



**Draft Agenda
Meeting of Board of Directors
1 & 2 November 1990
Halifax, NS**

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<u>1 November</u>			
1. i. Call to Order, Quorum	09:00-09:10 (Chairman)	---	
ii. Adoption of Agenda	09:10-09:15	BD90/D112	1
iii. Comments by International Directors - Fishery Activity in the South West Indian Ocean Area	09:15-09:45	BD90/D106	
2. REVIEW OF MINUTES OF 12 AND 13 JUNE 1990 BOARD MEETING	09:45-10:00	BD90/D93	2
COFFEE BREAK	10:00-10:15		
3. BUSINESS ARISING FROM MINUTES (REFERENCE # FROM PREVIOUS MINUTES GIVEN IN BRACKETS)	10:15-11:45		3
i. ICOD Development Forum (5.G.v)		BD90/D91	

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
ii. Selection of Candidates for the Position of President (3.A.iv) - Amendment to By-Law No. 1 - Draft Order in Council - President's Profile		BD90/D90 & BD90/D90A BD90/D102 BD90/D109	
iii. Status of Board Membership (6) <i>Comm. Rec. Membership</i> - Letter to Minister		BD90/D95	
iv. Delegation of Authority		BD90/D99	
4. TABLING OF MINUTES	11:45-12:00		4
i. Executive Committee 11 June 1990		BD90/D96	
ii. Executive Committee 13 September 1990		BD90/D97	
iii. Audit & Evaluation Comm. 11 June 1990		BD90/D98	
LUNCH AT ICOD	12:00-13:00		
5. REPORT OF THE EXECUTIVE COMMITTEE	13:00-14:00	Verbal	5
Date and Location of June 1991 Board Meeting <i>Final - Evaluation - June 1991</i>			
6. PRESIDENT'S REPORT	14:00-16:00 President (Coffee break at approx. 15:00)		6

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
i. Overview			
ii. Policy			
iii. Programs			
iv. Administration			
v. Finance			
vi. Information			
vii. Issues Arising from President's Report - Policy on Training and Scholarships		BD90/D100 (to follow)	
viii. Documents (to be tabled at meeting)			
Projects Approved Under Delegated Authority		BD90/D110	
Cost Increases Approved Under Delegated Authority		BD90/D111	
List of ICOD Contracts		BD90/D92	
List of Scholarship Recipients		BD90/D104	
ICOD Brochure		BD90/D113	
MEETING ADJOURNS FOR THE DAY	16:00		
Meeting of Special Committee for Review of Presidential Candidates	16:00-17:00		
DINNER AND DANCE HOSTED BY ICOD MicMac Amateur Aquatic Club Dartmouth, Nova Scotia	18:30		

Proposed
Schedule/
Presenters

Document #

Tab #

2 November

7. REPORT OF THE AUDIT AND EVALUATION COMMITTEE	09:00-10:15	Verbal	7
i. Audit Activities			
ii. Evaluation Activities			
iii. Update on Special Examination			
COFFEE BREAK	10:15-10:30		
8. FINANCIAL REPORT	10:30-11:00 Director of Finance		8
i. Consolidated Balance Sheet		BD90/D107	
ii. Statement of Operations		BD90/D108	
9. CORPORATE PLAN, POLICY ISSUES, DIVISIONAL PRESENTATIONS	11:00-12:00	BD90/D101 (to follow)	9
LUNCH	12:00-13:00		
9. CORPORATE PLAN, POLICY ISSUES, DIVISIONAL PRESENTATIONS (cont'd)	13:00-15:30		
COFFEE BREAK	15:30-15:45		

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
10. PROJECT PROPOSALS	15:45-16:15		10
i. Marine Parks and Protected Areas Management Network (#900371)		BD90/D103	
ii. Erindale Maritime Boundary Delimitation Course (Phase IV: Two-year) (#900368)		BD90/D105	
11. OTHER BUSINESS	16:15-17:00	Verbal	11
MEETING ADJOURNS	17:00		

Cov



BD90/D106

The Minister

9th October 1990

Mr. Gary C. Vernon
President
International Centre for Ocean Development
9th Floor, 5670 Spring Garden Road
Halifax, Nova Scotia
Canada B3J 1H6

Dear

Gary,

Thank you for your letter Ref. 104 dated 20 September 1990.

I am forwarding a brief paper on the Fishery Activity in the South West Indian Ocean Area for circulation, in my absence, to Board Members for the November meeting.

Best Wishes !

Yours sincerely

A handwritten signature in cursive script, reading 'Danielle de ST. JORRE'.

Danielle de ST. JORRE

Demersal fish supplies are very limited due to the steep drop-off close to shore. Only on Moheli island, which has some offlying islets and which has a smaller population are the resources not overexploited.

The small boats, primitive propulsion and lack of good landing places makes fishing very subject to wind and sea conditions. Other handicaps faced by the fishermen include lack of fishing gear and a progressive shortage of trees for making canoes.

In an effort to tackle some of these problems, the European Development Fund has financed the first of a two-phase project. The funding of ECU 1.092m over a three year period provides the services of two expatriate experts and of consultants. Their action programme has included setting up a Fibreglass Reinforced Plastic boatbuilding yard, an outboard motor repair workshop and supply store, training and the deploying of Fish Aggregating Devices.

(iii) MAURITIUS

The overall catch for marine waters in 1986 is given as slightly less than 9,000 tonnes (not including tunas from industrial fishing). This derived from the efforts of some 3,900 fishermen operating from about 1,500 boats (plus 15 motherships). The contribution from the distant water handline fishery on the banks of Mascarene Ridge was 63 percent. Almost all the remainder came from the lagoon and immediately adjacent areas around Mauritius (Island) and Rodrigues.

The lagoon waters of Mauritius are considered to be heavily fished.

Since 1979 a Mauritian vessel has been engaged in the offshore purse seine fishery for tuna which is now centered around the Seychelles. In 1987 another tuna purse seiner became operational. These two vessels supply the Mauritian canning factory. Recently another purse seiner has been acquired on behalf of another joint venture company.

(iv) TANZANIA

More than 95 percent of the total marine catch of 46,985 tonnes in 1986 was from the artisanal fishermen.

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(i) Indian Ocean Fisheries Commission (IOFC)

The 9th IOFC meeting was held in Seychelles from the 2nd to the 6th October 1989. The matter which raised the most interest concerned the future of the IOFC Committee for the Management of Indian Ocean Tuna. A Conference for the Adoption of a Draft Agreement for the Establishment of the Indian Ocean Tuna Commission was held in Rome from the 3rd - 7th April 1989 following a previous request to have a new tuna management commission under Article XIV of the FAO Constitution. There was agreement that there should be a new management body set up but countries were divided especially over its legal statutes.

In general countries favoured the setting up of a body under the FAO but would equally like that EEC participates as a full member which presently is not possible because of its legal status within the FAO. As no agreement was reached the Commission recognised that for the time being the only practical solution was to continue to make use of the IOFC Tuna Committee. At the ITPP meeting in Bangkok it was agreed that some of FAO rules will have to be changed so that among other things the EEC will be able to become a full member. A diplomatic conference for the setting up of an Indian Ocean Tuna Commission will be held in 1992 in Seychelles.

The question of the "Wall of Death" drift net fishery, although a minor point of the agenda, raised some controversy. Many countries took a strong stand on this issue. The matter is naturally of strong concern especially to island countries.

(ii) Indo-Pacific Tuna Development and Management Programme (ITPP)

ITPP became operational in 1982 and has its headquarters in Colombo. It was formed to assist governments in the area in the preparation of long-term management and development of the fishery on tuna and tuna-like species. It has made considerable progress in collecting historical and current data from participating countries in an effort to continue its task of monitoring the trends in tuna fisheries in the Indian Ocean.

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(v) Association Thoniere

This project will end in mid 1991 and the countries involved are presently discussing what the second phase of the project should consist of. It is possible that should the new project prove acceptable then Seychelles, who at present had only an observer status, might become a full member. The full members are Madagascar, Mauritius, Reunion and Comores. The new project will still continue to focus its activities on the tuna fishery.

A team of consultants visited the region in the second half of 1990 and their draft project proposal will be discussed in October.

(vi) IOMAC (Indian Ocean Marine Affairs Conference)

Iomac was initiated in 1985 by the Government of Sri Lanka. In 1987 a Conference on Economic, Scientific and Technical Cooperation in Marine Affairs in the Indian Ocean in the context of the new ocean regime, was held in Colombo. The Conference adopted a plan of action covering all areas of marine affairs: Marine and Ocean Sciences, Living resources, Non-living resources, Maritime Transport, Communication, Management and Environment. Their present activities are mainly focussed on training for manpower development in the marine sector for the Indian Ocean states, particularly in space technology applications, mineral resources and information. The funding for IOMAC has up to now been mostly ensured by UNDP and the Government of Sri Lanka.

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1. B. ADOPTION OF THE AGENDA

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

BD90/1/R1 THAT THE AGENDA BE AMENDED TO INCLUDE THE ITEM
"COMMITTEE MEMBERSHIPS" AND BE ADOPTED WITH THIS
CHANGE.

Motion carried unanimously.

1. C. MISCELLANEOUS - Comments from International Directors

South Pacific

A General Assembly resolution prohibiting drift net fishing will go into effect in 1991 for the South Pacific and in 1992 for the North Pacific although some Asian countries have indicated they will not respect these bans.

One Member asked international Members about the severity of drift netting in their respective area. Philipp Muller stated that by-catches of drift netting were the biggest problem. Whales, sunfish, slender tuna, skipjack, yellowfin, etc. were also being caught with the target species making up less than half the total catch. He indicated that approximately 10,000 tons of juveniles



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

BD90/D93
18 June 1990
CONFIDENTIAL
File: 104

BOARD OF DIRECTORS MEETING
RIMOUSKI, QUÉBEC
12, 13 JUNE 1990
DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman
Roy Cheeseman
Mary Jo Duncan
Gastien Godin
Vaughan Lewis
Ellen McLean
Robert Maguire
Moise Mensah
Philipp Muller
Sharon Proctor
Nicole Senécal
Gary Vernon, President
Garry Comber, Vice-President
Jeanne-Mance Côté, Administration Officer

ABSENT: Danielle de St. Jorre
John Vandermeulen

GUESTS: The Honourable Monique Landry
Louis-Marie Asselin, CECI
François Gilbert
Carol Amaratunga

1. A. CALL TO ORDER

The Chairman called the meeting to order, welcomed Members to Rimouski and noted that the meeting had a quorum. She added that this was the Annual Meeting of the Board of Directors.

the timing and full implications.

The South Pacific Commission is assessing the region's fisheries training needs and the Forum Fisheries Agency will look at the question of national fisheries policies. This is an effort to integrate fisheries training regionally.

