should be made on whether the recipient will be able to take over the project in the proposed time frame;
- iv) When reference is made to previous or related projects, these references should be more explicit (name of project, undertaken by whom, etc.);
- v) A breakdown of lump sum figures under salary, relocation, consultants fees, etc., should be provided;
- vi) At times, some of the budget items are not explained in the text. There should be a clear connection between the description of the project and the items listed in the budget;

- vii) Many summaries did not list "disadvantages" or "constraints". This section should be reinstated for future submissions;
- viii) It was noted that dollar figures should be given for all in-kind contributions;
- ix) Concern was expressed about the differences in terminology used in project budgets, such as: professional fees vs consultant fees; subsistence allowance vs travel expenses, etc;
- x) The Board indicated that the rates being paid to consultants and the amounts allowed for subsistence allowances were very high;
- xi) It was requested that budget items be checked carefully to prevent errors;

9 (a) Extension of South Pacific Regional
Surveillance Program

BD87/D41

In this project, the Memorandum of Agreement, as amended, should clearly indicate the phase-out of ICOD assistance.

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

BD87/2/R8

THAT FINAL APPROVAL BE GIVEN TO EXTENDING PROJECT #850011 - SOUTH PACIFIC REGIONAL SURVEILLANCE PROGRAM - BY \$360,000 CANADIAN FOR A TOTAL PROJECT VALUE OF \$960,000 CANADIAN.

Motion carried unanimously.

9 (b) Establishment of Rural Fishing Groups
Solomon Islands

BD87/D46

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

BD87/2/R9

THAT FINAL APPROVAL BE GIVEN TO PROJECT #870150- ESTABLISHMENT OF RURAL FISHING GROUPS, SOLOMON ISLANDS - UP TO A MAXIMUM OF \$73,000 CANADIAN.

Motion carried unanimously.

9 (c) Pacific Islands Marine Resources
Information System (PIMRIS)

BD87/D47

The President advised that Approval In Principle was being sought for this project, rather than final approval.

The Board indicated that many of the budget items were not explained in the text, such as salaries for the Fisheries Information Officer, travel, training workshops, consultancy fund, evaluation mission and contingency.

Mention was made of a CIDA contribution of \$1 M and the Board requested that more information on this proposed contribution be given and that the total budget including the contributions of ICOD and CIDA be shown. It was also felt that this type of project could be carried out in other regions and that funds should be included to cover inter-regional trips.

It was the consensus of the Board that this project be noted and resubmitted to the next full Board meeting.

9 (d) CCOP/SOPAC Non-Fuel Marine Mineral
Resources Management Course

BD87/D49

The Board suggested that the course preparation costs were too high, taking into consideration that a similar course had already been given in Canada. Concern was expressed about the political situation in Fiji.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R10

THAT FINAL APPROVAL BE GIVEN TO PROJECT
#86-0057 - OFFSHORE NON-FUEL MINERAL
RESOURCES MANAGEMENT COURSE, CCOP/SOPAC - UP
TO A MAXIMUM OF \$80,000 CANADIAN, SUBJECT TO
A SATISFACTORY AND STABLE SITUATION EXISTING
IN FIJI AT THE TIME THE COURSE IS TO BE
GIVEN; AND THAT THE PRESIDENT BE GIVEN
AUTHORITY TO REQUEST A DEFERRAL OF THE COURSE
IF NECESSARY.

Motion carried unanimously.

9 (e) West Africa Offshore Non-Fuel Mineral
Assessment and Management Course

BD87/D60

It was pointed out that Approval in Principle was being sought.

The President noted that he had some questions as to the origin of this course and that a further assessment was being undertaken concerning the venue, facilities available, etc.

It was moved by Gastien Godin, seconded by Robert Maguire,

BD87/2/R11

THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #87-0133 - WEST AFRICA OFFSHORE NON-FUEL MINERAL ASSESSMENT AND MANAGEMENT COURSE - UP TO A MAXIMUM OF \$120,000 CANADIAN, SUBJECT TO INVESTIGATION AND VERIFICATION OF THE FACTS PRESENTED IN THE PROJECT SUMMARY.

Motion carried unanimously.

9 (f) Mariculture Training, Micronesia

BD87/D52

As a result of some recent technical comments on this project, the President indicated out that Approval in Principle was being sought, not final approval as indicated in the project summary. It was suggested that ICOD check with Professor Peter Fankboner of Simon Fraser University who is an expert on mariculture in the South Pacific regarding some of the technical questions.

It was also suggested that in a project of this nature, ICOD should build in some form of environmental assessment as the project will result in the introduction of a new species into areas where it currently does not exist. This matter should be addressed at the time of final approval.

It was also noted that ICOD should attempt to obtain cooperation from other interested organizations. It was indicated that the International Divers Association in New York City often contributes to projects of this nature either in scuba diving gear or in scuba diving training. Another organization suggested was the Earthwatch Organization, who may be interested in provided volunteers.

The Board noted that the presentation of the budget in Annex I provided a model for future project submissions. The breakdown of project costs allowed the Board to see all pertinent details.

It was moved by Mary Jo Duncan, seconded by Sharon Proctor,

BD87/2/R12 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870128 - MARICULTURE TRAINING, MICRONESIA - UP TO A MAXIMUM OF \$65,000 CANADIAN, SUBJECT TO SATISFACTORY RESOLUTION OF THE SCIENTIFIC PROBLEM.**

Motion carried unanimously.

9 (g) University of Papua New Guinea Law Faculty BD87/D59

The President indicated that there was some question as to the future of the Law Faculty at the University of Papua New Guinea. It was suggested that if the Law Faculty should fold, the specialist teaching the Law of the Sea course could work out of the Political Science Department. The costs seem to be very high and ways to reduce these costs could include hiring someone on sabbatical or a graduate student. Australia should be investigated as a venue for training rather than Canada.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R13 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870131 - UNIVERSITY OF PAPUA NEW GUINEA LAW FACULTY - UP TO A MAXIMUM OF \$176,000 CANADIAN, NOTING THE CONCERNS EXPRESSED ABOUT THE FUTURE OF THE LAW FACULTY AND THE COSTS.**

Motion carried unanimously.

9 (h) Technical Support for Nicaragua's Industrial Fisheries BD87/D68

The Board was advised that the earlier submission dealing with Nicaragua Artisanal Fisheries (BD87/D42) was withdrawn and replaced with DB87/D68. They were also advised that a telex had recently been received which changed some of the details of the proposed project, but not the overall parameters. Concern was expressed about the lobster fishery which, in some countries, is an artisanal rather than an industrial fishery. This question will be reviewed prior to the submission for final approval.

It was also suggested that ICOD make inquiries about the potential use of "trash fish" as Nicaragua attempts to revitalize its industrial fishery.

It was moved by Gastien Godin, seconded by Danielle de St. Jorre,

BD87/2/R13 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870153 - TECHNICAL SUPPORT FOR NICARAGUA'S INDUSTRIAL FISHERIES - UP TO A MAXIMUM OF \$328,900 CANADIAN, SUBJECT TO A SUCCESSFUL INVESTIGATION OF THE POTENTIAL CONFLICT WITH THE ARTISANAL FISHERY.**

Motion carried unanimously.

9 (i) Marine Educational Programme for St. Kitts/Nevis

BD87/D48

It was suggested that UNESCO and the Law of the Sea office in New York be advised of this project.

Also, it should be noted that Newfoundland gives courses regarding fisheries in secondary school; this should be looked into to see if there would be any useful material or experience ICOD could benefit from.

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

BD87/2/R14 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870134 - MARINE EDUCATIONAL PROGRAMME FOR ST. KITTS/NEVIS - UP TO A MAXIMUM OF \$86,000 CANADIAN.**

Motion carried unanimously.

9 (j) Fisheries Data Management: Institutional Enhancement Programme, Eastern Caribbean

BD87/D58

It was noted again that the budget did not provide sufficient details. The Board indicated they would like to see links established between data management programs in different regions so each group could take advantage of the experiences of the other. When this project is presented for final approval, the Board should be advised how the OECS and member countries will continue to use and maintain the computers once the project is completed.

It was moved by Sharon Proctor, seconded by Mary Jo Duncan,

BD87/2/R15 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870132 - FISHERIES DATA MANAGEMENT: INSTITUTIONAL ENHANCEMENT PROGRAMME, EASTERN CARIBBEAN - TO A MAXIMUM OF \$110,000 CANADIAN.**

Motion carried unanimously.

9 (k) Investigation of Lagoonal Habitat
Characteristics and Coastal Pollution,
Mauritius

BD87/D43

Concern was expressed about some of the terminology used in the project budget headings. The fees and subsistence allowance appeared excessive. It was suggested that perhaps the World Health Organization and/or the United Nations Environmental Program could provide an expert at minimal cost.

The Board also indicated concern as to whether the Government of Mauritius would take the required action once this study was completed. It was suggested that ICOD investigate whether Mauritius has passed appropriate legislation; if so, this would indicate their willingness to take the necessary actions after the study is completed.

It was moved by Roy Cheeseman, seconded by Danielle de St. Jorre,

BD87/2/R16 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870135 - INVESTIGATION OF LAGOONAL HABITAT CHARACTERISTICS AND COASTAL POLLUTION, MAURITIUS- TO A MAXIMUM OF \$269,500 CANADIAN. THE BOARD INDICATED THAT WHEN THE PROPOSAL WAS READY FOR RESUBMISSION TO THE EXECUTIVE COMMITTEE FOR FINAL APPROVAL, IT MUST FIRST BE CIRCULATED TO ALL BOARD MEMBERS TO PROVIDE AN OPPORTUNITY FOR THEM TO SEND THEIR COMMENTS TO THE EXECUTIVE COMMITTEE BEFORE FINAL APPROVAL IS CONSIDERED.**

Motion carried unanimously.

- 9 (l) Technical Training of Fishery Instructors, BD87/D44
Maldives

The Board questioned the use of the term "professional fees" and suggested that "Instructors" or a similar term was more appropriate. They noted that the amount under Phase II for the item "professional fees" is incorrect. The amount for the fees was also considered excessive. On the understanding that ICOD would review the project from the point of implementation;

it was moved by Gary Vernon, seconded by Robert Maguire,

BD87/2/R16 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870146-
TECHNICAL TRAINING OF FISHERY INSTRUCTORS,
MALDIVES - TO A MAXIMUM OF \$126,000 CANADIAN.**

Motion carried unanimously.

- 9 (m) Coral and Sand Removal Assessment, Maldives BD87/D45

Grave concern was expressed over the budget on this project, specifically \$48,000 for international travel compared to professional fees of \$56,000. The President felt this was an error and would look into this matter. The Board asked if a literature search had been done to ensure that this type of activity had not been undertaken by other organizations.

It was requested that ICOD look into the work on ecosystems by the British Overseas Development Agency to see if it is complementary to this project.

It was the consensus of the Board that project #870147 - Coral and Sand Removal Assessment, Maldives - be deferred until the above concerns are addressed. This project should be resubmitted to the full Board at a future date.

- 9 (n) Phase II: World Maritime University BD87/D51
(WMU) Training Modules (Global Project)

It was noted that there was an error in the presentation of the budget figure relating to the WMU contribution. As this is a Phase II project, the Board inquired whether WMU would be in a position to take over this activity once ICOD withdraws. Questions were also raised about the nature of the proposed evaluation.

It was moved by Gastien Godin, seconded by Robert Maguire,

BD87/2/R17 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870127-
WORLD MARITIME UNIVERSITY (WMU) TRAINING MODULES,
PHASE II - TO A MAXIMUM OF \$190,000 CANADIAN.**

Motion carried unanimously.

9 (o) Erindale Maritime Boundary Delimitation BD87/D50
 Course (Global Project)

It was suggested that the scope of the course should be widened, but it was indicated that this was a very specialized course and that other, broader courses were available elsewhere.

It was felt that the budget figure for Evaluation of \$15,000 was too high. This was lowered to \$10,000 which makes the project total \$192,500.

Interest in the course outline was expressed by Mary Jo Duncan, Sharon Proctor and Gastien Godin. This will be forwarded shortly.

It was moved by Robert Maguire, seconded by Mary Jo Duncan,

BD87/2/R18 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870123-
ERINDALE MARITIME BOUNDARY DELIMITATION COURSE-
TO A MAXIMUM OF \$192,500 CANADIAN.**

Motion carried unanimously.

9 (p) Establishment of a Regional Fisheries BD87/D66
 Support Unit for West Africa

It was suggested that the figure provided for salary and living expenses for 18 months was too high and should be rechecked. Recognizing the current uncertain situation regarding Canadian involvement with FAO, the Board was given assurances that this project would not be undertaken unless FAO was in agreement with the general thrust.

It was suggested that it would be difficult to find an appropriate expert to undertake this project, although someone such as Jean-Louis Gaudet (who is retiring soon from FAO) might be suitable.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

BD87/2/R19 **THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #870151 - ESTABLISHMENT OF A REGIONAL FISHERIES SUPPORT UNIT FOR WEST AFRICA - TO A MAXIMUM OF \$230,000 CANADIAN.**

Motion carried unanimously.

10. COST OF LIVING ADJUSTMENT FOR ICOD

BD87/D53

There was a general discussion on the cost of living index as a whole. It was suggested that the adjustment be the same as for 1987 (i.e. 3 per cent) or that the Index for Halifax be used.

It was moved by Sharon Proctor, seconded by Roy Cheeseman,

BD87/R20 **THAT THE COST OF LIVING ADJUSTMENT FOR ICOD BE INCREASED, BASED ON THE COST OF LIVING INDEX FOR HALIFAX, RATHER THAN THE INDEX FOR CANADA.**

Motion carried unanimously.

The Secretary-Treasurer will obtain the cost of living index figures for Halifax and proceed accordingly.

11. APPOINTMENT OF DIRECTORS

BD87/D56

The appointment for four Board members - Sharon Proctor, Roy Cheeseman, Ellen McLean and John Vandermeulen - expires in April 1988. The Chairman stated that the Board was beginning to work well as a team and inquired whether these Board members wished to serve another term. Mr. Cheeseman indicated he would be willing to step down if the Board so wished. It was unanimous that he serve an additional term. Mrs. Proctor indicated her willingness to serve an additional term. Mrs. McLean and Mr. Vandermeulen, although not present, had indicated to the Secretary-Treasurer their willingness to return.