A profile of commercial fish species by region by country is being assessed. A taxonomic guide was started by FAO, but has run into some financing difficulties.

Some areas of concern are lack of involvement in the fishing industries dominated by foreign fishermen and problems in communications.

Caribbean Basin

Prime Minister Mulroney announced the abolishment of the ODA debt to Canada by Caribbean nations at his meeting with the Caribbean Heads of Government. The Prime Minister also discussed the rapidly changing world trade conditions including the possible effects of a U.S., Canada, Mexico free trade area. During the meeting, the Prime Minister of Canada was advised of ICOD's contribution to the OECS.

were being caught in one single day thereby jeopardizing survival of species. Vaughan Lewis stated that as drift netting in his area was carried out just outside the Exclusive Economic Zone this created a problem of surveillance and enforcement.

Talks have been initiated between Japan, Taiwan, Korea and the U.S. on a management regime for southern albacore.

The FFA surveillance program is, for the first time, headed by a South Pacific national. The two previous heads of the program had been Canadian specialists. Joint and reciprocal arrangements for surveillance and enforcement are being looked into. Multilateral and bilateral agreements are being drafted which would allow for sharing of surveillance equipment and for extended jurisdiction with respect to enforcement.

As a result of a lobby to protect dolphins and porpoises in the East Pacific, U.S. vessels are now moving to the West Pacific. Collective management of that fishery is being undertaken to limit purse seine fisheries by number and by flag.

There have been renewed attempts at coordinating the activities of the various regional organizations in the South Pacific. This attempt will be under the auspices of the Forum Council. The University of the South Pacific has decided to move the Institute of Marine Resources to Honiara. There are certain questions about

The West Indies Commission has been formed to look at the future of the West Indies and concerns such as the environment and the necessary planning needed. The Commission will be headed by Shridath Ramphal who is leaving the Commonwealth Secretariat. The results will be presented to the Caribbean Heads of Government in 1993 and will be used to form an operating framework for countries and organizations.

Dr. Lewis thanked ICOD management for their continued support.

West Africa

Ongoing changes in the political scene on the Western coast of Africa are relevant to ICOD's future activities. West African countries are undergoing severe economic changes such as: reduction in government revenues, increasing unemployment, deterioration of trade due to falling values of exported commodities, and disinvestment of the private sector as a result of 'Afro-pessimism'. As a result, nations have become more critical of their leaders and of the management of natural resources.

Donor agencies have adopted an approach promoting renewed international economic support for Africa and are supporting efforts made by African governments to improve their management style. Some new African leaders believe that the quantity and quality of

The work of the Fisheries Unit in St. Vincent has been evaluated for the first time since its inception. As a result, approval was given for a multiple year workplan. The Prime Minister of St. Vincent expressed personal support for the work carried on so far and for the work planned during the next period.

As for the long term viability of the Unit, it was suggested to the Heads of Governments that a portion of the fines levied on illegal fishing vessels should be used to sustain the Fisheries Unit.

A formal agreement on surveillance and enforcement is to be signed by the Heads of Government in October of this year. No discussions have yet been held with countries such as Venezuela on Maritime Boundary Delimitation as it was decided that OECS governments would not negotiate separately but rather under the umbrella of the OECS Secretariat.

South Pacific programs on drift net fishing are being carefully studied with a view to devise means to prohibit this activity in the Caribbean.

The last two years have shown a tremendous increase in interest in the environment particularly in the marine sector. The willingness of governments to now face these issues will have a positive impact on maintaining and conserving the environment.

- i. Delegation of Authority - This item would be reported under item 6.a.
- ii. ICOD Development Forum - This item would be reported under item 5.g.
- iii. International Maritime Law Institute Project - Conditions of Approval - The conditions as set out in the original proposal to ICOD have not been met. IMLI has had to get core funding from the recipient countries. ICOD is only supporting two female scholarship candidates this year as suitable female candidates could not be found for the full four positions. ICOD has agreed to support the program for only one additional year unless proper core funding is secured and if suitable female candidates can be found. This approach was found generally acceptable by the Board.
- iv. Selection of Candidates for the Position of President - Advisory Committee - With one year left to the term of the President, a profile of the position will be reviewed by the ad hoc committee and sent to Board Members. This should be discussed in November and advice provided to the Minister if requested.

aid must be directly linked to efforts to improve management style.

West African countries will be undergoing structural adjustment programs which call for quick and high-yielding investments. ICOD could play a major role in the development of ocean resources and should be closely following ongoing policy discussions and debates regarding new approaches to development. To help promote program activities ICOD should also revisit the possibility of opening a regional office in West Africa.

2. REVIEW OF MINUTES - Board Meeting, 13 & 14 November 1989

It was moved by Gary Vernon, seconded by Mary Jo Duncan,

BD90/1/R2 THAT THE MINUTES OF THE NOVEMBER 1989 BOARD MEETING
BE ADOPTED AS PRESENTED.

Motion passed unanimously.

3. BUSINESS ARISING FROM MINUTES

3. A. BOARD MINUTES - 13, 14 November 1989

With an annual \$18M budget, the Centre employs 50 full time staff at its Montreal Headquarters and 20 more in various regional offices around the world. 300 cooperants (of which 200 are volunteers) are presently working on 150 projects in the field.

Most CECI projects are small grass-roots projects focussing on human resources. Project identification is done mainly through regional directors operating in field offices. CECI is very attentive to the needs of recipients and ensures, through signed agreements with local governments, that cooperants are not taking the place of nationals.

Cooperants are selected through newspaper advertisements and must meet certain definite criteria such as sharing the Centre's philosophy of Christian faith and values. Consultants are hired when particular expertise is required on a project and CECI recognizes the difficulty in managing both volunteer cooperants and paid consultants.

Whereas operating budgets are administered at the regional office level, as a general rule, project budgets flow from Head Office and are distributed to the field offices on the basis of regional directors' reports.

There is a 50-50 ratio of male to female cooperants in the field and two or three permanent female staff members at Headquarters are

- v. Status of Board Membership - A letter was sent to the Minister regarding the four Board memberships expiring this year. No answer has been received to date and Board Members whose term has expired are in standing until official notification.
- vi. Approval of the Corporate Plan for Fiscal Year 1990/1991 to 1994/1995 - The Treasury Board approved the Corporate Plan and the Operating Budget of ICOD.

Gastien Godin reiterated his concern about the desiquilibrium in the 5-year Plan vis-à-vis West Africa as compared to ICOD's other regions of concentration. He also asked that ICOD consider opening a regional office in West Africa as soon as possible.

PRESENTATION BY MR. LOUIS-MARIE ASSELIN, DIRECTOR OF VOLUNTARY COOPERATION PROGRAM, CENTRE D'ÉTUDES ET DE COOPÉRATION INVERNATIONALE (CECI) CENTRE FOR STUDIES AND INTERNATIONAL COOPERATION

Mr. Asselin explained that the Centre for Studies and International Cooperation, when created by the Jesuits, was originally concerned with cultural aspects. It has evolved into a more technically and scientifically oriented, non-governmental, non-profit organization.

4. TABLING OF MINUTES

- A. EXECUTIVE COMMITTEE - 12 NOVEMBER 1990
- B. EXECUTIVE COMMITTEE - 30 JANUARY 1990
- C. AUDIT & EVALUATION COMMITTEE - 12 NOVEMBER 1989
- D. AUDIT & EVALUATION COMMITTEE - 29 & 30 JANUARY 1990

Board Members took note of the Minutes which had been approved by the two Committees.

5. PRESIDENT'S REPORT

5. A. OVERVIEW

The President told Members that further cuts are expected in the Official Development Assistance budget. Also, there appears to be a slackening of commitment to development assistance in the oceans sector among donor agencies. The President added that the level of interest in the CIDA Fisheries sector appears to have dropped and that all these factors have prompted ICOD to take a more active approach in seeking outside funding.

essentially concerned with Women in Development projects.

CECI regional directors are frequently Members of Boards grouping local NGOs and try to improve collaboration within local NGOs. CECI has also made a proposal to CIDA to act as intermediary between South-South NGO's.

A question period followed. Mr. Mensah commented that as long as there is a need for technical assistance and advocacy for international cooperation in international assistance, NGOs are relevant. NGOs not only provide cost effective solutions to problems but often least cost solutions. Mr. Mensah stated the importance for foreign NGOs to prepare 'la relève' and to strengthen national NGOs. Mr. Asselin mentioned that this subject is discussed at every annual meeting of CECI and continuous efforts are made to identify local NGOs.

Mr. Muller asked how requests reached CECI and if anything was required from the recipient. Mr. Asselin replied that requests originate from ministries and through CECI's regional offices. He also stated that recipient contribution is usually in the form of providing housing and facilities for cooperants and consultants.

The Chairman thanked Mr. Asselin for his address to the Board.

ICOD is developing a new policy for training and scholarships and is trying to tailor training to the needs of recipients. Every technical assistance project should have a training component. Several evaluations of ICOD training projects have already been completed.

West Africa has suffered political setbacks and, in the Indian Ocean, Sri Lanka continues to be unstable. The Mauritian government has not been able to comply with conditions set down by ICOD as part of our environmental program. ICOD will examine the possibility of developing projects in a broader range of countries such as Yemen, Mozambique, Madagascar and Tanzania. The President asked for Board approval to extend primary focus status to Equatorial Guinea in Central Africa. He also noted that ICOD was approached by IDRC to take over a project in oyster culture in the Sudan.

External Affairs has asked ICOD to investigate the possibility of including Namibia as a target country. Meetings are planned with Ministers from Angola, Mozambique and Namibia in Ottawa next week.

In the South Pacific, the \$10M CIDA-funded Canada South Pacific Oceans Development Program has been 60% committed in the first 18 months.

A proposal will be submitted to the Board for a \$2M project within

5. B. POLICY

Policy dialogues were held with each Program Division in ICOD and a document outlining questions submitted for consideration by Directors was circulated to Board Members. The President asked to come back to this item at the end of his report.

In-house policy studies on Marine Environment and Conservation, Non-living Resources, and Fisheries Management and Development will be undertaken this Fiscal Year.

5. C. PROGRAMS

Since ICOD's inception, more than 230 projects are either underway or have been completed for a total cost in excess of \$31 million. Charts were circulated depicting monies spent by region by theme. The President pointed out that ICOD has a commitment to achieve greater parity between West Africa/Indian Ocean Region and South Pacific/Caribbean Basin Region. It was also recognized that initial emphasis had been placed on Fisheries but that a more even spread among ICOD themes was being sought. The South Pacific figures included the CIDA-funded CSPODP project and therefore were not representative of the distribution of purely ICOD funding in the different regions. This will be differentiated in future charts.

is expected that a system of job classification and job descriptions and a staff training and development policy will be in place shortly.

Two ICOD staff are returning to the Department of Fisheries and Oceans, one the Director of the South Pacific and Caribbean Basin Division and the other a Senior Program Officer in the West Africa and Indian Ocean Division. Efforts will be made to replace these people with permanent employees.

5. E. FINANCE

The carry over of \$500K into the 1990/91 budget from 1989/90 is due in part to the political situation which curtailed some projects in West Africa and the Indian Ocean but also to the changeover in the internal financial systems as well as ICOD's strong reaction to the budget cuts.

The Chairman commented that ICOD should attempt to respond more quickly to requests from recipients.

5. F. INFORMATION

ICOD received a lot of media coverage from a project in the

a \$20M Caribbean Marine Resource Assessment and Management Program. CIDA's portion of the project is \$15M and it is expected that ICOD will be asked to manage the program on behalf of CIDA.

Internationally, ICOD, in dealing with agencies such as the World Bank and the United Nations Development Program, is looking to influence policy development in the oceans area, and to attract funding for the oceans sector and for its own projects.

ICOD will participate in a donors' meeting on Fisheries being convened by the World Bank and the Food and Agriculture Organization.

Preliminary talks were held with the World Bank and Iceland on a surveillance project in Africa and CIDA may be approaching ICOD with a project on privatization of fishing fleets in Guinea.

ICOD has also made inputs to policy meetings on global climate change, to the upcoming 1992 meeting in Brazil, and to the World Conservation Strategy. Discussions were held on potential cooperation with Scandinavia, Japan, IDRC and CIDA.

5. D. ADMINISTRATION

ICOD's financial and legal systems are now fully operational and it

indication of that is the extent of commitment to the counterpart contribution.

- iv. Draft ICOD Brochure - The target audiences for the brochure are ICOD recipients, the Canadian public and all recipients of the ICOD information kits. Executive Committee Members had thought the format too decorative and asked that it be reviewed. They also suggested the inclusion of a return address for anyone wishing more information on ICOD.
- v. ICOD Forum - It was moved by Mary Jo Duncan, seconded by Nicole Senécal,

BD90/2/R4 TO AUTHORIZE THE PRESIDENT TO PRESENT A CONCRETE
PROPOSAL AT THE NOVEMBER 1990 BOARD MEETING FOR AN
ICOD FORUM TO BE HELD IN NOVEMBER 1991 IN
CONJUNCTION WITH THE NOVEMBER 1991 BOARD MEETING.

Motion passed unanimously.

- vi. Board Expenses - This item was discussed at the Executive Committee meeting and was deleted from the Board agenda.
- vii. Manuel des méthodes d'évaluation des stocks halieutiques (Stock Assessment Manual) - This item would be discussed

Seychelles where a New Brunswick fisherman spent one year taking part in a project on the nearshore fisheries.

5. G. ISSUES ARISING FROM PRESIDENT'S REPORT

- i. Nomination of Treasurer - It was moved by Ellen McLean, seconded by Moise Mensah,

BD90/2/R3 THAT MR. CHRISTOPHER BARR BE APPOINTED AS TREASURER
OF ICOD.

Motion passed unanimously.

- ii. Draft Annual Report - The document received Board approval provided a statement on program evaluations is included and the reference to the four ICOD scholarships to IMLI on page 3 is deleted.
- iii. ICOD Philosophy and Operational Principles - As requested at the November Board meeting a shortened, more concise version of this document was presented. The Geographical Focus would be changed if Namibia became one of ICOD's target countries. One Member cautioned not to spread ourselves too thin especially in view of slow budget growth. ICOD should look for sustainable projects. One

concerns from Third World countries. In the short term, while attention is diverted to Eastern European countries, countries in the South will fall further behind. In the longer term, however, Eastern Europe might join the list of donors to the Third World.

Nicole Senécal said that there would be no diversion of Canadian Official Development Assistance funds to Europe and that Canadian Government help to Eastern Europe would not be done at the expense of the Third World.

The Chairman pointed out that new ways of generating revenue outside of traditional Official Development Assistance must be found and cited an example where UNEP is looking at imposing a small tourist tax which would be used to clean up the Mediterranean.

Moise Mensah indicated that, as countries go through structural adjustment programs to get their economies in order, they will be looking for quick yielding investments. Fisheries projects may become one of their priorities for this reason.

ICOD Internal Policy Dialogues

The Director of the West Africa and Indian Ocean Division and the Acting Chief of IRCAD joined the meeting.

under 5.H.

viii. Equatorial Guinea - It was moved by Gary Vernon, seconded by Moise Mensah,

BD90/2/R5 THAT EQUATORIAL GUINEA BE INCLUDED AS AN ICOD
TARGET COUNTRY IN WEST AFRICA.

Motion passed unanimously.

5. H. DOCUMENTS

ICOD's 'Project Summaries by Region' were circulated and copies of the 'Guide on the Management and Operation of Marine Research Vessels' were given to the International Board Members. The President announced the publication of the first French language stock assessment manual 'Manuel des méthodes d'évaluation des stocks halieutiques' co-authored by Messrs. J.C. Brêthes, former ICOD Director now back at the Université du Québec à Rimouski and R. O'Boyle of the Department of Fisheries and Oceans.

POLICY DISCUSSIONS

On the world scene, the change in East-West relations raises some

of both the anglophone and francophone communities all across Canada. He also felt a more equal balance was required in the value of the programs in ICOD's four regions of concentration.

The Director of the West Africa and Indian Ocean Division spoke about the policy dialogues held with his Division. Staff asked for guidance on whether ICOD was expected to apply all ODA objectives equally in all regions as they felt that poverty alleviation, for example, did not have the same relevance in the South Pacific as it did in West Africa. In a similar vein, staff also asked if ICOD was expected to apply all seven themes equally to all regions.

The West Africa and Indian Ocean Division concluded that it was best, for the time being, to concentrate efforts on two or three themes most relevant to the region and introduce the others gradually.

ICODE, due to its limited funding, should search for activities with the most impact for every dollar spent by helping countries to prevent problems from developing. One example is an ICOD-financed study on the effects of channel digging on the island of Rodrigues and how this resulting knowledge could be applied to help Madagascar avoid the same problem.

Staff also felt that problems such as marine pollution, marine boundary delimitation, and coastal erosion can affect all countries

In preparation for the drafting of next year's Corporate Plan, policy discussions were held with ICOD management and staff. There were no fundamental diversions proposed from the primary purpose of ICOD which is to assist developing countries to utilize and manage their own ocean resources in a rational and sustainable manner. Rather, there was a need for a clarification of that policy and for a clearer, more rational statement of objectives.

Philipp Muller commented that ICOD's philosophy should be targeted directly to current and future users of ocean resources to avoid building bureaucracies. Governments should be seen as mediums to get the benefit to the real target groups.

The Chairman reiterated her belief that landlocked countries should not be excluded and that ICOD could play a role through scholarships and advancement of regional goals. She stated that ICOD must learn to deal with issues on a global scale and that the health of oceans was profoundly affected by inland activities. However, the majority of Board Members believed that ICOD's priorities should limit ICOD activities exclusively to coastal countries at present and for the immediate future. They also noted that many landlocked countries were already benefitting from a large share of global development assistance.

Gastien Godin felt that ICOD should devote more time to make itself known to the Canadian public. He asked that ICOD use the expertise

would like closer ties with ICOD while studying in Canada through orientation sessions and meetings with staff. They would like follow-up with ICOD officers once back in their countries. The Division will be undertaking a review of the method of maintaining linkages with the students both here and abroad and building a network of alumnae.

The Division perceived a change in the attitude of Canadians towards Official Development Assistance and believed that ICOD could play a role in development education.

The Director of the West Africa and Indian Ocean indicated that the language of work in his division and with target countries was mainly French and that tools in that language were being developed to reflect a proper image for ICOD with the recipients. He stressed the importance of establishing a solid base in West Africa before expanding programs and of using as much local expertise as possible. Divisions agreed that sustainability was the common criterion for all ICOD projects and programs.

Vaughan Lewis suggested that ICOD monitor patterns of regional evolution. He asked if the opening of a regional office in West Africa would stimulate the identification of projects and foster regional cooperation. Dr. Lewis felt that because of problems of sustainability and viability, ICOD must be careful in its choice of projects.

and cannot be isolated. Therefore these problems should be tackled collectively and cooperatively and participation should not be hindered by language barriers in West Africa.

To remain flexible, open to change and accessible to our clients, ICOD must also take into consideration the feedback we are receiving from our students, consultants and recipients.

The staff from the Interregional and Cooperative Activities Division felt that the review, with Senior Management, of ICOD's future direction and of the Corporate Plan and its application in the day to day work objectives and divisional goals was very beneficial.

The Division was primarily concerned with the concept of partnership between Canadian institutions and those in the regions and with the value and expectation of training programs and scholarships. There is a need for an overall policy framework for training and scholarships.

Sectoral themes provide a divisional orientation, but the main focus is placed on regional needs through needs assessments. A number of evaluations have been conducted in IRCAD which will assist in future program planning.

Through the evaluation process, it was discovered that students

to discuss the project with the Fisheries Unit last November.

Delegation of Authority -

It was moved by Moise Mensah, seconded by Sharon Proctor,

BD90/2/R6

A) THAT THE BOARD APPROVE FULL DELEGATION OF FINANCIAL AND OPERATIONAL SIGNING AUTHORITIES TO THE PRESIDENT TO BE EXERCISED IN ACCORDANCE WITH THE FINANCIAL ADMINISTRATION ACT, ICOD BY-LAWS, AND RELEVANT DECISIONS AND RESOLUTIONS OF THE BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE, NOTING THAT SAID DELEGATION DOES NOT APPLY TO PROJECT APPROVAL AUTHORITY, PROGRAM/PROJECT DEVELOPMENT AUTHORITY, COST INCREASE APPROVAL AUTHORITY OR BANKING PROCEDURES, ALL OF WHICH ARE THE SUBJECT OF SEPARATE BOARD OF DIRECTORS' RESOLUTIONS.

BD90/2/R7

B) THAT THE BOARD AUTHORIZE THE PRESIDENT TO DELEGATE THE FINANCIAL AND OPERATIONAL SIGNING AUTHORITIES VESTED IN HIM BY THE BOARD TO OTHER STAFF MEMBERS OF ICOD, AS DEEMED APPROPRIATE.

BD90/2/R8

C) THAT THE BOARD AUTHORIZE THE PRESIDENT TO APPROVE PROJECTS WITH A VALUE UP TO AND INCLUDING \$250,000 EACH WHICH ARE WITHIN THE POLICY FRAMEWORK

Moise Mensah commented that flexibility must be maintained in targetting projects and that support to non-target countries should be fostered as some problems need regional cooperation.