It was the consensus of the Board that the Chairman recommend to the Minister that the four Board members be reappointed.

12. APPOINTMENT OF PRESIDENT

BD87/D57

It was the consensus of the Board that the Chairman recommend to the Minister that the President be reappointed. *The Chairman was asked to keep a confidential record of the points raised during the meeting discussion and to bring them to the attention of the President.*

13. DATES FOR NEXT BOARD MEETING

The question of three/four meetings a year versus two was raised. It was also mentioned that the meetings dealing with projects should be held in Halifax to facilitate management obtaining any additional information required for the meeting; the meetings dealing with policy matters could be held elsewhere.

One very important point raised was that the schedule of meetings for the year should be set in advance and adhered to so Board members can plan their schedules.

It was the consensus of the Board that the dates for the next meeting be left to the discretion of the President and Chairman. (Much will depend on the availability of the international members, but the date will likely be in early June 1988).

14. OTHER BUSINESS

No other business was raised.

15. REVIEW OF ICOD VIDEO ON SOUTH PACIFIC

This video was played for Board members and all present were very impressed with the quality and message relayed.

The meeting was adjourned at 6:00 p.m.



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

February 5, 1988
09:00 Hours
Halifax, Nova Scotia

- 1) Call to Order -
Quorum, Agenda, etc.

- 2) Financial Statement and Financial
Projection . . . EC87/D10
(to be distributed at meeting)

- 3) Project Proposals for Final Approval
 - a) Mariculture Training - Micronesia . . . EC87/D11
 - b) University of Papua New Guinea
Law Faculty Assistance . . . EC87/D12
 - c) Vanuatu Fisheries Extension Advisor . . . EC87/D13
 - d) Technical Support for Nicaragua's
Industrial Fisheries . . . EC87/D14
 - e) Fisheries Data Management:
Institutional Enhancement Program . . . EC87/D15

- 4) Capital Expenditures on Projects . . . EC87/D16

- 5) Priorities for Training -
Canada vs Regions

- 6) Dental Plan for ICOD . . . EC87/D17

- 7) Date of next Executive/Board Meeting

- 8) Other Business



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

CONFIDENTIAL
1003.7

EXECUTIVE COMMITTEE MEETING
HALIFAX, N.S.
FEBRUARY 10, 1988
DRAFT MINUTES

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

1 CALL TO ORDER

The Chairman noted that a quorum was present. It was moved by John Vandermeulen, seconded by Roy Cheeseman,

EC87/2/R1 THAT THE AGENDA BE ADOPTED AS PRESENTED.

Motion carried unanimously.

2 FINANCIAL STATEMENT OF OPERATIONS AND FINANCIAL PROJECTIONS EC87/D10

2 (a) Statement of Operations

The above document was distributed by the Secretary-Treasurer who indicated that as of December 31 1987 (the last month for which complete financial details were available), ICOD had disbursed 60% of the budget with 75% of the year gone. The rate of expenditure is better than last year, but still leaves \$2.6 million to be disbursed in the final three months of the fiscal year.

In reviewing the Statement of Operations, the Executive Committee indicated the following comments:

- a) It would be useful if ICOD were able to distinguish short term projects/commitments from long term

projects/commitments (i.e. two years are over).

- b) With a bank account as large as ICOD's, a question was raised as to why the Statement showed a \$49.78 interest expense. It was considered normal practice that such small amounts would be waived by the bank for their larger clients.
- c) In presenting the Statement of Operations, ICOD should indicate the percentage which each subtotal represents. This would give the Executive Committee (and the Board) an immediate idea of the relative size of the disbursements according to the various functions or divisions listed.
- d) It was felt that ICOD should restructure the categories listed in the Statement of Operations to clarify what was covered by the headings and to avoid confusion or redundancy. Many specific examples were given for follow-up action.
- e) It was agreed that a redraft of the Statement of Operations should be prepared and sent to the Executive Committee within 30 days, taking note of the above comments.
- f) It was decided that another meeting of the Executive Committee would be held on Thursday April 21 at which time the topic of Administrative Expenses at ICOD would be discussed in depth. In preparation for this meeting, ICOD will prepare comparative figures for similar organisations either within the foreign aid field or otherwise.
- g) The general feeling of the Executive Committee was that ICOD's administrative expenses were too high and that every effort must be made to reduce them both as a percentage of the overall budget and in real terms. This will be pursued in April.

2 (b) Financial Projection Chart

In looking at the Financial Projection chart, it was pointed out that there had been a significant drop in the expenditure projections for the current fiscal year. It now appeared that ICOD would spend around \$6.3 million and would lapse \$200,000. The Secretary-Treasurer indicated reasons for the reduction in planned expenditures including: difficulties in predicting expenditure flow due to newness of the system and the inexperience of programme officers in estimating cash flow on projects; slippage in existing projects and delays in securing approvals. The Secretary-Treasurer indicated that ICOD's rate of growth had been high during the past years (60% + in 1987/88), but would drop to approximately 20% in fiscal year 1988/89. It

is expected that the funds for next fiscal year will be largely committed by April of 1988. Thus, the nature of financial management at ICOD should change during the next year to one of restricting disbursements rather than encouraging them.

When discussing the potential lapse of \$200,000, the Executive Committee requested that the President examine other possible uses of the funds in keeping with sound financial management and ICOD's stated policies. In this context, and, in recognition of the fact that expenditure projections had changed significantly since the Board Meeting in November 1987, it was requested that the President advise all Board Members of the current situation and invite project suggestions. In the letter/telex to Board Members, it would be pointed out that: a) this is an exceptional circumstance; b) ICOD is not looking for on-going commitments but bona fide projects which can be completed by March 31; and c) any proposals will be subject to the normal ICOD review process.

3 PROJECT PROPOSALS FOR FINAL APPROVAL

During the discussions on the project summaries, several points of a general nature were raised:

- i) It was requested that the minutes note the Committee's understanding that it is the President of ICOD who submits project summaries to the Board and recommends approval;
- ii) A question was raised as to how ICOD knows when a project has achieved its objectives. It was explained that ICOD has embarked upon a project planning system tied in with the evaluation process which the Board approved last November. New documentation will require a clearer statement of the project objective, critical assumptions and expected outputs so that the timing and degree of success in meeting objectives can be measured;
- iii) It was pointed out that ICOD had not utilized the term "disadvantages" as a heading in the project summary as requested at the November Board Meeting. It was suggested that many projects did not have specific disadvantages, but rather constraints and risks. Officers had already been advised of the concern of the Board to present a balanced case and it was agreed that this matter would be reiterated to staff. In the meantime, ICOD would review the wording used for headings to make sure that the Board's concerns were reflected;
- iv) ICOD should indicate within the project description who the beneficiaries of the project would be;

- v) All acronyms should be spelled out in project summaries when they are first used; and
- vi) ICOD should adopt a standard approach for defining and describing project components. It was agreed that ICOD would insert on the first page in the summary section a heading called "Project Components" so that the essence of what ICOD is being asked to do could be summarized in one or two lines.

3 (a) Mariculture Training - Micronesia

EC87/D11

The following questions/comments were raised:

- a) An explanation was requested as to why no recipient funding was indicated;
- b) The project summary indicates that ICLARM had suggested that the proposed project used an obsolete technology; why was ICOD funding it?
- c) Is giant clam a good source of protein and nutrient?

The first two matters were dealt with at the meeting and the President stated that an answer would be forthcoming on the subject of the nutritional value of giant clams.

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

EC87/2/R2 **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870128; MARICULTURE TRAINING, MICRONESIA, TO A MAXIMUM ICOD CONTRIBUTION OF \$65,000 CDN.**

Motioned carried unanimously.

It was requested that copies of the correspondence between ICLARM and ICOD concerning the technical aspects of this project be forwarded to John Vandermeulen for information purposes.

3 b) University of Papua New Guinea, Law Faculty Assistance

EC87/D12

The Executive Committee was given a revised version of this project summary as well as a letter dated December 24, 1987 which had only recently been received from the University. A question was raised as to why the training of a counterpart could not be accomplished within UPNG itself with the assistance of the Canadian lecturer provided. It was agreed that since UPNG did

PRIORITIES FOR TRAINING - CANADA VERSUS REGIONS.

The President indicated that it was important to discuss the approach which ICOD should take towards the location of suitable training programmes for personnel from developing countries. Until recently, it had always been assumed that one of the overall objectives of ICOD was to have as many people as possible trained in Canada to support Canadian educational institutions and to develop an alumni of scholarship recipients who would have a direct connection with Canada.

However, at the November Board Meeting it had been suggested that, partly for financial reasons, an ICOD candidate from Papua New Guinea be sent to Australia for training. The President indicated that ICOD had taken into account three considerations in considering training programmes: 1) suitability of the course; 2) cost of the course; and 3) Canadian content and input. In assessing these factors, it was important for ICOD to understand the priority which the Board attached to the guidelines.

After discussion it was agreed that there was a general understanding that, whenever appropriate, ICOD would undertake training within Canada. However, it was felt that the most important factor was the suitability of the course for the trainee involved. This could be influenced by the existence of a course developed specifically to deal with the needs of a region. A secondary consideration would be cost which could influence whether the training should take place in the region or in Canada. Training in third world countries was also highly desirable, when possible.

DENTAL PLAN FOR ICOD

The Treasury Board had agreed to a dental plan for all Federal public servants and had offered the same plan to all Crown Corporations. After consulting the staff, the President had decided to enroll ICOD in the Government's Dental Care Plan. Since the plan was being offered to all public servants and all Federal Crown Corporations, it was not considered appropriate to deny ICOD employees such coverage. The memo to the Executive Committee was, therefore, provided for information purposes. On that basis, the Executive Committee acknowledged receipt of the information on the Dental Plan.

This discussion led to the question of whether or not ICOD should be expected to participate in any and all benefits made available to Federal public servants and employees of Federal Crown Corporations. It was suggested that the President make a

recommendation to the Board dealing with this matter so that the Board could decide, in principle, whether or not all benefits for Government employees and employees of Crown Corporation could automatically be accepted for ICOD employees. The question was raised whether all changes to salaries and benefits should be brought to the Board. This subject may be pursued again at the Executive Committee meeting on April 21 and, later, with the Board.

7 DATES OF NEXT EXECUTIVE/BOARD MEETING

- a) It was agreed that there would an Executive Committee Meeting on April 21 starting at 9:00 a.m. in Halifax. The main agenda item would be ICOD's administrative costs.
- b) It was indicated that the majority of Board Members felt that the dates of June 9 and 10 were most appropriate for the Annual Meeting of the Board. This meeting will be held in Halifax.
- c) It was indicated that the first yearly ICOD seminar was to be held on Friday December 2. This means that the Board meeting would be held on Wednesday and Thursday, November 30 and December 1. Since the intent of the Board was that the first yearly ICOD seminar should be held in Halifax, the Executive Committee decided that the Board Meeting would also be held in Halifax. Consideration would be given in future for other locations, especially in Québec and Newfoundland.

8 OTHER BUSINESS

- a) ICOD was reminded that ID cards had still not been issued to Board Members.
- b) It was suggested that ICOD arrange for a photographer to take another picture of the Board at its meeting in June as it is likely that there will be a high turnout, including International Directors.



Memorandum

To: Members of the Executive Committee Our File: 1003.8

From: April 18, 1988

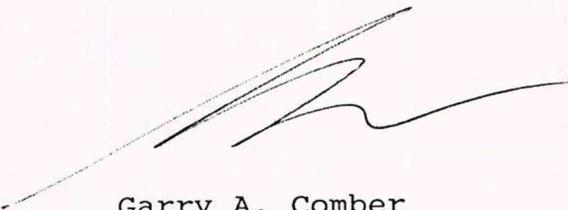
Date: Garry A. Comber

Re: Documentation for Executive Committee Meeting on
April 27, 1988

Please find attached the draft Agenda and supporting documentation for the Executive Committee meeting to be held at ICOD on Wednesday, April 27 beginning at 9:00 a.m.

Please note that the draft Minutes of the February 5, 1988 Executive Committee meeting were forwarded to you on March 22, 1988.

We look forward to seeing you on April 27, 1988.



Garry A. Comber
Secretary-Treasurer

GAC/jp



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

27 April 1988
0900 hours
Halifax, Nova Scotia

- 1) **CALL TO ORDER**
Quorum, Agenda, etc.

- 2) **REVIEW OF MINUTES OF 5 FEBRUARY 1988** EC88/D01

- 3) **PRESIDENT'S REPORT**

- 4) **FINANCIAL REPORT**
(document to be distributed at meeting)

- 5) **BUSINESS ARISING**
 - a. Administrative Expenses EC88/D02
EC88/D06

- 6) **PROJECT PROPOSALS FOR FINAL APPROVAL**
 - a. Fishing Vessel Evaluation
- Seychelles EC88/D03
 - b. Production Assistance for Artemia
Salina - Mauritius EC88/D04
 - c. Maritime Boundary Delimitation
Workshop - South Pacific EC88/D05

- 7) **OTHER BUSINESS**



PRESIDENT'S REPORT OUTLINE

EXECUTIVE COMMITTEE

19 SEPTEMBER 1988

- I PRESENT STATUS - FUNDING
 - (a) Core funding
 - (b) South Pacific
 - (c) Caribbean
 - (d) Scholarships
 - (e) Other

- II IMPLICATIONS
 - (a) Targets and Projections

- III FACTORS
 - (a) Implications for ICOD

- IV RESPONSE OPTIONS
 - (a) Restructuring (see EC88/D29, Item 6)
 - (b) Internal Processes
 - (c) Eligibility (Item 7b)
 - (d) Subject Areas
 - (e) Emphasis on Programs
 - (f) Methods of agreement, contracting



Memorandum

To: Executive Committee Members Our File: 1003

From: Jeanne-Mance Côté
President's Office

Date: 21 November 1988

Re: Executive Committee meeting
28 November 1988

You will find attached an agenda for the above meeting.

Some documents will be distributed to you on Monday morning and others were included with your Board documents which you should have received by now.

Best regards.

Jeanne-Mance Côté

JMC/amd

attachment



1003.10

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

28 November 1988

09:00 hours

Halifax, Nova Scotia

- | | | |
|----|---|-------------|
| 1) | CALL TO ORDER -
Quorum, Adoption of the
Agenda, etc. | 09:00-09:10 |
| 2) | REVIEW OF EXECUTIVE COMMITTEE MEETING
- MINUTES OF 19 SEPTEMBER 1988 | 09:10-09:20 |
| 3) | BUSINESS ARISING FROM MINUTES | 09:20-09:30 |
| 4) | PRESIDENT'S REPORT | 09:30-10:00 |
| | COFFEE BREAK | 10:00-10:15 |
| 5) | SECRETARY TREASURER'S REPORT | 10:15-10:30 |
| 6) | ROLE AND RESPONSIBILITIES OF BOARD | 10:30-11:00 |
| 7) | ICOD REORGANIZATION | 11:00-12:00 |
| | LUNCH | 12:00-13:00 |
| 7) | ICOD REORGANIZATION (cont'd) | 13:00-16:00 |



1003.10

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Executive Committee Meeting

28 November 1988

09:00 hours

Halifax, Nova Scotia

- | | | |
|----|--|-------------|
| 1) | CALL TO ORDER -
Quorum, Adoption of the
Agenda, etc. | 09:00-09:10 |
| 2) | REVIEW OF EXECUTIVE COMMITTEE MEETING
- MINUTES OF 19 SEPTEMBER 1988
<i>Feb 2 - second ^{set} minute</i> | 09:10-09:20 |
| 3) | BUSINESS ARISING FROM MINUTES | 09:20-09:30 |
| 4) | PRESIDENT'S REPORT | 09:30-10:00 |
| | COFFEE BREAK | 10:00-10:15 |
| 5) | SECRETARY TREASURER'S REPORT | 10:15-10:30 |
| 6) | ROLE AND RESPONSIBILITIES OF BOARD | 10:30-11:00 |
| 7) | ICOD REORGANIZATION | 11:00-12:00 |
| | LUNCH | 12:00-13:00 |
| 7) | ICOD REORGANIZATION (cont'd) | 13:00-16:00 |



Memorandum

To: BOARD MEMBERS

Our File: 1004.13

From: Jeanne-Mance Côté

Date: 11 April 1989

Re: Executive Committee Minutes

As per discussions at the last Board Meeting, please find enclosed Minutes of the 30 January 1989 Executive Committee meeting for your information.

JMC/

31 January 1989

CONFIDENTIAL
1003.12

EXECUTIVE COMMITTEE MEETING
HALIFAX, NOVA SCOTIA
30 JANUARY 1989

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. CALL TO ORDER

The Chairman noted that there was a quorum and the agenda was adopted as presented.

2. REVIEW OF EXECUTIVE COMMITTEE MINUTES OF 28 NOVEMBER
1988 EC88/D41

- One Member questioned the statement on the maximum 20 days per year applying only to Members of the Executive Committee. Both the President and the Vice President stated that 15 days was deemed sufficient for Members of other Committees and that this had been agreed to at the November Board meeting.

- Project #880229, Institute of Marine Resources, USP, Institutional Enhancement - At the request of the Board, USP was asked to contribute to the salary component of the lecturer. Members were handed a reply from the Acting Vice Chancellor of the University of the South Pacific to the effect that this was not possible in the immediate future.

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

THAT THE MINUTES OF THE 28 NOVEMBER MEETING BE ADOPTED AS PRESENTED.

GENERAL COMMENTS - MINUTES OF 30 NOVEMBER - 1 DECEMBER BOARD MEETING

- Item 6, Restructuring of ICOD, BD88/D56 - Resolutions BD88/2/R7 and BD88/2/R8 will be rewritten to indicate that these recommendations were made by the Executive Committee and were unanimously approved by Board Members.
- One Member asked for clarification on the proposed Masters Degree - Dalhousie and UQAR. A report on the latest developments was produced and circulated for information.

- Members were told that the three UQAR students who were experiencing difficulties with their grades are now enrolled in a diploma program.

This incident has meant that ICOD and Canadian universities must use caution when selecting scholarship candidates from certain countries. ICOD may have to develop preliminary programs before bringing foreign students into Canada. On-the-job training will be looked into in the particular case of Guinea.

3. BUSINESS ARISING FROM MINUTES

3. A. Overseas Board Meeting - Location and Date

EC88/D43

Members discussed the possibility of holding a meeting in the South Pacific or the Caribbean. It was agreed that for a first experience, Barbados would be the preferred site to hold the meeting. One or two field trips to other islands to visit project sites could be organized.

One Member reiterated that ICOD remember that several spouses will be travelling with Board Members. Therefore, accommodation and plans for side trips must take this into account. Also, hotels should be asked to give preferred rates to those

Board Members who consider prolonging their stay at their own expense. Members have not decided on an exact date but have expressed a preference for the beginning of November. It was left to ICOD Management to make a final decision.

3. B. Update on Reorganization Activities

Members were told that the Legal Counsel and the Personnel Manager (Director of Human Resources) have been hired. Our first Sectoral Consultant has been appointed and interviews for the position of Director of Finance will be conducted this week.

The Executive Committee went into camera to discuss personnel aspects of the re-organization.

3. C. Summary Record of ICOD Seminar

EC88/D36

Directors were asked to comment on the seminar. The general consensus was that the lecture given by the speakers was not geared to the audience present. The highlight of the seminar was the response from two ICOD Directors and Ellen McLean's summary of the proceedings.

Yearly seminars were still perceived as a potentially good idea, but with a change of format such as round-table

discussions with audience participation rather than a lecture format.

It was suggested that a proposal for a seminar be brought to the April 1989 Executive Committee meeting.

4. PRESIDENT'S REPORT

i) The President told Members that last ditch efforts to cooperate in the posting of a CIDA officer in the Caribbean may have paid off. Mr. Howard Powles of CIDA will spend two weeks at ICOD for briefings before taking up his new function and will assist ICOD as appropriate during his posting.

ii) A document entitled 'Donors' Meeting for Mauritius Environment Program' was tabled for information. The President elaborated on his attendance at the Paris meeting. ICOD has pledged a potential of up to \$2,000,000 in the areas of Marine Environment Management, Marine Parks and Marine and Estuarine Pollution over the next several years.

iii) Members were told that CIDA has approved eight scholarships for the World Maritime University to be managed by ICOD.

iv) The President circulated a document entitled Presidential Objectives and asked Members for their comments.

5. FINANCIAL REPORT

EC88/D46

The Vice President circulated two financial documents for Board Members' review. He told Members that \$4M, or just above 50% of the total budget, had been spent over the first three quarters of Fiscal Year 88/89. It is projected that total 88/89 disbursements will reach the \$8M figure.

In looking over the documents, one Member asked that figures for the previous Fiscal Year be included in subsequent reports for comparison purposes.

6. REVIEW OF REVISED CORPORATE PLAN

EC88/D44

A revised draft of the Corporate Plan was circulated to Members. The projected budget for the years 89/90 - 93/94 for the new divisions was explained. The Vice President pointed out the revisions to the Corporate Plan for Members.

A number of suggestions were noted for inclusion in the document.

Members of the Executive Committee unanimously agreed that the Corporate Plan with the proposed amendments be forwarded to the Minister and the Treasury Board for approval.

7. **AUDIT COMMITTEE RECOMMENDATION RE SPECIAL EXAMINATION**
EC88/D42

Item III of the Minutes of the Audit and Evaluation Committee meeting of 2 December 1988 was submitted for approval.

It was moved by Roy Cheeseman, seconded by Robert Maguire,

To accept the recommendation made by the Audit and Evaluation Committee, that the Office of the Auditor General be retained to conduct the Special Examination of ICOD.

Motion carried unanimously.

8. **PROJECT PROPOSALS**

- A) **Fisheries Observer Training**
- Pacific Island Countries (880257) EC88/D28

The project was approved as submitted.

- B) **Conference on Management and Development Strategies in South Pacific Fisheries (FFA) (880255)** EC88/D30

The project was approved as submitted.

- C) **Marine Law Database and Document Delivery Service (MARLAW) (880217)** EC88/D31

The Committee indicated that there must be consultation/collaboration with the United Nations' Law of the Sea Office to avoid duplication of effort. On this basis, the project was approved.

- D) **Marine Education Kits for St.Kitts/Nevis (870134)** EC88/D32

The Committee felt that the recipient contribution was insufficient in relation to the ICOD contribution, however no adjustments are necessary in this case.

It was noted that teachers with little knowledge of marine matters would be combined with government officials with little knowledge of teaching. This would not necessarily ensure the intended result.

It was suggested that ICOD utilize the services of a Canadian or Caribbean person with teaching experience

and knowledge of the subject matter to act as advisor to the St. Kitts group.

The project was approved indicating that the necessary adjustments will be made in light of the above comments.

E) Coral Reef Research Unit (880247) EC88/D33

Members questioned the degree and level of support by the Maldives especially in relation to the recipient contribution indicated. More information will be required before a Memorandum of Agreement is completed.

As the problems of reef cracking and bleaching require different technical expertise, it was suggested to send both a marine ecologist and a marine reef geologist. Further discussions within ICOD will be required before proceeding to the implementation stage.

Noting these comments, the Executive Committee gave its approval.

F) Aquaculture of Giant Clams - Seychelles (880249) EC88/D34

The project was approved as submitted.

- G) **Evaluation of Demersal Fish Stocks - Benin (880253)**
EC88/D35

The project was approved as submitted.

- H) **Specialized Fisheries Training - South Pacific (880256)**
EC88/D37

The constraint dealing with socio-cultural problems was noted. The University of the South Pacific will be contacted to determine their view on the matter. ICOD is aware of such problems and more attention is being paid to briefing people sent on training courses in other countries.

The project was approved as submitted.

- I) **Training of Francophone Lawyers in Maritime Boundary
Delimitation (Global) (880254)** EC88/D38

The project was approved as submitted.

- J) **Fisheries Division Institutional and Administrative
Planning - Eastern Caribbean (880250)** EC88/D39

The project was approved as submitted.

- K) **Enhancement of Coastal and Marine Environmental Monitoring Capability in the Caribbean (880252)** EC88/D40

It was indicated that full cooperation with UNEP on this project is expected.

The project was approved as submitted.

- L) **Crown of Thorns Starfish Program - Maldives (880240)** EC88/D45

Noting the caveat in the recommendation concerning the number of videos, the project was approved as submitted.

9. **OTHER BUSINESS**

9. A. Date of Next Executive Committee Meeting

If necessary, a meeting of the Executive Committee will be convened during the month of April.

9. B. Miscellaneous

- i) One Member suggested the use of a sticker with the ICOD logo to be applied to all equipment supplied by ICOD for easy identification.

- ii) Members have asked for a briefing on ICOD projects and activities in the Caribbean, for all Board Members and participants, prior to the Fall Board Meeting in that Region.

- iii) Information on passports and inoculations will be sent to all Board Members regarding the Caribbean Board Meeting.



1003.13

file →

**International Centre for Ocean Development
Draft Agenda
Executive Committee Meeting**

**13 June 1989
0900 hours
Halifax, Nova Scotia**

- | | | |
|----|--|-----------|
| 1. | CALL TO ORDER -

Quorum, Adoption of the Agenda
etc. | 0900-0905 |
| 2. | REVIEW OF MINUTES OF 30 JANUARY
1989 | 0905-0915 |
| 3. | BUSINESS ARISING | |
| | A) EXECUTIVE COMMITTEE MEETING | 0915-0930 |
| | i. Proposal on ICOD Seminar (BD89/D10) | |
| | ii. Miscellaneous | |
| | B) BOARD MINUTES | 0930-1000 |
| | i. Overseas Board Meeting | |
| | ii. OECS Small Projects Funding Program | |
| | iii. Board Remuneration and Living
Allowance | |
| | iv. Miscellaneous | |
| | COFFEE BREAK | 1000-1015 |
| 4. | PRESIDENT'S REPORT | 1015-1130 |
| | i. Policy Update - Retrospective and
Future Directions (BD89/D05) | |
| | ii. Reorganization Update | |



Memorandum

To: Members of the Audit and Evaluation Committee

Our File:

From: Garry A. Comber

Date: June 6, 1989

Re: MEETING OF THE AUDIT AND EVALUATION COMMITTEE

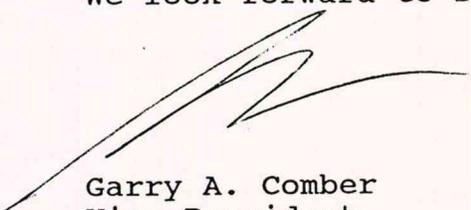
Elisabeth
Mann
Borgese

There will be a meeting of the Audit and Evaluation Committee in Halifax on Wednesday, June 14 starting at 09:00 a.m..

Further to discussions with Ellen McLean, Chairperson of the Committee, I have attached a draft agenda. As we will be covering new territory relating to an internal audit plan and an evaluation plan, I believe members should reserve the whole day as it is difficult to estimate the time required for these discussions.

The Committee will also be required to present a report to the Board of Directors and you may wish to discuss the nature of this report at the end of your meeting.

We look forward to seeing you on June 14.



Garry A. Comber
Vice-President

GAC/ad
Attach.