Nicole Senécal supported the idea of ICOD fostering an attitude of cooperation and regionalism in West Africa and mentioned that CIDA was also moving in that direction. She also mentioned that the ODA themes were too broad and encompassing and that the main focus in CIDA was sustainable development at the economic, cultural, environmental, political and social levels.

Philipp Muller asked for flexibility for non-target countries as he was referring to the French territories of the South Pacific who eventually will be looking for self-determination and need training to prepare themselves accordingly.

6. REPORT OF THE EXECUTIVE COMMITTEE

In the absence of the Vice Chairman who chaired the Executive Committee Meeting on 11 June, it had been agreed that Roy Cheeseman would report on the Executive Committee meeting.

Report of OECS Small Funding Program - In a verbal report, the Executive had been advised that this project was proceeding in a satisfactory manner. Members of the Board had had an opportunity

Motions passed unanimously.

Special Examination Report - The Executive Committee had been concerned about the wording of the final written report which seemed to be at variance with the briefing given by the Auditors in January 1990. Therefore, Roy Cheeseman and Robert Maguire attended part of the Audit and Evaluation Committee meeting seeking clarification on the following excerpt from the Auditor General's Report: "... there is reasonable assurance that, except as noted below, there are no significant deficiencies in the systems and practices examined." The Auditors told Members present that the deficiencies referred to in the report were either already being addressed by ICOD Management or would be in the near future.

Reappointment of Directors - Executive Committee Members were concerned that as many as four Board Members might be replaced this year. With the President's departure and the possibility that the Vice-President might also be leaving within the next year, and also with the departure of one Program Director and one Senior Program Officer, it was felt that ICOD would suffer a heavy loss of corporate memory.

The Chairman asked the President to draft for her signature a letter to the Minister emphasizing the importance of continuity on the Board of Directors.

ESTABLISHED BY ICOD AND TO DELEGATE SAID AUTHORITY TO THE VICE-PRESIDENT AND PROGRAM DIRECTORS OF ICOD, AS DEEMED APPROPRIATE.

BD90/2/R9

D) (a) THAT THE PRESIDENT SHALL HAVE FULL AUTHORITY TO EXPEND FUNDS TO IDENTIFY, DEFINE AND PLAN PROGRAMS/PROJECTS WHICH ARE SPECIFICALLY MENTIONED WITHIN THE CORPORATE PLAN; (b) THAT THE PRESIDENT SHALL HAVE AUTHORITY TO EXPEND FUNDS TO A MAXIMUM OF UP TO AND INCLUDING \$100,000 TO IDENTIFY, DEFINE, AND PLAN PROGRAMS/PROJECTS WHICH ARE NOT SPECIFICALLY IDENTIFIED IN THE CORPORATE PLAN, BUT WHICH ARE WITHIN THE POLICY FRAMEWORK ESTABLISHED BY ICOD; AND (c) THAT THE PRESIDENT BE AUTHORIZED TO DELEGATE THE AUTHORITY FOR THE EXPENDITURE OF FUNDS TO IDENTIFY, DEFINE, AND PLAN PROGRAMS/PROJECTS TO THE VICE-PRESIDENT AND PROGRAM DIRECTORS, AS DEEMED APPROPRIATE.

BD90/2/R10

(E) THAT THE BOARD AUTHORIZE THE PRESIDENT TO APPROVE PROJECT COST INCREASES WITH A VALUE UP TO 20% OF THE ORIGINAL PROJECT VALUE OR \$100,000, WHICHEVER IS LESS AND TO DELEGATE SAID AUTHORITY TO THE VICE-PRESIDENT AND PROGRAM DIRECTORS, AS DEEMED APPROPRIATE.

Board under the President's signature and recommendation.

Mr. Cheeseman concluded his report by indicating the Executive Committee's concern with the little time allocated for meaningful discussion of their agenda items. There was a discussion about the role of the Executive Committee, how often it met, and why it met just before Board Meetings. The Chairman suggested that the Executive Committee try meeting every second month on a trial basis. The next meeting would be called by the Chairman in consultation with the President.

7. REPORT OF THE AUDIT AND EVALUATION COMMITTEE

Two meetings of the Committee had been held since the November 1989 meeting. In January 1990, a joint meeting was held with the Executive Committee where a verbal report was received on the Special Examination from the Auditor General's staff.

The Committee met again on 11 June with a quorum present. In attendance from the Auditor General's Office were Jean-Guy Laliberté, Brian Pierce and Kevin Potter. Also present during the report were Roy Cheeseman and Robert Maguire who had concerns about the Special Examination subsequent to the joint meeting of January.

Selection of Candidates for President - The President has forwarded a profile of the position to the Chairman and this will be sent to all Board Members shortly.

President's Report - The President had reported earlier under item 5.

Financial Matters - The Chairman of the Audit and Evaluation Committee would report under item 7.

Board Expenses - Following discussions at the June 1989 Board Meeting on overseas Board meeting costs, the Executive Committee was presented with comparison costs of meetings held in Canada and abroad. Costs of the June 1989 Halifax meeting were \$28,500 as compared to \$81,800 for the November 1989 Board Meeting in the Caribbean. Members agreed that the experience was worthwhile but reflected that it took an enormous amount of preparation and staff time. One Member suggested that as an option to overseas Board meetings, two or three Board Members be elected to visit ICOD areas of concentration and report to the Board.

ICOD Brochure - This item had been dealt with under the President's Report.

Project Proposals - The Executive Committee did not have time to go over the projects in depth but rather submitted them to the full

Financial Statements for 1989/90

The Auditor's report and financial statements for the year ending 31 March 1990 were tabled and the latter were a fair representation of the financial position of the Centre.

The officials of the Office of the Auditor General had expressed their appreciation of the cooperation and assistance they received from Management and staff during the Special Examination and Financial Audit.

The Free Balance management information system was implemented during the 1989/90 Fiscal Year and had allowed for major improvements in the reporting system. The Auditors observed that a formalized policy should be established to monitor interest earned on project funds in accordance with the Memoranda of Agreement; CIDA recoveries were not received on a timely basis and consequently the Centre was required to fund CIDA projects for a portion of the year. To ensure that interest and foreign exchange calculations are properly applied, the Centre should consider a more efficient and effective means of maintaining and managing CIDA funds, including the opening of a separate bank account.

Evaluation Activities

An update of the 1990/91 Evaluation Plan was given. The Committee

Special Examination

The deficiencies noted in the Special Examination Report were as follows:

- Human Resource Management: roles, responsibilities and accountability relationships; human resource planning; conflict of interest; consultants' contracts.
- Planning, and
- Program Effectiveness, i.e. evaluations.

Nothing in the report would be brought to the attention of the Minister or Parliament. Most points had already been acted on or would be within the year. Both the President and Vice-President had said that significant progress had been made in resolving the shortcomings and that all points would be addressed by June 1991. An update would be given to the Audit and Evaluation Committee at its November 1990 meeting.

The next Special Examination Report would be tabled on 8 June 1995 therefore ICOD must request the Special Examination within the next two to three years.

approving authority.

Three Internal Audit Reports were reviewed: Marine Affairs Program, SOPAC and USP, and ICOD's Communications function.

The Audited Financial Statements were circulated to Board Members and,

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

BD90/2/R11 TO ADOPT THE AUDITED FINANCIAL STATEMENTS AS
PRESENTED.

Motion passed unanimously.

Following the observation/recommendation made in the Auditor General's report to the Audit and Evaluation Committee at their 11 June meeting,

It was moved by Ellen McLean, seconded by Moise Mensah,

BD90/2/R12 THAT MANAGEMENT BE AUTHORIZED TO OPEN A SECOND BANK
ACCOUNT IN HALIFAX AT THE BANK OF NOVA SCOTIA
UTILIZING EXISTING SIGNING AUTHORITIES FOR THE
CURRENT ACCOUNT) TO BE USED FOR FUNDS RECEIVED FROM
OTHER DONORS SUCH AS CIDA.

reviewed abstracts for five evaluations which had been completed: In Canada and Regional Scholarship Programs, the OECS Fisheries Unit, IOI Scholarship Projects, the Marine Affairs Program and the World Fisheries Map. Evaluations are underway for the Maritime Boundary Delimitation program, the World Maritime University, and CERMES at UWI.

Corporate evaluations planned for the next Fiscal Year are the Information Resource Centre, Women in Development, the South Pacific Field Office and the Non-Fuel Minerals Program.

Upcoming changes such as training needs assessments and building training components into every technical assistance project were discussed.

The five evaluation abstracts submitted were very helpful to Committee Members as they identified strengths and weaknesses of projects and listed a summary of key recommendations. Board Members asked for copies of future evaluation summaries.

Internal Audit Activities

The following five activities will become part of the 1990/91 Internal Audit Program: the Audit and Management Liaison; West Africa/Indian Ocean Division; Finance Division; follow-up to the OECS audit; Delegated contract signing authority and contract

quarter of 1990/91 will be sent out in July or August.

8. C. FINANCIAL SYSTEM UPDATE

- It is expected that the new system providing on-line financial information to every division will be in operation shortly.
- The Finance Manual outlining ICOD financial policies was released to staff in June and was well received.
- Objectives for Fiscal Year 1989/90 have been achieved with no major pitfalls.
- Objectives have been set for 1990/91 including more staff training and attempts to streamline the system and procedures.

9. PROJECT PROPOSALS

WEST AFRICA

9. A. BIOLOGICAL AND SOCIO-ECONOMIC STUDY
OF THE ARTISANAL FISHERIES - MADAGASCAR
(#900351)

BD90/D71

One Board Member felt that the project summary contained too much

Motion passed unanimously.

It was moved by Ellen McLean, seconded by Sharon Proctor,

BD90/2/R13 THAT THE BOARD ACCEPT THE SPECIAL EXAMINATION
REPORT AS PRESENTED.

Motion passed unanimously.

8. FINANCIAL REPORT

8. A. YEAR COMPLETED

A \$522,000 surplus will be carried over to the 1990/91 budget for a total of \$12,936M including expected revenues. The reason for the surplus was discussed. To prevent a recurrence, a forecasting mechanism has been put in place and Managers can now be held accountable for their budget and disbursements.

8 B. CURRENT YEAR

Statistics for the first two months of 1990/1991 were presented to Members of the Audit and Evaluation Committee and a consolidated balance sheet was circulated. A statement for the first full

GUINEA-BISSAU - TO A MAXIMUM ICOD CONTRIBUTION OF
\$510,160 CANADIAN.

Motion passed with one abstention from Moise Mensah.