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Audit and Evaluation Committee Meeting

June 14, 1989

Halifax, Nova Scotia

- | | | |
|----|--|-------------|
| 1) | Call to Order, Quorum, Introduction of Officials from Auditor General's Office | 09:00-09:15 |
| 2) | Review of Minutes of December 2, 1988 | 09:15-09:30 |
| 3) | Review of Audited Financial Statement for Fiscal Year 1988/89 (draft attached) | 09:30-10:30 |
| | a. Comments and Observations of the Auditor General's Office | |
| | b. Comments and Questions of Audit Committee Members | |
| | c. Explanation of policy on "Allocation of Administrative Costs" (copy attached) | |
| | d. Explanation of policy on "Foreign Exchange" (copy attached) | |
| | Coffee | 10:30-10:45 |
| 4) | Plan for the Special Examination of ICOD | 10:45-11:30 |
| 5) | Proposal for a Internal Audit Plan for ICOD (to follow) | 11:30-12:15 |
| | Lunch | 12:15-13:15 |
| 6) | Review of First Internal Audit Report (OECS projects) (copy attached) | 13:15-13:45 |

- | | | |
|-----|--|-------------|
| 7) | Proposal for Evaluation Plan
for ICOD (to follow) | 13:45-14:30 |
| 8) | Review of Evaluation Activities
to date | 14:30-15:00 |
| | Coffee | 15:00-15:15 |
| 9) | Other business | 15:15-15:30 |
| 10) | Preparation for the Report to the
Board | 15:30-15:45 |
| | Adjourn | |

CONFIDENTIAL

1009.5

AUDIT AND EVALUATION COMMITTEE
HALIFAX, NOVA SCOTIA
DECEMBER 2, 1988

DRAFT MINUTES

Present:

Ellen McLean, Chairman
Sharon Proctor
Gastien Godin
Elisabeth Mann Borgese, Ex Officio
Gary Vernon, Ex Officio
Garry Comber, Secretary-Treasurer

Invited Guest:

Kevin Potter, Office of the Auditor General

I. Call to Order

It was noted that in view of the decision of the Board of Directors, the name of the Committee had been changed to the Audit and Evaluation Committee. It was indicated that the Committee would discuss three matters;

- i) The Audit Plan for the financial audit of fiscal year 1988/89;
- ii) The appointment of a "Special Examiner";
- iii) The role of the Committee and evaluation activities.

It was noted that a quorum was present.

II. Audit Plan for Fiscal Year 1988/89

The Chairman welcomed Mr. Kevin Potter of the Office of the Auditor General who had replaced Rick Lewis as the Audit Manager. Mr. Potter referred to the Report to the Audit Committee dated December 1, 1988, which gave the details of the Audit Plan. Mr. Potter indicated that the financial audit for fiscal year 1988/89 would be a standard audit. Three items to note were that; (1) the Auditor General's Office would attempt to use computers to assist in the audit and would be providing a computer program to ICOD to facilitate this; (2) the auditors would assess the risks involved in ICOD's activities and concentrate on high risk operations; and (3) the auditors would review the Authorities

under which ICOD operates, such as the Financial Administration Act, the ICOD Act, the By-Laws, Resolutions of the Board, etcetera, to determine that ICOD's activities were conducted in accordance with such Authorities. He indicated that the audit would be a substantive audit based on a testing approach.

During the course of the discussion which followed, it was indicated that ICOD was still awaiting the commencement of internal audit activities utilizing the services of the Audit Services Bureau of the Department of Supply and Services. Such activity was expected to commence shortly, now that ICOD was in the process of publishing a series of manuals.

The Audit Plan was considered acceptable to the Audit Committee.

III. Special Examination

Under the terms of the Financial Administration Act, there must be a Special Examination of ICOD by February 1990 (5 years after ICOD's creation). Under the terms of the Financial Administration Act, ICOD could appoint a Special Examiner other than the Auditor General. However, it was recommended that the Auditor General be retained in view of their familiarity with ICOD, their previous experience in auditing ICOD, and the fact that they would undertake the Special Examination at no cost to ICOD.

It was moved by Sharon Proctor, seconded by Gastien Godin, that the Office of the Auditor General be retained to conduct the Special Examination of ICOD.

Motion carried unanimously.

It was also agreed that planning for the Special Examination should proceed so that the Audit Committee would be in a position to recommend a specific plan to the Board of Directors in June 1989.

During the discussion which followed, Mr. Potter indicated that he would make available a sample format used in Special Examinations. In view of the tight time-frame, it was agreed that the Auditor General's staff would do a survey of the audit requirements and prepare a plan for review by the Audit Committee at its next meeting in either May or June 1989. This plan would subsequently be recommended to the Board of Directors along with the selection of the Auditor General's Office. The Special Examination would be undertaken during the period September to December 1989 with the report being made available by February 1990. This report could be reviewed by either the Audit Committee or the Board.

Although the Office of the Auditor General would conduct the Special Examination without charging fees or travel expenses, it was pointed out that ICOD would have to devote a certain amount

of time on the part of its staff during both the planning and implementation phases. The criteria to be utilized in the Special Examination would be agreed upon with the Audit Committee.

IV. Evaluation Activities

The draft manual entitled "ICOD Evaluation Systems, Approach and Procedures" had been made available for distribution at the meeting of the Board of Directors. It was suggested that Members of the Audit and Evaluation Committee might want to review the document and contact ICOD officials if they had any questions or comments. It was further indicated that in accordance with the chapter of the Corporate Plan dealing with Performance Evaluation, the Audit and Evaluation Committee would be involved in reviewing evaluations and making reports to the Board of Directors of lessons learned, problems encountered, areas needing additional work, etcetera. There was also a discussion concerning the potential role of Members of the Board of Directors in evaluation activities undertaken by consultants.

Evaluation activities will be discussed in greater detail at the next meeting of the Audit and Evaluation Committee.

The meeting was adjourned at 10:10 a.m. to allow for other activities in connection with the ICOD Seminar.

DRAFT

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Balance Sheet
as at March 31, 1989

ASSETS

	<u>1989</u>	<u>1988</u>
Cash	\$ 292,713	\$ 37,464
Accounts receivable	69,672	34,977
Accounts receivable - Canadian International Development Agency	<u>973,648</u>	<u>169,867</u>
	<u>\$1,336,033</u>	<u>\$242,308</u>

LIABILITIES

Accounts payable and accrued liabilities	\$ 668,932	\$208,991
Advances from CIDA	621,485	-

EQUITY

Contributed surplus (Note 3)	-	54,227
Surplus (Deficit)	<u>45,616</u>	<u>(20,910)</u>
	<u>45,616</u>	<u>33,317</u>
	<u>\$1,336,033</u>	<u>\$242,308</u>

Approved by the Board:

Director

Director

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Deficit/Surplus
Statement of Deficit
for the year ended March 31, 1989

	<u>1989</u>	<u>1988</u>
(Deficit), at beginning of the year	\$(20,910)	\$(10,284)
Transfer of contributed surplus to deficit (note 3)	54,227	
Parliamentary appropriations	<u>8,000,000</u>	<u>6,400,000</u>
	8,033,317	6,389,716
Deduct:		
Cost of operations for the year	<u>7,987,701</u>	<u>6,410,626</u>
Surplus (Deficit), at end of the year	\$ 45,616 =====	\$(20,910) =====

Statement of Contributed Surplus
for the year ended March 31, 1989

	<u>1989</u>	<u>1988</u>
Contributed surplus, at beginning of the year	\$ 54,227	\$ 54,227
Transfer of contributed surplus to deficit	<u>(54,227)</u>	<u>-</u>
Contributed surplus, at end of the year	\$ - =====	\$ 54,227 =====

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Statement of Operation
for the year ended March 31, 1989

	<u>1989</u>	<u>1988</u>
PROGRAM ACTIVITIES		
Technical assistance		
Technical assistance projects (schedule A)	\$2,098,071	\$2,010,195
Program - development and related expenses	80,070	88,334
- administration costs (schedule E)	<u>531,010</u>	<u>451,524</u>
	<u>2,709,151</u>	<u>2,550,053</u>
Information		
Information - projects (schedule B)	534,778	123,412
- services expenses	183,558	139,647
Program administration costs (schedule E)	<u>486,889</u>	<u>363,543</u>
	<u>1,205,225</u>	<u>626,602</u>
Training		
Course development projects (schedule C)	1,359,801	1,145,878
Scholarship projects (schedule D)	1,379,525	910,709
Program - development and related expenses	76,654	11,720
- administration costs (schedule E)	<u>557,114</u>	<u>408,584</u>
	<u>3,373,094</u>	<u>2,476,891</u>
Total Program Activities Expenditures	<u>7,287,470</u>	<u>5,653,546</u>
Administrative expenditures (schedule F)	<u>1,285,690</u>	<u>904,809</u>
	8,573,160	6,558,355
Deduct Revenues:		
Recoveries - projects administered on behalf of other agencies	(504,383)	(135,750)
Interest and other income	<u>(81,076)</u>	<u>(11,979)</u>
	<u>(585,459)</u>	<u>(147,729)</u>
Cost of operations for the year	<u>\$7,987,701</u> =====	<u>\$6,410,626</u> =====

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Statement of Changes in Financial Position
for the year ended March 31, 1989

	<u>1989</u>	<u>1988</u>
Financing activities		
Parliamentary appropriations	\$8,000,000	\$6,400,000
Operating activities		
Cash used for operations		
Cost of operations for the year	(7,987,701)	(6,410,626)
Increase in working capital items other than cash	<u>242,950</u>	<u>(22,029)</u>
	<u>(7,744,751)</u>	<u>(6,432,655)</u>
Net funds provided (used)	255,249	(32,655)
Cash, at beginning of the year	<u>37,464</u>	<u>70,119</u>
Cash, at end of the year	<u>\$ 292,713</u>	<u>\$ 37,464</u>

**NOTES TO THE
FINANCIAL STATEMENTS
MARCH 31, 1989**

1. Authority and Objectives

The International Centre for Ocean Development was established by the International Centre for Ocean Development Act in 1985 as a Crown corporation without share capital, named in Schedule III, Part 1 to the Financial Administration Act. The Centre is dependent on the Government of Canada for operating appropriations.

The objectives of the Centre are to initiate, encourage and support cooperation between Canada and developing countries in the field of ocean resource development 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 capacity 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 programs, technical assistance and advisory services relating to ocean resource development ; and
- (f) supporting research relating to ocean resource development.

2. Significant Accounting Policies

The financial statements reflect the following policies:

- (a) Capital expenditures
Purchase of equipment, office furniture, and costs of leasehold improvements are expensed in the year of acquisition.
- (b) Project expenditures
The Centre enters into agreements with third parties to undertake projects. Project expenditures are charged to operations when disbursed and as they become due under the terms of the contractual agreement.

- (c) Pension Plan
Employees of the Centre are covered by the Public Service Superannuation Plan administered by the Government of Canada. Contributions to the Plan are required equally from the employees and the Centre. These contributions represent the total liability of the Centre and are recognized in the accounts on a current basis.
- (d) Foreign Currency Translation
Monetary assets and liabilities are translated at exchange rates in effect at the balance sheet date. Foreign administrative expenses are translated using the weight average of exchange rates in effect at the time of transfers to the Centre's foreign office. The resulting foreign currency translation gains and losses are included in the results of operations.
- (e) Revenue in respect of projects is recognized at the time the related expenses are incurred.

3. Contributed Surplus

Pursuant to the approval of the Minister of External Relations and International Development, the contributed surplus of \$54,227 has been transferred to the surplus account, effective March 13, 1989. Contributed surplus represented the net book value of assets contributed to the Centre by the predecessor, non-government organization, International Centre for Ocean Development.

4. Income Taxes

The Centre is exempt from income taxes.

5. Operating Leases

The Centre has entered into various operating lease arrangements for office premises and equipment. The future minimum lease payments are as follows:

Year ending March 31	
1990	\$356,624
1991	402,561
1992	402,561
1993	18,552
1994	<u>18,552</u>
	\$1,198,850
	=====

6. Contractual Commitments

The Centre is committed to the following project expenditures, subject to compliance by recipients with the terms of their agreements.

Year ending March 31	
1990	\$5,407,000
1991	2,353,700
1992	<u>1,262,800</u>
	<u>\$9,023,500</u>
	=====

7. CIDA Projects

The Centre administers five projects which are funded by the Canadian International Development Agency (CIDA). Expenses and revenues for these projects totaled \$504,383 (1988 = \$135,750).

8. Comparative Figures

The 1988 figures have been reclassified to conform to the statement presentation adapted in 1989.

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Page 1 of 2

SCHEDULE A

**Technical Assistance Projects
for the year ended March 31, 1989**

<u>Project Number</u>		<u>1989</u>	<u>1988</u>
880223	CIDA/South Pacific Funding	\$177,660	\$ 0
870116	Research Coordination Unit	151,921	50,000
850011	FFA Surveillance	127,017	252,857
880227	OECS Small Projects Funding Program	101,693	0
880235	Caribbean Regional Marine Resource Assessment Project	100,120	0
870132	Fisheries Data Management, Institutional Enhancement Program	99,367	63,900
880186	Maritime Boundary Delimitation Workshop - South Pacific	99,029	0
860041	CCOP/SOPAC - Regional Marine Geology	93,461	90,002
850010	OECS Fisheries Desk	75,000	346,233
860055	Morocco Fisheries Data Management	74,078	49,521
880214	Eastern Caribbean - Fisheries Monitoring, Control, and Surveillance	72,824	0
870138	Reef Fisheries Management Planning - Jamaica/Belize	71,100	0
880259	Small Fisheries Projects Funding Program	70,000	0
860030	Research Vessel Operation	69,635	61,654
870183	Fishing Vessel Evaluation - Seychelles	67,916	0
870161	Vanuatu Fisheries Extension Advisor	66,266	0
880226	Training in Fish Quality Control and Inspection	66,010	0
870150	Rural Fishing Groups - Solomon Islands	48,694	0
870135	Lagoonal Health Characteristics - Mauritius	45,767	0
880212	Lobster Assessment Program - Jamaica	45,000	0
860051	Economically Important Reef Fish (Maldives)	40,705	0
880250	Fisheries Division Institutional and Administrative Planning	40,000	0
860072	Economic Analysis of Costa Rica	39,240	80,087
870182	Production Assistance for Artemia Salina - Mauritius	29,409	0
870107	Guidelines Fish Quality Control Seychelles	16,062	78,634
860032	Fisheries Surveillance - South and West Indian Ocean	10,753	51,328
870178	VSS Feasibility Test	10,000	30,000
860083	Vanuatu - Fisherman's Tour	8,400	33,000