INDIAN OCEAN

9. C. FISHERIES SCIENCE EDUCATION CONSULTANT BD90/D63
PROJECT - MALDIVES (#900352)

In view of the President's increased project approval authority,
this project was referred to him for final approval.

9. D. STRENGTHENING OF FISH INSPECTION AND BD90/D58
QUALITY CONTROL IN THE SEYCHELLES
(#900347)

In view of the President's increased project approval authority,
this project was referred to him for final approval.

GLOBAL

9. E. MARINE AFFAIRS PROGRAM - COST INCREASE BD90/D57
(#850014)

information for Board use. ICOD was commended for providing a French version of the summary and it was suggested that all projects with francophone countries/regions be submitted in both languages.

It was moved by Gastien Godin, seconded by Philipp Muller,

BD90/2/R14 THAT FINAL APPROVAL BE GIVEN TO PROJECT #900351 - A
BIOLOGICAL AND SOCIO-ECONOMIC STUDY OF THE
ARTISANAL FISHERIES, MADAGASCAR -TO A MAXIMUM ICOD
CONTRIBUTION OF \$ 620,000 CANADIAN.

Motion passed with one abstention from Moise Mensah.

9. B. COOPERATIVE INITIATIVE FOR INTEGRATED
MARINE RESOURCES MANAGEMENT IN THE
ARCHIPELAGO OF THE BIJAGOS - GUINEA-
BISSAU (#900346)

BD90/D72

ICOD management agreed that the selection of the CECI cooperant be subject to ICOD approval.

It was moved by Ellen McLean, seconded by Sharon Proctor,

BD90/2/R15 THAT FINAL APPROVAL BE GIVEN TO PROJECT #900346 -
COOPERATIVE INITIATIVE FOR INTEGRATED MARINE
RESOURCES MANAGEMENT IN THE ARCHIPELAGO OF BIJAGOS-

9. F. UPGRADING MARINE AFFAIRS PROGRAM TO
MASTERS DEGREE (#850014) -MEMO ONLY

BD90/D82

It was indicated that all inquiries confirmed that a Masters Degree in Marine Affairs would be more acceptable to Third World governments and students than the current Diploma Program.

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

BD90/2/R17

THAT THE BOARD ENDORSE THE UPGRADING OF THE CURRENT MARINE AFFAIRS DIPLOMA TO A MASTER'S DEGREE, I.E. A MASTER OF MARINE MANAGEMENT FOR DALHOUSIE UNIVERSITY AND MAITRISE EN GESTION DE L'ENVIRONNEMENT MARIN FOR L'UNIVERSITÉ DU QUÉBEC A RIMOUSKI.

Motion passed unanimously.

9. G. SCHOLARSHIP PROGRAM - MASTER OF MARINE
MANAGEMENT (DALHOUSIE) AND MAITRISE EN
GESTION DE L'ENVIRONNEMENT MARIN
(UNIVERSITÉ DU QUÉBEC A RIMOUSKI)
(#900348)

BD90/D59

Members questioned the administrative fee of \$1000 per scholarship. This came as a result of a recommendation by the evaluation team that universities were best placed to administer the scholarships and that ICOD did not possess the necessary human resources to

handle this.

Members cautioned Management about the perception that the value of ICOD scholarships was far greater than that awarded to Canadians through other scholarship channels.

It was pointed out that women are under-represented within management positions of developing governments and Management was asked how ICOD would attempt to enroll women into scholarship programs as part of the WID Program. Management replied that consideration for the male/female ratio is always considered and submission of women candidates is encouraged.

It was moved by Robert Maguire, seconded by Nicole Senécal,

BD90/2/R18 THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT
#900348 - SCHOLARSHIP PROGRAM - MASTER OF MARINE
MANAGEMENT (DALHOUSIE) AND MAÎTRISE EN GESTION DE
L'ENVIRONNEMENT MARIN (UNIVERSITÉ DU QUÉBEC À
RIMOUSKI) - WITH AN ESTIMATED ICOD CONTRIBUTION OF
\$2,229,425 CANADIAN.

Motion passed unanimously.

9. H. ICOD LECTURESHIP IN MARINE AFFAIRS
AT WMU (#890335)

BD90/D55

Considerable discussion took place over costs (salary, benefits, relocation allowance, travel, etc.) which were deemed excessive by some Members but acceptable by others. The budget should be reformatted to clarify the intent of some of the expenses. Taking into account the comments and concerns of the Board, ICOD will attempt to reduce those costs by whatever is possible and appropriate.

Noting the above, and other comments made by Members, it was moved by Roy Cheeseman, seconded by Ellen McLean,

BD90/2/R19 THAT FINAL APPROVAL BE GIVEN TO PROJECT #890335 - LECTURESHIPS IN MARINE AFFAIRS AT WMU - UP TO A MAXIMUM OF \$748,000 CANADIAN SUBJECT TO ICOD MAKING EFFORTS TO REDUCE COSTS BY WHATEVER AMOUNT POSSIBLE AND APPROPRIATE AND SUBJECT TO THE POSITIVE OUTCOME OF THE EVALUATION OF THE WMU PROGRAM CURRENTLY UNDERWAY AND NOTING THAT APPROPRIATE RECOMMENDATIONS ARISING FROM THE EVALUATION WILL BE INCORPORATED INTO THE PROJECT AGREEMENT AND CONTRACTS.

9. I. WORLD MARITIME UNIVERSITY (WMU)
SCHOLARSHIPS (#900350)

BD90/D61

It was moved by Gary Vernon, seconded by Robert Maguire,

BD90/2/R20 THAT FINAL APPROVAL BE GIVEN TO PROJECT #900350 -
WORLD MARITIME UNIVERSITY (WMU) SCHOLARSHIPS - TO A
MAXIMUM OF \$1,230,000 CANADIAN, SUBJECT TO THE
POSITIVE OUTCOME OF THE EVALUATION OF THE WMU
PROGRAM CURRENTLY UNDERWAY AND NOTING THAT
APPROPRIATE RECOMMENDATIONS ARISING FROM THE
EVALUATION WILL BE INCORPORATED INTO THE PROJECT
AGREEMENT.

Motion passed unanimously.

9. J. ENHANCEMENT OF COASTAL AND MARINE
ENVIRONMENTAL MONITORING CAPABILITY
IN THE CARIBBEAN (#880252)
COST INCREASE - CHANGE OF SCOPE

BD90/D62

Vaughan Lewis expressed his support for this increase as it would enable Caribbean countries to advance their environmental monitoring capabilities at the same rate.

A question was raised as to the number of consultant days required for the project.

It was moved by Ellen McLean, seconded by Sharon Proctor,

BD90/2/R21 THAT FINAL APPROVAL BE GIVEN TO CHANGE THE SCOPE
AND INCREASE THE BUDGET OF PROJECT #890252 -
ENHANCEMENT OF COASTAL AND MARINE ENVIRONMENTAL
MONITORING CAPABILITY IN THE CARIBBEAN - BY A
MAXIMUM INCREMENT OF \$527,000 CANADIAN FOR A
MAXIMUM ICOD CONTRIBUTION OF UP TO \$1,005,500
CANADIAN.

Motion passed with the abstention of Vaughan Lewis.

9. K. CARIBBEAN FISHERY RESOURCES
 ASSESSMENT AND MANAGEMENT PROGRAM
 (#900355)

BD90/D84

This ICOD project is part of a larger program being funded by CIDA and CARICOM Member States. ICOD is expected to manage the whole \$20M program.

Concern was expressed about the lack of notice for the submission of this project for approval. There was also a discussion about the terminology of "Deputy Director" for the Caribbean nationals who will be involved in the project. There was a question as to when Caribbean nationals would take over the project.

A question was raised as to the siting of the Project Coordinating Unit in Belize and one of the Project Implementation Unit in St. Vincent. It was also suggested that ICOD should have a systematic monitoring system in place for such a large and long project. Concern was also expressed about the potential adverse publicity which this project could generate within Atlantic Canada. It was indicated that this had already been discussed with CIDA and that a publicity plan was being drafted, noting the above comments and caveats.

It was moved by Gary Vernon, seconded by Moise Mensah,

BD90/2/R22 THAT FINAL APPROVAL BE GIVEN TO PROJECT #900355 -
CARIBBEAN FISHERY RESOURCES ASSESSMENT AND
MANAGEMENT PROGRAM - TO A MAXIMUM ICOD CONTRIBUTION
OF \$2,690,000 CANADIAN.

Motion passed with one abstention from Gastien Godin.

9. L. FISHERIES EXTENSION TRAINING AND
 DEVELOPMENT; SOUTH PACIFIC
 (#900353)

BD90/D69

In view of the President's increased project approval authority, this project was referred to him for final approval.

10. OTHER BUSINESS

Gastien Godin asked that ICOD revisit the idea of opening an office in West Africa and that a report on the subject be submitted to the next Board Meeting.

**10. A. DATE AND PLACE OF NOVEMBER 1990 BOARD
MEETING AND JUNE 1991 BOARD MEETING**

It was agreed that the November 1990 meeting be held in Halifax on the 1st and 2nd of November. The Board would entertain a recommendation from the Executive Committee as to the date and place of the June 1991 meeting at the November Board meeting. It was suggested that two days during the week of 10-14 June was a possibility.

Following discussions held at the Executive Committee on 11 June, Board Members also agreed that more time was needed at Board Meetings to discuss agenda topics. Some Members suggested that Board Meetings allow for three days rather than two.

Philipp Muller invited Members to hold a Board meeting in his region before his departure from the Forum Fisheries Agency at the end of 1991.

It was pointed out that no time remained for a discussion of membership on Board Committees.

DISCUSSION WITH THE HONOURABLE MONIQUE LANDRY

The Chairman of the Board welcomed Madame Landry to the meeting and in turn Madame Landry thanked the Board for their invitation. She congratulated ICOD for being both creative and innovative and for the high quality of its programming. She alluded to the priorities of Canada's aid strategy including attack to poverty, women in development, environmentally-sound development and food security.

Madame Landry reassured Board Members about the long-term prospects of ODA and stated that ICOD's budgetary concerns will be taken into consideration within the confines of the overall ODA budget.

Madame Landry was aware of the difficulties the Centre had encountered in implementing projects in West Africa and she asked the Board and ICOD Management about the projects now underway in that region.

She asked about ICOD's insights and ideas on Women in Development, as this issue is one of great importance to Canada.

Madame Landry was also interested in ICOD's work in the fields of

ocean pollution and marine conservation. She suggested ICOD participation in the 1992 United Nations Conference on Environment and Development and in the National Preparatory Process.

The Chairman noted that the 1992 Brazil Conference Could provide a forum for the concerns of the Marine Sector but that traditionally the Marine Sector is underrated and downplayed at such conferences. Madame Landry informed the Board that an Interministerial Committee was being set up to coordinate Canada's involvement at the conference and that Canadian NGOs and institutions would be asked to submit their input into the preparatory work of the conference.

Nicole Senécal suggested ICOD involvement during the National Green Plan and also during the consultation process. Moise Mensah commented that as there are no marine-related regional organizations in West Africa, perhaps the opening of an ICOD regional office in that region would help with program formulation. Madame Landry replied that this was a decision which must be taken by the ICOD Board while at the same time remembering budget constraints.

The Acting Chief of Interregional and Cooperative Activities told Madame Landry that ICOD's inter-divisional WID Committee was charged with looking at the needs of women under the various themes. Every project proposal when reviewed by the Project Review Committee is assessed for its direct or indirect potential impact

on women.

The three main causes of ocean pollution were considered to be domestic sewage, transport of toxic waste and oil spills. A global approach must be used to solve these problems as they transcend all boundaries.

Board Members asked Madame Landry about the Eastern European situation and its effect on Canadian financial assistance to Third World countries. The Minister replied that assistance has so far come from other sources and that it was not expected to affect the ODA budget.

When asked if the Official Development Assistance budget would be subject to the Goods and Services Tax, Madame Landry replied that she had asked the same question of the Department of Finance but had as yet not received an answer from Senior Government Officials.

In closing, Madame Landry indicated that she was conscious of the need for Board membership continuity and that she would take this into consideration when looking into appointments of Board Members.

The Chairman thanked the Minister for her visit and address to the Board.

The meeting adjourned.



Fisheries and Oceans Pêches et Océans

Ottawa, Canada
K1A 0E6

October 17, 1990

RECEIVED OCT 22 1990

Your file Votre référence

Our file Notre référence

Mr. Gary Vernon
President
International Centre for Ocean Development
5670 Spring Garden Road
Halifax, Nova Scotia
B3J 1H6

Dear Mr. Vernon:

I appreciated the discussions we had on our mutual interests when you were in Ottawa last week. I have now had the opportunity to review the document you left with me describing a proposed ICOD Forum in 1991.

Sustainable development is an area of high concern to all countries and will obviously remain a priority for the foreseeable future. The debate between the north/south interests in this area focuses on many of the issues highlighted in your proposal. Differences will continue to arise and solutions will be negotiated until the 1992 UN Conference on the Environment and Development and beyond.

A forum such as you describe will assist the process by bringing developed and developing countries together to address specific problems and the mechanisms needed to resolve them.

Canada could also benefit from this initiative by using the findings from the ICOD forum to expand and elaborate on the national brief for the UNCED.

Yours sincerely,

G.L. Holland
Director General
Physical and Chemical Sciences
Directorate

Canada

Department of External Affairs



Canada

Ministère des Affaires extérieures

cc. Dr. Mgmen ✓
J. John ✓
M. Latremouille ✓
return
M.

RECEIVED OCT 19 1990

Ottawa, Ontario
K1A 0G2

October 15, 1990

Mr. Gary Vernon
International Centre for Ocean Development
9th floor, 5670 Spring Garden Road
Halifax, Nova Scotia B3J 1H6

Dear Gary,

It was a pleasure after an extensive interval to meet you again at the October 5 meeting of the Intergovernmental Preparatory Committee for the 1992 UN Conference on Environment and Development (UNCED).

Further to our conversation, I have read with interest the material you gave me regarding the International Centre for Ocean Development.

I took special note of your proposal for a Forum on Ocean Development, which would be held in Halifax in November 1991. Considering the strong connection between environmental problems and development and the mandate of UNCED 1992 to address these linkages, it appears to me that a forum such as this could make a valuable contribution to the global debate on these issues.

As you are aware, the Canadian Government is currently advancing a global initiative to address Land-Based Sources of Marine Pollution. This initiative met with a positive response at the August 1990 meeting of the UNCED Prep Com in Nairobi. At this meeting Canada's proposal for an Intergovernmental Meeting of Experts on Land-Based Sources of Marine Pollution received the Prep Com's support. We are now commencing preparations to host such a meeting in May of 1991.

While the Intergovernmental Meeting on Land-based Sources of Marine Pollution is not intended to directly address the developmental aspects of marine pollution, we recognize that few problems better illustrate the environment-development linkage than the growth of coastal marine pollution from land-based sources in developing countries; the result of inadequate treatment facilities, excessive use of fertilizers, rapid industrial growth and other related sources. We are, therefore, pleased to note that

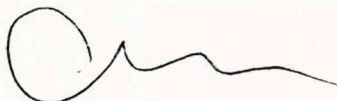
your forum will focus specifically on sustainable development of the oceans. In this way, our two meetings could prove to be complementary. There may, in fact, be an opportunity for your November ICOD forum to incorporate and build on some of the results of the May Intergovernmental Meeting of Experts.

We note in paragraph 3.1 of your forum proposal that you are considering producing a publication to "disseminate the results to a wider international audience" including the 1992 UNCED. Such a publication could usefully be distributed at UNCED as an information document. Furthermore, depending on the outcome of your forum, we might envisage the resulting publication being given a higher profile by attempting to see whether its conclusions could be reflected in the outcome of UNCED; possibly in Agenda 21, an environment-development agenda for the next century, should this be one of UNCED's results.

Your proposal also calls for the participation of developing countries in the forum. We believe this would contribute positively to its content and credibility.

Please keep us informed of developments and I hope some future collaboration will result.

Sincerely,



A.C. de Hoog
Director
Energy and Environment Division

c.c. Michael Small



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

BD90/D91

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 goal 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. 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 consultants 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 panellists.

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



RECOMMENDATION

It is recommended that ICOD By-Law No. 1 be amended
follows:

By deleting Part VIII, Section 3 in its entirety and
inserting the following therefor:

3. (a) Subject to the Act and the By-Laws, The
President has, on behalf of the Board, the
direction and management of the affairs of the
Centre.

(b) In the event of the absence or incapacity
of the President, or the vacancy of the office of
President, and unless and until a President or
acting President is appointed pursuant to the Act,
the Board may by resolution appoint an additional
Executive Officer of the Centre, designated the
President pro tem, to perform such duties and
exercise such powers as may be specified in the
resolution of appointment.





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

BD90/D102

DRAFT ORDER IN COUNCIL

HIS EXCELLENCY THE GOVERNOR GENERAL IN COUNCIL, on the recommendation of the Minister for External Relations, pursuant to subsection 7(3) of the International Centre for Ocean Development Act, is pleased hereby to re-appoint Gary C. Vernon of Ottawa, Ontario to be President of the International Centre for Ocean Development to hold office during pleasure, for a term of three months, effective April 19, 1991.



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

BD90/D109

29 January 1990

Our File/Notre Référence
1004.14
Your File/Votre Référence

Mrs. Elisabeth Mann Borgese
Chairman
International Centre for Ocean Development
Pearson Institute
Dalhousie University
1321 Edward Street
Halifax, Nova Scotia
B3H 3J5

Dear Elisabeth,

Subject: Profile of President's Position

Attached for your information is a draft of a position profile for the ICOD President and some thoughts on qualifications. The document is submitted for your consideration and is not put forward as a model of a completed position description. I'm sure you will want to discuss a broad range of issues with your colleagues on the Committee before you are ready for that stage.

In the meantime, I would be happy to discuss any of the points contained in the attached documents at your convenience.

Gary C. Vernon
President

Encl.

cc: Nicole Sénécal
Robert Maguire
Ellen McLean
Garry Comber

9th Floor, 5670 Spring Garden Road
Halifax, Nova Scotia
Canada B3J 1H6

5670, chemin Spring Garden 9^e étage
Halifax (Nouvelle-Écosse)
Canada B3J 1H6

POSITION - PRESIDENT

Environment of the Position

- The Centre serves as a major focus in Canada for the provision of development assistance related to the full range of ocean uses and resources (with a special emphasis on food production).
- The Centre reflects Canada's position as a major beneficiary of the Law of the Sea and the commitment of the government to share technology with developing countries in realizing the benefits of extended maritime jurisdiction.
- The President must ensure that the operations of the Centre reflect positively on Canada's commitment.

Scope

Within the limits of the relevant Legislation, By-Laws and other policies established by the Board of Directors, the President acts as Chief Executive Officer for the

Corporation. The President is responsible for exercising general supervision over the direction and management of all affairs of ICOD, except such matters and duties as by law must be transacted or performed only by the Board of Directors.

The President operates within the legal framework established by the International Centre for Ocean Development Act, the Financial Administration Act and all other legislation and guidelines which apply to the corporation.

Areas of Responsibility

Within the ambit of his/her overall responsibilities for the direction and management of the Centre, the President is responsible for the following:

- establishing and regularly updating policies and procedures to implement the objectives contained in the ICOD Act or in the decisions of the Board of Directors;
- negotiating and recommending financial targets for Board approval and allocating budgets;
- overseeing the development of major programs for

consideration by the Board and ensuring that all program initiatives before ICOD are properly assessed and analyzed;

- overseeing the implementation of approved programs and ensuring that appropriate audit and evaluation of all programs is undertaken on a regular basis and the results reported to the Board;
- liaising with the ICOD Board and with funding agencies, universities, industries and relevant government departments in Canada and funding agencies and international and regional organizations abroad concerning the substance of ICOD activities;
- explaining the substance of ICOD activities directly to the Board, the Minister and government agencies and to the public through the media and printed articles; and,
- implementing and controlling, through the Chief Operating Officer, the administrative, financial and human resource policies of the Centre.

Qualifications

Experience - The incumbent should:

- 1) have at least 15 years' experience in government, industry or academe with at least five of those at a Senior Management level;
- 2) have at least 7 years' experience in a field related either to ocean activities or development assistance;
- 3) have a clear record of successful performance of duties in previous positions;
- 4) be able to operate in both of Canada's official languages. Knowledge of other "world" languages would be a decided asset.

Knowledge - The incumbent should

- 1) know and understand Canada's policies and objectives as they relate to the world in general and the developing world in particular;

- 2) Understand the workings of government, the budgetary process and the operations of key government departments and agencies;
- 3) be familiar with the objectives, practices and programs of major UN Agencies, Development Banks, and NGO's that operate in the oceans field;
- 4) be familiar with the overall contribution of the oceans to the world environment and to human welfare and the potential for ocean development in the coming years; and
- 5) be familiar with the objectives of development assistance and have clear views on the pros and cons of various approaches to it.

MAJOR GROUP 11

1111-114-1113-118

remedial government action, or otherwise endeavours to serve public interests.