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Page 2 of 2

SCHEDULE A

Technical Assistance Projects
for the year ended March 31, 1988

<u>Project Number</u>		<u>1989</u>	<u>1988</u>
870164	South Pacific Prosecutions Procedures Study	6,500	42,000
870173	Legal Affairs Unit - Forum Fisheries Agency, South Pacific	6,000	43,000
870162	Regional Fisheries Database Implementation	4,000	28,000
860100	Coral/Sand Removal - Mauritius	1,650	50,047
860036	Sea Moss Cultivation Programme	1,527	105,187
870163	Cook Islands Boundary Delimitation Assistance	5	27,721
860049	Caribbean Fisheries Training - Phase II	0	92,310
860094	Maldives Surveillance	0	78,013
860082	VFDP Evaluation	0	41,668
870124	OECS Workshop on Regional Fisheries Access	0	26,250
860098	Consultancy in Fisheries Management (Dominica)	<u>0</u>	<u>25,504</u>
	Subtotal	1,917,417	1,746,916
	Projects under \$25,000	<u>161,262</u>	<u>263,279</u>
	Total	<u>\$2,098,071</u> =====	<u>\$2,010,195</u> =====

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

SCHEDULE B

Information Projects
for the year ended March 31, 1989

<u>Project Number</u>		<u>1989</u>	<u>1988</u>
870130	Pacific Islands Marine Resources Information System (PIMRIS)	\$110,000	\$ 0
870137	Strengthening Technical Information Services	100,000	0
880255	Conference on Management and Development Strategies on South Pacific Fisheries	78,000	0
880217	Marine Law Database and Document Delivery Service (MARLAW)	75,000	0
880193	Enhancement of Fisheries Information Handling Capabilities at the Forum Fisheries Agency (FFA)	36,665	0
870179	Environmental Education Kit on Coastal Zone Protection	30,000	0
860063	Training Directory - Phase II	<u>677</u>	<u>43,343</u>
	Subtotal	430,342	43,343
	Projects under \$25,000	<u>104,436</u>	<u>80,069</u>
	Total	\$534,778 =====	\$123,412 =====

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

SCHEDULE C

Course Development Projects
for the year ended March 31, 1989

<u>Project Number</u>		<u>1989</u>	<u>1988</u>
850014	Marine Affairs Diploma Course	437,150	\$272,286
860070	Marine Affairs Diploma Materials	163,596	135,622
880191	OECS Fisherman's Training Program	127,262	0
880195	Graduate Program in (Marine) Resource and Environmental Management	107,044	0
880211	Micro Computer Training and Systems Development; PIFD	72,675	0
880188	Fisheries Extension Training Courses; Pacific Island Countries	64,054	0
870123	Erindale Maritime Boundary Delimitation Course	53,350	52,825
870131	University of Papua New Guinea, Law Faculty Assistance	42,095	0
880269	Computer Training and Upgrading - Forum Fisheries Agency and Member States	30,000	0
870128	Mariculture Training: Micronesia	29,147	0
880268	Fisheries Consultancies	27,000	0
870113	FFA Observer Training Course	26,200	0
860060	Stock Assessment - CECAF	14,788	326,523
860027	WMU Sea Use Planning Course	330	31,043
870111	SPC Fisheries Extension Skills Course	0	80,000
870115	Fisheries Enforcement Workshop, FFA	0	55,253
870127	WMU Training Modules Phase II	0	52,650
860102	Maritime Boundary Delimitation Course	0	38,511
	Subtotal	1,194,691	1,044,713
	Projects under \$25,000	165,110	101,165
	Total	\$1,359,801 =====	\$1,145,878 =====

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

SCHEDULE D

Scholarship Projects
for the year ended March 31, 1989

<u>Project Number</u>		<u>1989</u>	<u>1988</u>
860074	Marine Affairs Diploma Scholarships	\$390,253	\$334,683
860076	ICOD Scholarship Programme (1987-91)	288,964	91,014
870167	CIDA Fellowships	134,644	34,740
860097	CIDA/WMU Africa Scholarships	91,104	101,011
860057	Non-Fuel Minerals Resource Management Course - CCOP/SOPAC	69,008	0
850019	WMU Scholarships	66,612	67,512
860025	Regional University Scholarships	59,350	41,212
860062	Tropical Fisheries Diploma	44,178	70,263
850018	IOI Scholarships (Halifax Course)	43,440	40,500
870184	Short Term Attachments Program	42,002	0
880218	IOI Scholarships: Indian Ocean 1988	40,000	0
870160	Tropical Fisheries Diploma Scholarships (University of the South Pacific); Republic of Palau	36,556	0
860103	Cooperation des Peches	<u>0</u>	<u>46,890</u>
	Subtotal	1,306,111	827,825
	Projects under \$25,000	<u>73,414</u>	<u>82,884</u>
	Total	<u>\$1,379,525</u> =====	<u>\$910,709</u> =====

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

SCHEDULE E

Total Program Administration Costs
for the year ended March 31, 1989

PROGRAM ACTIVITIES	<u>Salaries</u>	<u>Travel</u>	<u>Other</u>	<u>Total 1989</u>	<u>Total 1988</u>
Techn. Assist.	\$ 309,554	\$106,513	\$114,943	\$ 531,010	\$ 451,524
Information	346,681	56,202	84,006	486,889	363,543
Training	383,236	96,530	77,348	557,114	408,584
	<u>\$1,039,471</u>	<u>\$259,245</u>	<u>\$276,297</u>	<u>\$1,575,013</u>	<u>\$1,223,651</u>

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

SCHEDULE F

Administrative Expenditures
for the year ended March 31, 1989

	<u>1989</u>	<u>1988</u>
Employee and contract staff salary and benefits	\$ 514,005	\$ 422,909
Accommodation and leasehold improvements	79,767	74,400
Office equipment	111,367	90,787
Communications and postage	55,284	45,511
Recruitment and relocation	88,833	71,708
Office supplies and services	93,488	49,961
Travel and hospitality	72,470	48,969
Director's honoraria, travel and meetings	60,799	48,096
Professional services	159,186	37,485
Miscellaneous services and expenses	50,491	14,983
	<u>\$1,285,690</u>	<u>\$ 904,809</u>

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

POLICY STATEMENT

ALLOCATION OF ADMINISTRATIVE COSTS

Policy:

Administrative costs which

1. are attributable to program and/or corporate services divisions;
2. can be logically and systematically allocated; and
3. are deemed to be of sufficient materiality

shall be attributed to those divisions for budget and accounting purposes.

Background:

As a result of a recommendation by the Auditor General, the Board of Directors agreed that administrative costs would be attributed to the various operating divisions.

Definition:

N/A

Procedures:

Item:

Method of Allocation:

Employee Benefits

Allocated based on actual costs. For the purposes of comparison with prior years, allocation of the benefits of prior years will be attributed to the divisions prorata based on total salaries within each division.

Other Salary Costs

Where material, casual salary costs, overtime, as well as contracted staff and benefits are to be charged to the appropriate divisions.

Accommodation/
Leasehold Improvements

Costs are to be attributed to all divisions on the basis of square

footage occupied. Where small repair costs are incurred, such costs will be absorbed within administration.

Ottawa Office

This is deemed to represent a core administrative cost and will be reflected within the costs of the Executive Office of the Corporation.

Office Supplies
& Expenses

All costs, unless of a one-time nature and clearly attributable to a division, are to be absorbed within 'administration'.

Printing/Photocopying

Absorbed within 'administration'. (Note: To be reviewed in future once new space is occupied and photocopies assigned).

Relocation/Recruitment

Absorbed within 'administration'.

Office Equipment
Purchase/Lease/Rental

Attributed based on actual costs incurred.

Telex/Telephone/Fax

Equipment costs and local telephone charges to be absorbed within 'administration'. Other recurrent charges are to be allocated to divisions on the basis of usage.

Postage

Allocated on the basis of actual usage.

Staff Training

To be absorbed within 'Human Resource Development'.

Books

To be absorbed by the Library.

Computer Services Costs

A core cost to be absorbed within 'Administration'.

Translation Costs

A core cost to be absorbed within 'Administration'.

Contracted Services

To be covered by the applicable division.

Courier Services

Due to materiality, local charges are to be absorbed by 'administration'. Overseas courier costs are to be charged to the various divisions.

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

POLICY STATEMENT

FOREIGN EXCHANGE

Policy:

- A) The operating costs of branch offices of ICOD located in other countries will be included within the financial structure of ICOD stated in Canadian dollars calculated on the basis of the weighted average of the exchange rate for transfers to the office for the reporting period.
- B) Project costs will be reflected in the consolidated statements of operations on the basis of the rate at the time of transfer from Halifax and/or approved Canadian transfer.

Background:

ICOD's first foreign office, the Canadian Cooperation Office in Fiji, incurs costs related to the operations of the office and makes payments on ICOD and CIDA projects in the South Pacific.

Due to fluctuating exchange rates, the need for consistency in reporting, and the impact which adoption of alternative procedures would have on the tracking of operating costs and/or total project costs, the aforementioned policy has been adopted.

Definitions:

Weighted Average	Value is assigned to expenditures on the basis of the volume transferred at various rates throughout the reporting period.
------------------	--

Procedures:

- A) Operating Costs The branch office will calculate one rate of exchange for the reporting period on the basis of the weighted average calculated using the amount of each transfer from Halifax and the rate at the time of transfer. This rate is

to be applied to all operating costs of the office in reports of operations to Halifax. The calculation of the rate of exchange employed is to be attached to the report.

B) Project Costs

The rate of exchange at the time of transfer and/or approval by Halifax is to be assigned to each project payment.

These methodologies will result in the incurrence of a gain or loss on exchange. However, unless extreme fluctuations are incurred resulting in material gains or losses, the field representative will be required to report the gain/loss on an annual basis within the final report for the fiscal year.



Supply and Services
Canada

Approvisionnement et Services
Canada

Audit Services
Bureau

Bureau des services
de vérification

May 29, 1989

Your file Votre référence

Our file Notre référence

720 2002 001 09

Mr. Garry A. Comber -
Vice-President
International Centre for Ocean Development
Halifax, Nova Scotia

AUDIT REPORT

Organization of Eastern Caribbean States (OECS)
Memoranda of Agreement
Project 870132 - Fisheries Data Management-Institutional Enhancement
Project 850010 - Establishment of OECS Fisheries Desk
Castries, St. Lucia and Kingstown, St. Vincent and the Grenadines
Audit Period: January 1, 1986 to February 10, 1989

We have examined the accounts and records of the Organization of Eastern Caribbean States insofar as they pertain to the Memoranda of Agreement. Our examination was made in accordance with generally accepted auditing standards and included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary.

The audited amount of \$62,172 pertaining to the Fisheries Data Management-Institutional Enhancement Project reasonably reflects expenditures made in accordance with the approved budget. Controls exercised by the OECS Fisheries Desk over this Project are considered satisfactory.

We are unable to express an opinion on the Establishment of OECS Fisheries Desk Project for the reasons provided in Schedule 3.

Supporting information is provided in Schedules 1 to 4 inclusive.

Officials of the Organization of Eastern Caribbean States were not available for a debriefing meeting during our audit visit. The results of the audit have been debriefed with the Corporation's Director of Finance and the responsible Project Officer.

Audit Services Bureau
HALIFAX, NOVA SCOTIA

Canada

May 29, 1989

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Organization of Eastern Caribbean States
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Organization of Eastern Caribbean States
Executive Summary

Audit Scope and Objectives

The audit scope for this engagement included OECS activities relative to ICOD funding and the objectives established were as follows:

1. To audit the costs of Project 870132 - Fisheries Data Management-Institutional Enhancement and Project 850010 - Establishment of OECS Fisheries Desk.
2. To review, evaluate and provide recommendations relative to the procedures followed for the OECS Fisheries Unit, primarily at the Secretariat level, to ensure compliance with the Project Memorandum of Agreement.
3. To investigate areas where concern was expressed by ICOD representatives and report on any recommended improvements to the Financial Reporting System.

Summary of Results

Project 870132 - Fisheries Data Management-Institutional Enhancement:

Accounting records, supporting documentation and accounting procedures were generally satisfactory with respect to the administration of this Project. A summary of the approved and audited amounts relative to this Project are provided in Schedule 2.

Project 850010 - Establishment of OECS Fisheries Desk:

We have concluded, as a result of our review and evaluation, that the accounting records, supporting documentation, and accounting and managerial procedures and controls are not satisfactory to enable us to express an opinion on the Project costs. A brief summary of our findings is presented below:

Organization of Eastern Caribbean States
Executive Summary

(A) Controls exercised over the receipt and disbursement of funding by the OECS Secretariat on St. Lucia are not satisfactory. In particular, we note the following with further detail being provided in Observations 1 to 7, inclusive and the associated recommendations in Schedule 3:

- (1) Project records maintained by the OECS Secretariat for ICOD funded Projects are not an integral part of the OECS accounting system, are not complete and do not provide a satisfactory audit trail.
- (2) Unauthorized transfers of funds from the ICOD bank account for non-Project use have been made by the OECS Secretariat. As well, we noted an unsupported advance of funds and unexplained or unsupported entries in the Project bank account.
- (3) Expenditure and revenue information maintained by the OECS Secretariat did not include disbursement and revenue ledgers during the period January 1, 1986 to June 30, 1987 and require reconstruction from various office files to isolate ICOD funded expenditures.
- (4) Funding has not been transferred intact by the OECS Secretariat to the OECS Fisheries Desk.
- (5) There was no evidence that the OECS Secretariat attempted to ensure that financial data received from the OECS Fisheries Desk is accurate prior to forwarding the information to ICOD. Additionally, the OECS Secretariat has not ensured that required quarterly Project financial reports have been forwarded to ICOD.
- (6) The OECS Secretariat has incurred charges and made payments on behalf of the Project although explanations have not been forwarded to St. Vincent or expenditures specifically approved for ICOD funding.
- (7) The OECS Fisheries Desk Office does not forward all required documentation to the OECS Secretariat.

We have provided suggested recommendations for your consideration in dealing with the issues detailed in the observations noted.

(B) Controls exercised by the OECS Fisheries Desk on St. Vincent over funding accountability and Project disbursements are considered satisfactory for audit purposes. Related comments are provided in Schedule 4.