May preside over meetings of legislative body. May nominate or participate in confirming appointments of heads of government departments and other high-level officials. May represent government legislative body at intergovernmental meetings. May be designated according to post held or function performed within particular level of government; for example,

Leader of Opposition
Member of Parliament
Senator
Speaker
Member of Legislative Assembly
Member of National Assembly
Member of Provincial Parliament
Member of Territorial Council

1111-114 LEGISLATIVE EXECUTIVE(gov. serv.)

Participates in the activities of a federal, provincial, territorial or local government as an elected or appointed member of a legislative body and its executive council:

Performs duties of 1111-110 LEGISLATIVE MEMBER (gov. serv.), and in addition, takes part in formulating executive council policy and in making, amending or repealing laws, ordinances and official regulations. Serves as political head of government department. Directs high-level administrators in the implementation of government policy. Represents government at intergovernmental meetings.

May preside over and direct policy deliberations of political heads of government departments. May be designated according to post held, or function performed within particular level of government; for example,

Prime Minister
Premier
Minister
Territorial Commissioner

1111-118 MAYOR(gov. serv.) reeve; warden.

Presides over and takes part in the activities of a local government administrative council, as an elected member:

Ensures that laws for the government of municipality are duly executed and obeyed. Oversees conduct of all subordinate officers in municipal government, and, as far as practical, ensures that all cases of negligence, carelessness and violation of duty are prosecuted. Communicates to the council such information, and recommends to it such measures, as may tend to improve finances, health, security, cleanliness, comfort and ornament of municipality.

May preside over and take part in administrative council of a regional or metropolitan unit of local government and be designated accordingly; for example,

Chairman of Metropolitan Council
Chairman of Regional Municipality

1113-GOVERNMENT ADMINISTRATORS

This unit group includes occupations, unique to government, concerned with carrying out senior middle managerial and administrative activities, as described under the master titles, 01-090 GENERAL MANAGER (prof. & tech., n.e.c.) and 01-170 MANAGER (prof. & tech., n.e.c.), with responsibilities for implementing government policy in areas of jurisdiction, such as health, education, finance or labour legislation, and administration of justice. Judges and magistrates are classified in Unit Group 2341, JUDGES AND MAGISTRATES. Occupations unique to government whose duties are not similar to those described in the above-mentioned master title definitions are classified in Unit Group 1119, OFFICIALS AND ADMINISTRATORS UNIQUE TO GOVERNMENT, N.E.C.

1113-110 EXECUTIVE ADMINISTRATOR, GOVERNMENT AGENCIES(gov. serv.) DPT:018 GED: 5 SVP: 9 EC: 1 PA: S 5 6

Plans, organizes, directs and controls through subordinate senior administrators, the activities of a board, agency, crown corporation, authority, association, commission or council:

Performs duties as described under master title, 01-090 GENERAL MANAGER (prof. & tech., n.e.c.), specializing in administering a particular governmental agency dealing with matters such as: atomic energy, assets disposal, canals and waterways, war veterans allowance, and unemployment insurance. Appears before legislative bodies to furnish information on administrative matters or to propose changes in legislation or mandate.

May be designated according to function performed in organization; for example,

Chairman
Commissioner
Executive Director
General Manager
National Director
President
Vice-President

1113-114 EXECUTIVE ADMINISTRATOR, GOVERNMENT DEPARTMENT(gov. serv.) DPT:018 GED: 5 SVP: 9 EC: 1 PA: S 5 6

Plans, organizes, directs and controls through subordinate senior administrators, the activities of a national, provincial, territorial or local government department:

Performs duties as described under master title 01-090, GENERAL MANAGER (prof. & tech., n.e.c.), specializing in administering a particular government department dealing with matters; such as, national defence, labour, education, justice, penal institutions, health, welfare, consumer affairs, public works, employment, immigration and foreign relations. Advises political or administrative head of department on policy questions, and refers major policy matters to him for final decision. Consults with other administrators on matters of mutual concern. Interprets government policy directives within terms of reference. Issues directives and ensures implementation by subordinate administrators.

May be designated according to position held in organization; for example,

Assistant-Deputy Minister
Associate Under-Secretary of State
Chief Electoral Officer
City Manager
Deputy Commissioner
Deputy Minister
Deputy Provincial Secretary
Director General
Dominion Statistician
Under-Secretary of State

1113-118 SENIOR ADMINISTRATOR, GOVERNMENT AGENCIES(gov. serv.) DPT:018 GED: 5 SVP: 8 EC: 1 PA: S 5 6

Plans, organizes, directs and controls, through subordinate administrators, the activities of a branch or service of a board, crown corporation, authority, association, commission or council:

Performs duties as described under master title, 01-090 GENERAL MANAGER (prof. & tech., n.e.c.), specializing in administering a particular government branch or service dealing with matters, such as international marketing of wheat and grains, and housing management. Consults with and advises superiors on policy questions, programmes and administrative problems. Interprets and implements managerial directives within terms of reference.

May be designated according to position held in organization; for example,

Assistant-Branch Manager
Audit Director
Branch Manager

1113-122 SENIOR ADMINISTRATOR, GOVERNMENT
DEPARTMENT(gov. serv.) DPT:018
GED: 5 SVP: 8 EC: 1 PA: S 5 6

Plans, organizes, directs and controls through subordinate administrators, the activities of a national, provincial, territorial or local government branch, service or departmental unit:

Performs duties as described under the master title, 01-090 GENERAL MANAGER (prof. & tech., n.e.c.), specializing in administering the administrative, professional or technical aspects of a branch or service within terms of reference. Issues instructions and ensures implementation by subordinate officials. Directs unit dealing with matters; such as, tax assessments, social security and pensions, wildlife and resources conservation, foreign aid, and collection of customs and excise duties. Acts as executive secretary for departmental head or official committees. Consults and advises departmental head on policy questions, programs and administrative problems. May be designated according to position held in organization; for example,

Ambassador
 Branch Director
 Commissioner of Police
 Co-ordinator, Civil Emergency Measures
 Director, Parks Administration
 Fire Marshal
 Inspector-General of Banks
 Regional Director
 Superintendent

1113-126 ADMINISTRATOR, GOVERNMENT
AGENCIES(gov. serv.) DPT:118
GED: 5 SVP: 7 EC: 1 PA: S 5 6

Plans, organizes, directs and controls, through subordinate administrators and supervisors, the activities of a section, unit or project of a government agency:

Performs duties as described under the master title, 01-170 MANAGER (prof. & tech., n.e.c.), specializing in administering a government branch or service dealing with matters; such as, weapons production, processing government loans application, enforcing public housing, bridge, road and airfield rules and regulations, printing currency, gathering vital statistics and administering urban and regional development.

May be designated according to position held in organization; for example,

Area Manager
 Divisional Manager

1113-130 ADMINISTRATOR, GOVERNMENT
DEPARTMENT(gov. serv.) DPT:118
GED: 5 SVP: 7 EC: 1 PA: S 5 6

Plans, organizes, directs and controls, through subordinate administrators and supervisors, the activities of a national, provincial, territorial or local government division, section, unit or project:

Performs duties as described under the master title, 01-170 MANAGER (prof. & tech., n.e.c.), specializing in administering a government division or unit dealing with matters; such as, preparation of electoral list, title registration, registration of births, marriages and deaths, pollution control, recreational services, granting and issuing of licences, registration of aliens, prison administration, alcoholic beverage control, placement of unemployed and issuing of passports.

May sit on personnel promotional or selection boards. May be designated according to position held in organization; for example,
 Division Chief
 Prison Warden
 Regional Manager
 Section Head

1115-POSTMASTERS

This unit group includes occupations concerned with carrying out managerial and administrative activities in post offices. Postmasters who operate a post office in conjunction with another business are classified in this unit group only if the post office operation is their principal activity. Supervisors

of mail sorters, carriers, and clerks are classified in Unit Group 4170, SUPERVISORS: RECEPTION, INFORMATION, MAIL AND MESSAGE DISTRIBUTION OCCUPATIONS.

1115-110 POSTAL AREA MANAGER(gov. serv.) DPT:118
manager, postal offices.
GED: 4 SVP: 8 EC: 1 PA: S 5

Plans, organizes, directs and controls through subordinate postmasters and supervisors activities of post offices and mail services within metropolitan or rural postal areas to ensure attainment of post office department objectives:

Performs duties as described under master title, 01-170 MANAGER (any ind.), applying specialized knowledge of postal operations. Coordinates the implementation of new or revised delivery, transportation, wicket and other postal services and resolves operating problems arising from their application. Keeps abreast of developments in mail processing techniques and plans implementation of new methods and equipment. Investigates complaints and irregularities in postal operations and services and determines corrective measures. Conducts or takes part in meetings with groups, such as mail service contractors, managers of industrial and business organizations, municipal officials, and government delegates to discuss and resolve matters relating to postal operations, services and programmes. Provides guidance and direction to postmasters on departmental personnel policies, regulations, and programmes to ensure consistency in application and implementation. Recommends the establishment, re-arrangement or curtailment of post office activities within designated area.

1115-114 POSTMASTER(gov. serv.) DPT:138
GED: 4 SVP: 7 EC: 1 PA: S 5

Plans, organizes, directs and controls through subordinates at a supervisory level or above, postal and related services, in urban locality or other limited geographical area:

Performs duties as described under master title, 01-170 MANAGER (any ind.). Organizes and controls directly or through subordinates the collection, processing and delivery of mail. Administers post office financial operations for collecting and safe-guarding revenue obtained from sources, such as the sale of money orders, stamps, and rental of boxes, and ensures that revenue is accounted for in accordance with established procedures. Develops and instigates plans for meeting future service requirements, based on the estimated growth of community. Resolves customer complaints and informs public of postal laws and regulations. Prepares and submits detailed and summary reports of post office activities to designated persons. Evaluates performance, maintains discipline, and supervises training and development programmes of staff. Hires temporary staff during peak operating periods.

May control the operation of sub-post offices. May assist in performing routine duties of a senior postmaster and be designated accordingly,

Assistant Postmaster

1116-INSPECTORS AND REGULATORY OFFICERS, GOVERNMENT

This unit group includes occupations concerned with enforcing and advising on health, safety and other regulations, such as those pertaining to people, animals, plant life, products and establishments, in the capacity of local, provincial, federal inspectors or regulatory officers. Non-government inspectors, testers, graders and samplers in the fields of processing materials, machining, fabricating and assembling goods or products, are classified in their appropriate major, minor, and unit group.

winning horses in races; investigate complaints of electrical interference with radio and television reception; locate and destroy noxious weeds in rural areas; inspect and test retail scales, meters, containers and other measuring devices to protect public against fraud; inspect land and new constructions to ensure conformance with zoning regulations. Typical examples of occupational titles covered by this residual group definition are:

Assessor(gov. serv.)
Attendance Officer(gov. serv.)
Broadcast-Interference Inspector(gov. serv.)
Facilities-Flight-Check Pilot(gov. serv.)
Film Censor(gov. serv.)
Flight-Operation Inspector(gov. serv.)
Labour Investigator(gov. serv.)
Liquor-Licence Inspector(gov. serv.)
Pollution-Control Inspector(gov. serv.)
Race-Horse Inspector(gov. serv.)
Weed Inspector(gov. serv.)
Weights-and-Measures Inspector(gov. serv.)
Zoning Inspector(gov. serv.)