May 29, 1989

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Schedule 2

Organization of Eastern Caribbean States
Project 870132
Fisheries Data Management-Institutional Enhancement
Summary of-Approved and Audited Project Costs
Audit Period: April 5, 1988 to February 10, 1989

<u>Item Number</u>	<u>Description</u>	<u>Approved Budget Cdn. \$</u>	<u>Audited Cdn. \$</u>	<u>Expenditure EC \$</u>
1	Computer Hardware	\$ 36,000	\$25,347	\$ 55,128
2	Computer Software	11,700	-	-
3	Computer Room Facilities	16,200	4,921	10,704
4	Technical Consultant and Resource Personnel	47,125	12,709	27,640
5	Fisheries Biologist	6,750	-	-
6	Air Travel	12,700	2,038	4,432
7	Living Expenses and Land Travel	41,050	17,157	37,314
8	Preparation and Delivery of Final Report	<u>4,000</u>	<u>-</u>	<u>-</u>
		\$175,525	\$62,172	\$135,218
	Contingency	<u>1,475</u>	<u>-</u>	<u>-</u>
		<u>\$177,000</u>	<u>\$62,172*</u>	<u>\$135,218</u>
	ICOD Funding to Date		<u>\$63,900</u>	

*Exchange Rate - \$2.1749 to \$1.00 Eastern Caribbean

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Lucia)
Audit Observations and Recommendations

Observations

From discussions with OECS Secretariat staff and review of available documentation, an audit of costs pertaining to Project 850010 - Establishment of OECS Fisheries Desk was unable to be completed during our visit. The following information is provided as a result of our visit:

(1) Inadequacy of Accounts and Records

The accounts and records of the Fisheries Desk were maintained in St. Lucia for the period January 1, 1986 to June 30, 1987 by the OECS Secretariat. During this period, the Secretariat did not maintain revenue and disbursement Project ledger records. All documentation available was placed on various voucher files, external to the Secretariat regular accounting system. The Secretariat was unable to produce summary Project cost and revenue working papers. Financial Statements produced during this period include, insofar as could be determined, various Fisheries Desk revenue and expenditures not funded by the International Centre for Ocean Development (ICOD). Establishment at this time of relevant expenditure and revenue amounts would require reconstruction from files located in the offices of the OECS Secretariat. This was not attempted during our audit visit.

(2) (a) Unauthorized Transfers of Funds

Funding transfers provided by ICOD were not properly utilized in all instances. Our test examination determined that in three instances, the OECS Secretariat made the following unauthorized transfers from the ICOD bank account to the Secretariat's current bank account:

<u>Transfer Date</u>	<u>Amount</u>	<u>Repayment Date</u>	<u>Amount</u>
July 15, 1987	\$ 50,005.00 EC	August 20, 1987	\$50,000 EC
April 25, 1988	\$ 50,007.50 EC	July 22, 1988	\$50,000 EC
May 25, 1988	\$100,007.50 EC	March 10, 1989	\$50,000 EC

As detailed, an outstanding balance of \$50,007.50 EC has not yet been repaid to the ICOD bank account.

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Lucia)
Audit Observations and Recommendations

Observations (cont'd)(b) Unsupported Advance of Funds

Financial Statements to June 30, 1987, identify \$265,499 EC as transfers to the Fisheries Desk Project - St. Vincent. The OECS Secretariat was unable to provide information on the expenditure to which the advances related. Our examination determined that bank charges of \$1,499 EC are included in the above amount.

(c) Unexplained/Unsupported Bank Account Entries

An examination of bank records, on hand in the OECS Secretariat offices, identified various entries which could not be readily explained or for which supporting documentation could not be readily obtained. Examples are as follows:

<u>Date</u>	<u>Amount (EC)</u>	<u>Description</u>
December 20, 1985	\$ 89,619.50	Bank transfer form not available.
June 2, 1986	\$ 3,957.80	Bank deposit not identified.
June 3, 1986	\$ 34,392.40	Bank transfer form not available. Apparently ICOD workshop funding not shown as such on Financial Statements.
June 11, 1986	\$ 62,785.88	Not included on Financial Statements.
October 2, 1986	\$ 41,397.50	Apparently ICOD consultant funding not shown as such on Financial Statements.
October 1, 1987	\$166,630.50	Bank transfer form not available.
January 27, 1988	\$165,691.54	Bank transfer form not available.
December 21, 1988	\$ 10,247.50	Bank statement transfer to Fisheries Unit not included as an OECS Secretariat transfer.

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Lucia)
Audit Observations and Recommendations

Observations (cont'd)

(3) Identification and Reconciliation of Revenues and Expenditures

During the period January 1, 1986 to June 30, 1987, bank reconciliations were either not performed at all or consisted of reconciling the opening bank statement balance to the closing bank statement balance. The OECS Secretariat is not at the present time in a position to identify all receipts and deposits to the ICOD bank account or provide a cumulative reconciliation of bank deposits to total ICOD funding transfers.

(4) Transfers of Funds Not Intact

Funding transfers by the OECS Secretariat to the Fisheries Desk Project on St. Vincent do not identify the Project(s) and line item of expense to which the funding applies. Additionally, transfers reflect only a portion of amounts provided by ICOD. A clear explanation as to why all Project funds were not transferred by the OECS Secretariat was not immediately available.

(5) Communication of Reports

The OECS Quarterly Statements - Fisheries Unit have not been forwarded to ICOD since the period ending June 30, 1987. In addition, statements forwarded prior to that date do not reflect the same time frame as the approved Project budget. The OECS Secretariat staff were unable to provide a clear explanation for these difficulties.

(6) Unspecified/Unauthorized Payment on Project's Behalf

The OECS Secretariat has, to date, incurred various bank charges and made payments on behalf of the OECS Fisheries Desk on St. Vincent. The specifics of the amounts involved have not been forwarded to St. Vincent for recording purposes or specifically approved for ICOD funding.

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Lucia)
Audit Observations and Recommendations

Observations (cont'd)

(7) Forwarding of Documentation

The OECS Fisheries Desk office is required by the OECS Secretariat to forward copies of the following to the Secretariat offices:

- (a) Payment Vouchers
- (b) Invoices
- (c) Bank Statement and Reconciliation
- (d) Monthly Project Expenditure Ledger
- (e) Quarterly Statements
- (f) Project Progress Reports

We were informed by OECS staff that the only action by the Secretariat relative to the above items was to draft and sign a covering letter for forwarding Items (e) and (f) to ICOD. The only other activity is to file all documentation in the Secretariat files. The Memorandum of Understanding for the Fisheries Desk Project indicates that the OECS Secretariat is responsible for ensuring that expenditures are in accordance with the ICOD approved budget.

Recommendations

The following recommendations are provided for your consideration in dealing with the issues presented in the foregoing observations:

- (a) Although the importance of maintaining an integrated OECS organizational structure is recognized, given the limited direct functional value of the OECS Secretariat in terms of ICOD funding and expenditure identification, incurrence and control, it is suggested that consideration be given to funding transfers directly to the OECS Fisheries Unit - St. Vincent with an information copy to the OECS Secretariat.

As an alternative, OECS Secretariat staff should be required to exercise responsible funding and expenditure control, effective documented review of financial data provided by the OECS Fisheries Unit and monitoring by qualified staff of accounting records being maintained. A more detailed series of recommendations pertaining to this suggested alternative is provided below.

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Lucia)
Audit Observations and Recommendations

Recommendations (cont'd)

- (b) The OECS Secretariat should be required to account for all receipts and disbursements processed through the ICOD bank account on St. Lucia with specific emphasis placed on reconciling ICOD funding transfers provided from December, 1985 to the present date, preferably by third party audit.
- (c) All transactions processed through the St. Lucia ICOD account subsequent to a reconciliation date under (a) should be accounted for in all relevant currencies on a schedule to be attached to a monthly bank reconciliation.
- (d) It should be emphasized to Secretariat officials that ICOD Project funds are to be used for intended purposes only. The outstanding balance of \$50,007.50 EC on the unauthorized May 25, 1988 diversion of ICOD funds should be repaid immediately.
- (e) Amounts shown on prior Financial Statements, and those currently being prepared, should be reviewed and specific ICOD funding and expenditures isolated and identified to approved Project budgets. An audit could then be extended to include the period from July 1, 1988 to the latest complete month.
- (f) Any funding provided by ICOD should be on an identified Project and expenditure line item basis only. This information could easily be provided by the recipient at the time of budget submission and revisions, if any, covered by a detailed reply. This process would be of significant benefit to the OECS Fisheries Unit relative to accurate requirements for cash flow projections.
- (g) Effort should be expended to re-emphasize to the OECS Secretariat that Quarterly Financial Statements are a major factor in assessing effective Project performance to date and the reliability of additional budget dollars being requested. In addition, the Quarterly Financial Reports should reflect the same time frame as the approved budget for useful cost comparison to budget and assessment of future requirements.

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Lucia)
Audit Observations and Recommendations

Recommendations (cont'd)

To provide consistent Project reporting relative to the OECS Fisheries Unit fiscal year of July 1 to June 30, it is suggested that the first Quarterly Financial Report for a new Project should be submitted at the end of the quarter in which it is approved rather than the end of the quarter following the approval date.

- (h) On a monthly basis, the amounts forwarded by the OECS Secretariat to the Fisheries Unit should be documented and verified to the receipts shown on the copy of the Fisheries Unit bank reconciliation.
- (i) Procedures followed by the OECS Secretariat relative to the receipt, disbursement and accountability over ICOD funding and management review of Project financial data should be formalized in writing. This would be of benefit to ICOD and OECS Secretariat staff performing various functions.
- (j) A Quarterly Report format is attached as Annex A for ICOD review. This format can be used both as an individual Project Report and a Summary Report for all Projects in process or any under consideration for funding.

Organization of Eastern Caribbean States
Project 850010 - Establishment of OECS Fisheries Desk (St. Vincent)
Project 870132 - Fisheries Data Management-Institutional Enhancement
Audit Observations and Recommendations

Observations

- (1) The Fisheries Desk was transferred to St. Vincent in January, 1987 with the first funding transfer from the OECS Secretariat in February, 1987. Responsibility for maintaining records commenced July 1, 1987. Our review of records being maintained at this location determined that they are acceptable for audit purposes. An audit of ICOD funded expenditures for the period July 1, 1987 to June 30, 1988 was in process at the time of our audit visit.
- (2) The Fisheries Unit periodically experiences cash flow and Project expenditure control problems. This difficulty stems from the lack of information and funding transfers from the OECS Secretariat described under Items 4 and 6 in Schedule 3.
- (3) At the present time, all funding from various agencies including ICOD is deposited in the same bank account. With the provision of full information on ICOD funded Projects and line item of expenditure, the Fisheries Desk intends to open a separate ICOD bank account and is giving consideration to separate Project accounts.
- (4) The staff of the Fisheries Desk demonstrated a good working knowledge and understanding of the books of account and procedural activities followed relative to generation of supporting documentation.

Recommendations

- (a) With respect to Observation (2) above, it is recommended that the OECS Fisheries Unit be provided with full funding information by Project on amounts transferred by ICOD to provide a stable cash flow and identification of Projects being funded.
- (b) With respect to Observation (4) above, it is recommended that procedures followed by the Fisheries Desk staff relative to functions such as maintaining books of account, invoice processing and the flow of information to the management level be formalized in writing.



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**International Centre for Ocean Development
Draft Agenda
Executive Committee Meeting**

**13 June 1989
0900 hours
Halifax, Nova Scotia**

- | | | |
|----|--|-----------|
| 1. | CALL TO ORDER -

Quorum, Adoption of the Agenda
etc. | 0900-0905 |
| 2. | REVIEW OF MINUTES OF 30 JANUARY
1989 | 0905-0915 |
| 3. | BUSINESS ARISING | |
| | A) EXECUTIVE COMMITTEE MEETING | 0915-0930 |
| | i. Proposal on ICOD Seminar (BD89/D10) | |
| | ii. Miscellaneous | |
| | B) BOARD MINUTES | 0930-1000 |
| | i. Overseas Board Meeting | |
| | ii. OECS Small Projects Funding Program | |
| | iii. Board Remuneration and Living Allowance | |
| | iv. Miscellaneous | |
| | COFFEE BREAK | 1000-1015 |
| 4. | PRESIDENT'S REPORT | 1015-1130 |
| | i. Policy Update - Retrospective and Future Directions (BD89/D05) | |
| | ii. Reorganization Update | |



- a) Personnel and Staffing
 - b) Accommodation
 - ii. Update on West Africa (BD89/D25)
 - a) Eligibility of Guinea Bissau
 - b) Regional Office in West Africa
5. **FINANCIAL MATTERS** 1130-1200
- i. Financial Statement for 1988/89 for Annual Report
 - ii. Comments of Auditors
(Note: i and ii will be discussed by the Audit and Evaluation Committee which will report to the Board)
- LUNCH** 1200-1300
- FINANCIAL MATTERS (CONT'D)** 1300-1400
- iii. Report on Budget Restrictions (BD89/D15 to follow)
 - iv. Financial Projections
 - v. New Financial Management System
 - vi. Financial Statement for 1989/90
6. **PROJECT PROPOSALS** 1400-1500
- As per Board Documents
- COFFEE BREAK** 1500-1515
7. **OTHER BUSINESS** 1515-1600
- i. OECS Audit Report
 - ii. Misc. Staff Issue

NOTE: As discussed previously, Members should reserve the whole day for the meeting as discussions may go beyond the projected timeframes indicated above.

CONFIDENTIAL

#1009.7

AUDIT AND EVALUATION COMMITTEE
BRIDGETOWN, BARBADOS
12 NOVEMBER 1989

Draft Minutes

PRESENT WERE: Ellen McLean, Chairperson
Gastien Godin
Sharon Proctor
Elisabeth Mann Borgese, Ex-officio
Gary Vernon, Ex-officio
Garry Comber, Vice-President
Jeanne-Mance Côté, Administration Officer

1. CALL TO ORDER

The Chairperson welcomed members of the Committee and noted that a quorum was present. The draft Agenda was accepted as proposed.

2. REVIEW OF MINUTES OF JUNE 14, 1989

There being no apparent errors or omissions, the Minutes were approved as circulated. It was noted that the Business Arising would be covered in the following Agenda items.

3. UPDATE ON THE SPECIAL EXAMINATION OF ICOD

The Committee had been informed in September that the Auditor

General's staff had not been able to arrange their travel during the Special Examination so as to provide an interim briefing to the Audit and Evaluation Committee in Barbados as originally planned. The Auditors were travelling to the South Pacific first to review ICOD activities in Fiji (USP, CCOP/SOPAC, and the ICOD Fiji Office), and the Solomon Islands (FFA). They were travelling directly from the South Pacific to the Seychelles to meet with officials of recipient countries and ICOD project personnel. The trip had been suggested by their own Advisory Committee when discussing the Audit Plan which they presented shortly after meeting with the ICOD Board in June. The Auditors were expected to travel to the Caribbean during the first two weeks of December to complete their field visits.

It was understood that they would be in a position to meet with ICOD Management and the Executive and Audit & Evaluation Committees in January 1990 to provide an initial report on their findings. Their report would have to be finalized during February for submission through the Auditor General to Parliament.

There had been many interviews and discussions at ICOD but the staff were not currently aware of the attitude or findings of the Auditor General's officials.

4. UPDATE ON THE 1989/90 INTERNAL AUDIT PLAN

The Audit and Evaluation Committee reviewed the draft Internal Audit Plan at their meeting in June 1989. These discussions led to the final version of the Audit Plan sent to the Committee in September. As indicated in the covering memo of September 12, the full implications of the budget cutbacks at ICOD had been factored into the funding available for internal audits this year and it was now felt that the budget for internal audits must be reduced to \$30,000 instead of the original \$50,000. It was felt that, with the staff of the Auditor General visiting the South Pacific, the need to undertake an audit in the South Pacific was reduced, thus saving about \$30,000.

The reduced funding would allow one other small audit activity, probably of an organizational nature within ICOD.

The Committee was advised that the Internal Audit of the Marine Affairs Program was largely completed at Dalhousie but the portion dealing with the University of Quebec at Rimouski would be done in December or January.

5. PLAN OF ACTION - INTERNAL REVIEW OF ICOD FISCAL ISSUES

In June 1989, the Audit and Evaluation Committee had received a copy of a document entitled, "Internal Review of ICOD

"Fiscal Issues" which had been prepared by ICOD staff as a result of a comprehensive review of ICOD financial transactions during fiscal year 1988/89. This document had been more critical of ICOD than the Auditor General's report on fiscal year 1988/89. It had included an Action Plan to address a number of shortcomings identified by ICOD staff.

Much ICOD activity had taken place in relation to the Action Plan and it was felt that many of these items should assist ICOD in its preparations for the Special Examination being conducted by the Office of the Auditor General. Nevertheless, there was slippage on some items. The Committee was provided with an updated action plan (November 1, 1989) which provided comments on each activity.

The activities undertaken, along with the major reorganization of ICOD, had imposed a heavy burden on ICOD staff. The pace of change would be reduced over the next few months.

6. PROPOSAL FOR THE INTERNAL AUDIT PLAN FOR 1990/91

The document forwarded to Members on September 12 showed the Internal Audit Plan over the next five years. As indicated above, the activities in Year I of the plan had been reduced because of budget restrictions. This would have a roll-over effect on the plan pushing some items from Year I into Year

II and from Year II into Year III. In addition, ICOD would re-examine its major risks to see what other items should be proposed for next year. Further information on the proposal for an Internal Audit Plan for 1990/91 would be brought to the Audit and Evaluation Committee when it meets in January to discuss the Special Examination of ICOD.

7. UPDATE ON THE 1989/90 EVALUATION PLAN FOR ICOD

The Committee was advised that ICOD has a functioning Corporate Evaluation Committee comprised of representatives from each program division and the Executive Office. Evaluation activities to date had included a mid-term evaluation of the Marine Affairs Program (see below), an evaluation assessment (or preliminary evaluation report) on the Surveillance and Enforcement Program of the Forum Fisheries Agency, an evaluation exercise relating to ICOD's Scholarship Program, and the forthcoming evaluation of the OECS Fisheries Program. Decisions had also been taken to conduct evaluations of: (1) the International Ocean's Institute Program of courses in the Indian Ocean; (2) the Erindale Boundary Delimitation Course Project which was terminating in 1990; and (3) the World Maritime University where there are both ICOD scholarships and course module programs to be evaluated.

ICOD does not have a full-time evaluation officer and it is

therefore the Corporate Evaluation Committee which will take the lead role in coordinating ICOD evaluation activities. At the present time, there is a joint chairmanship of this committee with a representative from the Executive Office and a program officer from IRCAD.

8. REVIEW OF MARINE AFFAIRS PROGRAM EVALUATION ACTIVITIES

A briefing note from Carol Amaratunga to the President was circulated which provided a summary on the Marine Affairs Program Mid-Point Evaluation. The consultants indicated that considerable progress had been made on the project and there had been major accomplishments to the credit of the two universities. On the other hand, a number of areas were identified which needed further work on the part of the universities and/or ICOD. It was also pointed out that the future of the programs was not entirely certain, especially in the case of Dalhousie, as the university had not yet taken steps to internalize the program. This had been a condition of the contract. The next step in this evaluation is for a debriefing to take place involving the evaluation consultant, the university, and ICOD. This will be done with both Dalhousie and UQAR. The Corporate Evaluation Committee will then officially present its findings to ICOD Management who will then pass them on to the Audit and Evaluation Committee for their consideration and comments.

It was also noted that this exercise had clearly indicated the difficulty in finding consulting firms within our price range and within our part of the country who have good experience in international development assistance projects in the ocean sector.

9. PROPOSAL FOR EVALUATION PLAN FOR 1990/91

The Committee was advised that the Corporate Evaluation Committee was updating the Plan presented in June 1989. It was anticipated that the Plan should be ready for review by the Audit and Evaluation Committee in January 1990 and that it would be clearer and more succinct than the one presented in June 1989. Many projects would be put forward for evaluation activities in 1990/91. ICOD was also moving to the concept of planning, managing, and evaluating its activities according to broader programs rather than individual projects. A decision had been taken that the Corporate Plan and future budgets would have a line item for each program division for program evaluations. Project evaluations would continue to be funded out of the approved budget for each project.

10/11 OTHER BUSINESS/ADJOURN

There being no other business, the meeting was adjourned.



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

19 January 1990

#1009.8

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Draft Agenda

Audit and Evaluation Committee Meeting

29 & 30 January 1990

Halifax, Nova Scotia

29 January

REGULAR MEETING OF THE AUDIT & EVALUATION COMMITTEE

- | | | |
|----|---|-------------|
| 1) | Call to Order, Quorum, etc. | 1300 - 1310 |
| 2) | Review of Minutes of Nov. 12, 1989.
(Business Arising in Agenda) | 1310 - 1320 |
| 3) | Update on 1989/90 Internal Audit Plan
and Activities | 1320 - 1340 |
| 4) | Proposal for the 1990/91 Internal
Audit Plan | 1340 - 1400 |
| 5) | Update on the 1989/90 Evaluation
Plan and Activities | 1400 - 1445 |
| 6) | Proposal for the 1990/91 Evaluation
Plan | 1445 - 1515 |
| | COFFEE | 1515 - 1530 |
| 7) | Updated Chapter of Corporate Plan
Dealing with Audit and Evaluation
Matters | 1530 - 1615 |

/2
Audit & Evaluation
29 & 30 January 1990

- | | | |
|----|----------------|-------------|
| 8) | Next Meeting | 1615 - 1630 |
| 9) | Other Business | 1630 - 1645 |

30 January

JOINT MEETING OF EXECUTIVE AND AUDIT & EVALUATION COMMITTEES

- | | | |
|-----|---|--------------|
| 10) | Call to Order | 0900 - 0910 |
| | Quorum, Adoption of the Agenda, etc. | |
| 11) | Special Examination of ICOD | 0910 - 1145 |
| | (COFFEE | 1015 - 1030) |
| 12) | Role and Reporting of the Audit and
Evaluation Committee | 1145 - 1200 |

ICOD OCEAN FORUM MEETING
6 NOVEMBER, 1990 (2:00 P.M.)

1. Theme of Forum (Day 1) - Preparation of Paper
2. Panel Topics (Day 1)
3. Workshop Topics (Day 2)
4. Speakers:
 - Day 1
 - Plenary Chairman
 - Plenary Speaker
 - Panelists
 - Luncheon Speaker
 - Day 2
 - Workshop Chairman
 - Workshop Leaders
5. Invitation List
6. Publication
7. Location, date, Luncheons, Reception, etc.
8. Cost
9. Organisation of Forum
10. Interface with Inter-departmental Committee, etc.
11. Other

ICOD'S FORUM ON OCEAN DEVELOPMENT1. Objective

The objective of this document is to propose a program for a Forum on Ocean Development to be held in conjunction with the November 1991 Board meeting in Halifax.

2. Background

ICOD held a forum on "The Contribution of the Ocean and Ocean Development to Wealth and Welfare with Particular Reference to Developing Countries" in December 1988 in Halifax. At its November 1989 meeting, the Board approved in principle the holding of a second ocean forum coincident with a Board meeting in Halifax. It was the Board's view that the forum should serve as a tool to increase public awareness of both ICOD and of ocean development in general. Further discussion of the subject took place during the Executive Committee meeting in June 1990 as well as during the June Board meeting in Rimouski and the Executive Committee meeting in September.

3. Proposal

Outlined below is a proposal for an ocean forum to be held in November 1991 in Halifax.

3.1 Purpose

The general goals of ICOD's Ocean Forums are to:

- a) bring together influential people in ocean resources development for a meaningful debate of ocean development issues;
- b) build an awareness and identify actions which are needed to achieve progress in this field; and
- c) publish, where appropriate, the forum deliberations so that ICOD can provide leadership and a wider dialogue on key issues relating to ocean development.

Specifically, the November 1991 forum will seek to:

- a) promote public awareness about the contribution of oceans to sustainable development;

- b) consider the interplay of economic and conservation factors in sustainable ocean resources development and identify the requirements and priority actions needed for greater sustainability in the development of the oceans; and
- c) promote international cooperation for the development of strategies, policies, and programs for sustainable ocean resources development.

3.2 Target Audience and Speakers

The participants/contributors will be drawn primarily from the ocean community in Canada and abroad comprising the government (federal and provincial), private sector and universities as well as ICOD target countries and donor agencies. The audience for open sessions will be the general public, students and selected members of the press. Some of the specific groups to be targeted are:

- a) Governments (Federal and Provincial): Ocean Science managers and Policy Planners;
- b) Academia: educators involved in the oceans sector;
- c) Private Sector: consultants in ocean policy and planning, and project implementation as well as developers of state of the art ocean technology;
- d) Development Assistance Community in Canada and internationally as well as at the NGO level. The aim is to attract selected policy makers and program managers from this target group.
- e) special guests from developing countries including ICOD target and secondary focus countries. The aim here is to develop a short list of individuals capable of making a contribution to the forum.

The speakers will be drawn from the international ocean development community. A list of well known experts in specialised fields/disciplines will be put together for the consideration of the Board.

3.3. Format and Duration

From consultations with ocean sector experts in Halifax, it was established that a one day session would be inadequate to achieve any meaningful results. It was also felt that a one day public forum followed by a smaller working group on the second day would help to produce a plan of action for sustainable ocean resources development. If the forum is successful, a publication can be considered to disseminate the results to a wider audience including delegates to the 1992 World Conference on Environment and Development.

Therefore, the recommendation is for a two day forum comprising a plenary and panel discussion on Day 1 and a select working group focusing on strategies, policies, and sustainable ocean development priority actions on Day 2. Panel speakers on Day 1 will be asked to prepare papers in advance for distribution to all speakers. On Day 2, the focus will be to formulate and discuss a list of key issues arising from the presentations and discussions on Day 1: it will be confined to a select group of 30-40 participants. The discussion of key issues should lead to suggestions and recommendations on what sustainable development policies are needed and how to apply them to ocean resources development.

3.4. Topic

"IS SUSTAINABLE DEVELOPMENT OF THE OCEANS POSSIBLE?"

The growing threats of environmental degradation and resource depletion are leading to accelerated public awareness about the need to promote orderly and environmentally sound economic growth in the oceans. The oceans exert enormous influence on the environment and provide the balance in maintaining planet earth's life support systems. Apart from the need for global, regional, and local management regimes and institutions, ocean management involves economic activities in inland and coastal waters as well as on the high seas.

In the context of the sustainable development of the oceans, some of the key questions/issues to be addressed are:

- a) What is meant by the "Sustainable Development of the Oceans?"
Is it a practical goal?
- b) What role do the oceans play in the global thrust for sustainable development?
- c) What is the interplay between economic factors and environmental/conservation concerns? For example, can conflicts be resolved between rapid resource development and exploitation on the one hand and the prevailing mood for restrained and environmentally sound growth?
- d) What would constitute the elements of an action plan for promoting sustainable development of the oceans in terms of policies, programs, institution building, research, and other related areas?

Two additional factors to be considered are:

- a) The growing globalisation of ocean development issues and management regimes in the face of the need for increased local and community control; and

b) The balance between the drive for more legal instruments/regimes on the one hand and the push for deregulation through the use of economic instruments and market forces.

An ICOD forum devoted to discussing the framework for sustainable ocean development as well as the application of sustainable development principles and policies to the oceans would contribute not only to increasing the know-how of developing countries and donor agencies but also to promoting further discussions at the 1992 Brazil Conference on Environment and Development.

3.5. Suggested Agenda

DAY 1

9:00 a.m. - 9:10 a.m.: Introduction by the Chairman of ICOD

9:10 a.m. - 10:00 a.m.: Plenary - "Is Sustainable Development of the Oceans Possible?"

This address by a well known expert on the subject, will set the stage for the discussion of various key issues relating to the sustainable development of oceans. It will focus on the ocean sector in general, the importance and contribution of oceans to sustainable development and the framework and policies for the sustainable development of oceans. The speaker will be asked to prepare his/her paper in advance for circulation to all panelists.

10:00 a.m. - 10:15 a.m.: Break

10:15 a.m. - 11:00 a.m.: Discussion

11:00 a.m. - 12:30 p.m.: Panel Discussion
The panels in the morning and afternoon will deal with conflicting issues in sustainable ocean development.
- "The case for Rapid Development of Ocean Resources - an economic viewpoint."

- "The case for Restrained (Sustainable) Development, a Conservationist's Approach".

12:30 p.m. - 2:15 p.m.: Luncheon

Luncheon Address:
- "Oceans in the Context of the 1992 World Conference on Environment and Development."

2:15 p.m. - 2:30 p.m.: Break

- 2:30 p.m. - 4:00 p.m.: Panel Discussion
- "The Case for Deregulation in Ocean Resources Development."
 - "The Case for Controlled Development"
 - "Globalisation of Ocean Development vs Local Control and Management"
- 4:00 p.m. - 4:15 p.m.: Break
- 4:15 p.m. - 4:45 p.m.: Discussion continued
- 4:45 p.m. - 5:00 p.m.: Summary Remarks by the Chairman of ICOD

DAY 2

Working Group

On Day 2, approximately one hour will be devoted to formulating issues/questions to be discussed at individual workshops.

- 8:00 a.m. - 9:00 a.m.: Breakfast
- 9:00 a.m. - 10:00 a.m.: Formulation of issues/questions for workshops: Chairman of Working Group
- 10:00 a.m. - 10:15 a.m.: Break
- 10:15 a.m. - 12:15 p.m.: Workshops (3-4 Workshops depending upon the number of topics)
- 12:15 p.m. - 1:30 p.m.: Lunch
- 1:30 p.m. - 3:15 p.m.: Reports from Workshops and discussion
- 3:15 p.m. - 3:30 p.m.: Break
- 3:30 p.m. - 4:15 p.m.: Summation by Working Group Chairman and concluding Remarks by the Chairman of ICOD

4. COST

Depending upon the number of speakers and participants from overseas and printed material involved, the forum is likely to cost about \$180,000.

Decisions of the Board are being sought on:

- (a) Format: - 2 day session:
 - Day 1: Plenary and Panels
 - Day 2: Working group/workshops to formulate and discuss issues

- (b) Content: - Overall Topic of the Forum
 - Panel topics

- (c) Publication: - Distribution of Proceedings and Papers to a wide target international audience, (including possible distribution to the 1992 Brazil Conference on Environment and Development).

9/10/90

NOV 16 1990



Canada

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

MEMORANDUM

To: ICOD Ocean Forum Steering Committee Our File: 126.3
(See Distribution List Below)

From: Joshua John, Policy and Planning Advisor

Date: 13 November, 1990

Re: Next Meeting of the Steering Committee

The next meeting of the Steering Committee has been scheduled for Monday the 3rd December 1990 at 2:00 p.m., in the Information Resource Centre, 9th Floor (5670 Spring Garden Road). I trust that it will be possible for you to attend.

Attached is a revised draft of the Ocean Forum proposal together with the record of the meeting held on 6th November and the agenda.

JJ/amc

ICOD Ocean Forum Steering Committee:

Mrs. Elisabeth Mann Borgese ✓
Dr. John Vandermeulen
Dr. Art Hanson
Mr. Gary C. Vernon/Mr. Garry A. Comber

enclosure

ICOD OCEAN FORUM

Summary Record of Meeting Held on Tuesday
6 November, 1990 at 2:00 p.m.

1. In attendance:

Elisabeth Mann Borgese
Art Hanson
Gary C. Vernon
Joshua John

Dr. John Vandermeulen was unable to attend.

2. The purpose of the meeting was to follow-up the discussions of the Board during November 1-2 on ICOD's Ocean Forum.

3. During the discussion the following points emerged:

a) The two-day format for the Forum was appropriate. On Day 1, the morning deliberations should be devoted to "making a case for sustainable ocean resources development" and the afternoon to "the implementation" or 'How To' aspects. The discussion should encompass all aspects including economic, ecological, social and political elements. The number of participants for Day 2 discussions will be limited to 20, divided into 4 workshops.

b) Names of possible speakers/panelists/panel chairmen, etc. were suggested for consideration (see attached). The availability of these individuals for the ICOD Forum in November 1991 remains to be determined.

The Chairman of ICOD will preside over the plenary and overall sessions.

c) The following would constitute a Steering Committee for the 1991 ICOD Forum:

- Elisabeth Mann Borgese
- Dr. John Vandermeulen
- Art Hanson
- Gary C. Vernon/Garry A. Comber
(Joshua John, Secretary)

ICOD OCEAN FORUM MEETING
6 NOVEMBER, 1990 (2:00 P.M.)

1. Theme of Forum (Day 1) - Preparation of Paper
2. Panel Topics (Day 1)
3. Workshop Topics (Day 2)
4. Speakers:

Day 1

- Plenary Chairman
- Plenary Speaker
- Panelists
- Luncheon Speaker

Day 2

- Workshop Chairman
- Workshop Leaders

5. Invitation List
6. Publication
7. Location, date, Luncheons, Reception, etc.
8. Cost
9. Organisation of Forum
10. Interface with Inter-departmental Committee, etc.
11. Other

ICOD Ocean Forum

List of names discussed at meeting 6/11/90

1. Plenary - Dr. Moktar (Indonesia)
2. Panel Chairman: (morning session)
 - Jim MacNeill: Institute for Research on Public Policy
3. Panelists: morning session
 - David Pearce, University of London (Centre for Environment and Economics)
 - Jens Evanson, Norway
 - NGO: Sidney Holt/Greenpeace/GoldSmith Brothers
4. Luncheon Speaker:
Maurice Strong/Tommy Koh
5. Afternoon Panel Chairman: (afternoon session)
 - Peter Pearce (UBC) or Ken Lucas (Agrodev)
6. Panelists:
 - Theo Panayoutou - Harvard/ or Alberto Sikili, Mexico
 - panelist for "Local Control and Management" to be named
7. Other names discussed
 - Mr. Okita, Japan
 - Dr. Bob Ripetto, World Resources Institute, Washington, D.C.

(to be checked with Dr. Harrison)

ICOD'S FORUM ON OCEAN DEVELOPMENT

1. Objective

The objective of this document is to propose a program for a Forum on Ocean Development to be held in conjunction with the November 1991 Board meeting in Halifax.

2. Background

ICOD held a forum on "The Contribution of the Ocean and Ocean Development to Wealth and Welfare with Particular Reference to Developing Countries" in December 1988 in Halifax. At its November 1989 meeting, the Board approved in principle the holding of a second ocean forum coincident with a Board meeting in Halifax. It was the Board's view that the forum should serve as a tool to increase public awareness of both ICOD and of ocean development in general. Further discussion of the subject took place during the Executive Committee meeting in June 1990 as well as during the June Board meeting in Rimouski and the Executive Committee meeting in September.

3. Proposal

Outlined below is a proposal for an ocean forum to be held in November 1991 in Halifax.

3.1 Purpose

The general goals of ICOD's Ocean Forums are to:

- a) bring together influential people in ocean resources development for a meaningful debate of ocean development issues;
- b) build an awareness and identify actions which are needed to achieve progress in this field; and
- c) publish, where appropriate, the forum deliberations so that ICOD can provide leadership and a wider dialogue on key issues relating to ocean development.

Specifically, the November 1991 forum will seek to:

- a) promote public awareness about the contribution of oceans to sustainable development;
- b) consider the interplay of economic, ecological, social and political factors in sustainable ocean resources development

and identify the requirements and priority actions needed for greater sustainability in the development of the oceans; and

- c) promote international cooperation for the development of strategies, policies, and programs for sustainable ocean resources development.

3.2 Target Audience and Speakers

The participants/contributors will be drawn primarily from the ocean community in Canada and abroad comprising the government (federal and provincial), private sector and universities as well as ICOD target countries and donor agencies. The audience for open sessions will be the general public, students and selected members of the press. Some of the specific groups to be targeted are:

- a) Governments (Federal and Provincial): Ocean Science managers and Policy Planners;
- b) Academia: educators involved in the oceans sector;
- c) Private Sector: consultants in ocean policy and planning, and project implementation as well as developers of state of the art ocean technology;
- d) Development Assistance Community in Canada and internationally as well as at the NGO level. The aim is to attract selected policy makers and program managers from this target group.
- e) special guests from developing countries including ICOD target and secondary focus countries. The aim here is to develop a short list of individuals capable of making a contribution to the forum.

The speakers will be drawn from the international ocean development community.

3.3. Format and Duration

From consultations with ocean sector experts in Halifax, it was established that a one day session would be inadequate to achieve any meaningful results. It was also felt that a one day public forum followed by a smaller working group on the second day would help to produce a plan of action for sustainable ocean resources development. If the forum is successful, a publication can be considered to disseminate the results to a wider audience including delegates to the 1992 World Conference on Environment and Development.

Therefore, the proposal is for a two day forum. The plenary and panel discussion on Day 1 will focus on the case for as well as the

implementation aspects of sustainable development of the oceans. On Day 2, there will be a select working group focusing on strategies, policies, and sustainable ocean development priority actions. Panel speakers on Day 1 will be asked to prepare papers in advance for distribution to all speakers. On Day 2, the focus will be to discuss a list of key issues arising from the presentations and discussions on Day 1. It will be confined to a select group of about 20 participants. The discussion of key issues should lead to suggestions and recommendations on what sustainable development policies are needed and how to apply them to ocean resources development.

3.4. Topic

"IS SUSTAINABLE DEVELOPMENT OF THE OCEANS POSSIBLE?"

The growing threats of environmental degradation and resource depletion are leading to accelerated public awareness about the need to promote orderly and environmentally sound economic growth in the oceans. The oceans exert enormous influence on the environment and provide the balance in maintaining planet earth's life support systems. Apart from the need for global, regional, and local management regimes and institutions, ocean management involves economic activities in inland and coastal waters as well as on the high seas.

In the context of the sustainable development of the oceans, some of the key questions/issues to be addressed are:

- a) What is meant by the "Sustainable Development of the Oceans?" Is it a practical goal?
- b) What role do the oceans play in the global thrust for sustainable development?
- c) What is the interplay between economic, ecological, social and political factors in sustainable ocean resources development.
- d) What would constitute the elements of an action plan for promoting sustainable development of the oceans in terms of policies, programs, institution building, research, and other related areas?

Two additional factors to be considered are:

- a) The growing globalisation of ocean development issues and management regimes in the face of the need for increased local and community control; and
- b) The balance between the drive for more legal instruments/regimes on the one hand and the push for deregulation through the use of economic incentives.

An ICOD forum devoted to discussing the framework for sustainable

ocean development as well as the application of sustainable development principles and policies to the oceans would contribute not only to increasing the know-how of developing countries and donor agencies but also to promoting further discussions at the 1992 U.N. (Brazil) Conference on Environment and Development.

3.5. Suggested Agenda

DAY 1

9:00 a.m. - 9:10 a.m.: Introduction by the Chairman of ICOD

9:10 a.m. - 10:00 a.m.: Plenary - "Is Sustainable Development of the Oceans Possible?"

This address by a well known expert on the subject, will set the stage for the discussion of various key issues relating to the sustainable development of oceans. It will focus on the ocean sector in general, the importance and contribution of oceans to sustainable development and the framework and policies for the sustainable development of oceans. The speaker will be asked to prepare his/her paper in advance for circulation to all panelists.

10:00 a.m. - 10:15 a.m.: Break

10:15 a.m. - 11:00 a.m.: Discussion

11:00 a.m. - 12:30 p.m.: Panel Discussion

The panel in the morning will deal with the case for sustainable development of the oceans and the panel in the afternoon with its implementation aspects.

- "The case for Market Driven Development of Ocean Resources"

- "The case for Restrained Development"

- "Sustainable Development of the Oceans - An NGO Perspective"

12:30 p.m. - 2:15 p.m.: Luncheon

Luncheon Address:

- "Oceans in the Context of the 1992 World Conference on Environment and Development."

2:15 p.m. - 2:30 p.m.: Break

2:30 p.m. - 4:00 p.m.: Panel Discussion

- "The Case for Deregulation in Ocean Resources Development."

- "The case for "Local Control and Management"

4:00 p.m. - 4:15 p.m.: Break

4:15 p.m. - 4:45 p.m.: Discussion continued

4:45 p.m. - 5:00 p.m.: Summary Remarks by the Chairman of ICOD

DAY 2

Working Group

Day 2 will be devoted to discussing specific issues/questions. (An overall working group Chairman and four animators); these issues will be formulated at the end of Day 1).

8:00 a.m. - 9:00 a.m.: Breakfast

9:00 a.m. - 10:00 a.m.: Plenary discussion of issues/questions for workshops: Chairman of Working Group

10:00 a.m. - 10:15 a.m.: Break

10:15 a.m. - 12:15 p.m.: 4 Workshops

12:15 p.m. - 1:30 p.m.: Lunch

1:30 p.m. - 2:30 p.m.: Workshops continued

2:30 p.m. - 3:15 p.m.: Reports from workshops and discussion

3:15 p.m. - 3:30 p.m.: Break

3:30 p.m. - 4:45 p.m.: Reports from workshops and discussion

4:45 p.m. - 5:15 p.m.: Concluding Remarks by Chairman of ICOD

4. COST

Depending upon the number of speakers and participants from overseas and printed material involved, the forum is likely to cost about \$180,000.

7/11/90

ICOD Ocean Forum Steering Committee Meeting

Information Resource Centre, (9th Floor)
5670 Spring Garden Road

(2:00 p.m. - December 3, 1990)

Suggested Agenda

1. Review of:
 - (a) Main Theme
 - (b) Panel Topics
 - (c) Workshop Topics
2. Preparation of Background Paper and choice of writer
3. Selection of speakers
 - Day 1
 - Plenary Speaker
 - Panelists
 - Luncheon Speaker
 - Day 2
 - Workshop Leaders
 - Rapporteurs
4. Publication
5. Date/s, Location, Luncheon, Receptions
6. Invitation List
7. Cost
8. Organisation of Forum
9. Other