1119-OFFICIALS AND ADMINISTRATORS UNIQUE TO GOVERNMENT, N.E.C.

This unit group includes occupations, not elsewhere classified, concerned with administering a wide variety of activities, unique to government, in such fields as public health, labour arbitration, civil rights, welfare and compensation. Those occupations unique to government, whose duties are similar to the duties described in the master title definitions 01-090 GENERAL MANAGER (prof. & tech., n.e.c.) and 01-170 MANAGER (prof. & tech., n.e.c.) are classified in Unit Group 1113, GOVERNMENT ADMINISTRATORS.

Federal Officials and Administrators, Unique to Government 1119-110 through 1119-126

1119-110 FOREIGN-SERVICE OFFICER(gov. serv.) DPT:118 GED: 5 SVP: 7 EC: 1 PA: L 5 6

Represents Canada and its citizens, and promotes Canadian national interest in other countries and international organizations, performing any combination of the following or similar duties.

Develops and recommends foreign policy to the Canadian government. Interprets Canadian foreign policy to governments and nationals of foreign countries. Disseminates information to promote trade and international good will. Participates in international discussions related to scientific, technical, environmental and other matters. Negotiates with foreign governments to further and protect Canadian legal, economic, political and other interests, and welfare of resident or visiting Canadian citizens. Issues passports to Canadians, and visas to foreigners wishing to visit or emigrate to Canada. Writes reports based on observation and analysis of conditions and developments in foreign countries, such as political activities, economic and tariff policies, major financial transactions, market conditions, trends in public opinion, and social conditions. Reports on prospective location, and analyzes opportunities for industrial investment and development. Recommends and implements policies to aid developing countries through programs of capital assistance, food and commodity aid, and educational and technical assistance. Promotes better mutual understanding by encouraging and administering cultural exchange programs in fields such as education, arts and sciences.

May be designated according to position held or function performed.

1119-114 CO-ORDINATOR, BILINGUAL-SERVICE(gov. serv.) DPT:168 GED: 5 SVP: 7 EC: 1 PA: S 5 6

Provides special bilingual assistance to senior governmental officials on matters such as speeches, correspondence and publications, utilizing an extensive knowledge of the two official languages and the bicultural nature of the country.

Studies journals, directives and other publications relating to departmental economic and social policies, programs and objectives to

acquire background knowledge of bilingual and bicultural oriented problems. Interprets oral and written information in both languages to ensure effective communication and awareness of attitudes and opinions. Translates incoming correspondence, memoranda and reports for unilingual officials and prepares replies for signature. Evaluates and edits or directs editing of outgoing correspondence or prepared speeches, in one or other of the official languages, to ensure that policies are correctly interpreted. Summarizes articles and reports appearing in periodicals in one language and prepares briefs in the other language on items which purport to interpret government policy. Recommends language or cultural approach most likely to be successful in dealing with sensitive situations which arise. Conducts correspondence and interviews in either of the official languages with officials of other departments, agencies and the public.

1119-122 VETERANS' SERVICE OFFICER(gov. serv.)

DPT:118

GED: 4 SVP: 7 EC: 1 PA: S

Advises and aids veterans or their dependants to present benefits or pension claims to pension authorities:

Evaluates and determines validity of claim according to regulations of legislation. Analyses veteran's record of work, education, training, and physical condition, in terms of job requirements and labour market conditions, to determine veteran's possible earning capacity. Prepares claim forms and briefs, and assembles related evidence. Prepares written report to document case in preparation for hearing. Appears before and discusses case with board members to determine veteran's eligibility for benefits. Prepares information bulletins and engages in correspondence to interpret current legislation.

May adjudicate disputed claims.

1119-126 REFEREE, UNEMPLOYMENT-INSURANCE

APPEALS(gov. serv.)

DPT:168

GED: 4 SVP: 7 EC: 1 PA: S 5

Acts as member of board which renders decisions concerning right to insurance benefits:

Participates in appeal hearings to discover pertinent facts from employer and claimant relating to disputed claim in accordance with federal statute and procedures. Reviews evidence and sustains or dismisses claim decision rendered by insurance official, based on previous testimony, claim records, applicable provision of law and precedents established. Writes appeal decision explaining ruling and informs interested parties of result. Confers with legal staff and other personnel of Unemployment Insurance Commission to obtain additional information bearing on appeal and to clarify future implications of decision.

May act as chairman of appeal board and be designated accordingly, Chairman, Unemployment-Insurance Appeals Board

Provincial Officials and Administrators, Unique to Government 1119-146 through 1119-166

1119-146 OMBUDSMAN(gov. serv.) DPT:018 commissioner of inquiries; people's protector GED: 5 SVP: 8 EC: 1 PA: S 5 6

Receives, investigates and reports on citizen's grievances regarding alleged mistreatment by government personnel:

Receives written petition and investigates citizen's grievance, such as, assessment of land, civil service complaints, racial, ethnic or linguistic discrimination, expropriation of property and unwarranted detention. Makes recommendation to refer grievances or complaints, to proper authorities for corrective action. Cancels, reviews, alters or sustains governmental decisions according to facts obtained. Rejects petitions with inherent right of appeal. Prepares annual report on activities for legislative assembly. Appoints assistants and other employees as necessary.

May summon and interview under oath, government officers able to provide information concerning a grievance.



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

BD90/D95

Our File/Notre Référence

Your File/Votre Référence

September 24, 1990

The Honourable Monique Landry, C.P., M.P.
Minister for External Relations
and International Development
Place du Centre
200, Promenade du Portage
Hull, Québec
K1A 0G4

Dear Minister:

I would like to bring to your attention the views of the Board of Directors on two issues concerning the functioning of the International Centre for Ocean Development.

a) Board Succession - As you are aware, the present ICOD Board of Directors is made up of 14 members, which includes the Chairman, Vice-Chairman, President and four International Members. Board Members have been appointed for either two or three year terms. This staggered term allows for a regular turnover of Directors and militates against an excessive loss of experience at any one point.

This year the terms of four Board Members have lapsed. The Board is aware that active discussions are underway in Ottawa to determine the future incumbents of these positions. It is hoped that the issue can be resolved, if possible, before the next meeting of the Board in early November so that any new members can attend.

The situation will be more acute in 1991 since the terms of six appointees will lapse. This group includes the President, who has indicated his intention not to be a candidate for reappointment. In view of the potentially large turnover, the Board hopes to provide written recommendations for your consideration which, hopefully will ensure significant renewal while maintaining the continuity of Board operations and policies.

b) Presidential Succession - You are already in receipt of a letter from the President announcing his intention not to be a candidate for a further term. Although it is recognized that appointment of a new President falls within the purview of the Government, Board Members have agreed that a Committee should be struck to provide

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9th Floor, 5670 Spring Garden Road
Halifax, Nova Scotia
Canada B3J 1H6

5670, chemin Spring Garden 9^e étage
Halifax (Nouvelle-Écosse)
Canada B3J 1H6

recommendations on possible candidates for your consideration. The Board has already recommended to you that the President's tenure (which terminates in April 1991) be extended by Order in Council until July 1991 so as to provide continuity through the Spring Board Meeting in June. The President has agreed to stay in place for up to six months (i.e. until the end of September) subject to your concurrence, to provide maximum flexibility should a successor not be installed by July.

Given the fact that several important elements concerning the Board and ICOD's future will be considered at our Board Meeting on November 1 and 2, I would be grateful for an opportunity to meet with you prior to that time if you are available. I will follow up with your office for a suitable date.

Sincerely,

A handwritten signature in cursive script, reading "Elisabeth Mann Borgese".

Elisabeth Mann-Borgese
Chairman

Ministre des Relations extérieures et du
Développement international



Minister for External Relations and
International Development

HULL, QUEBEC
K1A 0G4

October 29, 1990

Mrs. Elisabeth Mann-Borgese
Chairman
International Centre for Ocean Development
9th Floor
5670 Spring Garden Road
Halifax, Nova Scotia
B3J 1H6

Dear Mrs. Mann-Borgese,

Thank you for your letter of July 11, 1990, regarding Mr. Gary Vernon's continued involvement with the International Centre for Ocean Development (ICOD) until after the Board's spring meeting in June 1991. I regret the delay in replying.

Mr. Vernon also wrote to inform me that he would not be seeking reappointment to the Presidency of ICOD in April 1991. He indicated his willingness to accommodate his departure date to the needs of ICOD during the change-over of Presidents. Mr. Vernon wrote to Ms. Nicole Senécal on September 17 regarding how this might best be accomplished. I understand the Board will be discussing the matter at its meeting of November 1 and 2.

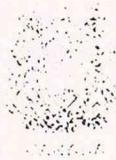
As Mr. Vernon noted in his letter, ICOD is now well established and fully operational and the timing is appropriate for a change-over to take place. I am confident that the transition to a new President can be accomplished in an efficient manner.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Monique Landry".

MONIQUE LANDRY

Ministre des Relations extérieures et du
Développement international



Minister for External Relations and
International Development

HULL, QUEBEC
K1A 0G4

October 29, 1990

Mrs. Elisabeth Mann-Borgese
International Centre for
Ocean Development
5670 Spring Garden Road
9th Floor
Halifax, Nova Scotia
B3J 1H6

Dear Mrs. Mann-Borgese,

Thank you for your letter of September 24,
1990, concerning the International Centre for Ocean
Development (ICOD).

The issue of Board succession for terms
ending in 1990 is in the process of being resolved. The
matter has been put forward to Cabinet and I expect a
decision soon. For Board terms lapsing in 1991, I look
forward to receiving the written recommendations
mentioned in your letter.

Regarding Presidential succession, it is my
understanding that at its meeting of November 1 and 2,
the Board of Directors will be addressing the issue of
how best to extend Mr. Vernon's involvement with ICOD
until his successor is in place.

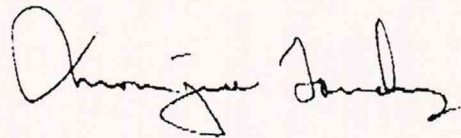
.../2

- 2 -

I regret that I was unable to meet with you prior to the Board meeting. You may wish to communicate with my Executive Assistant, Mr. Paul-Emile Cloutier after the meeting to convey your views on these matters.

I appreciate being informed and thank you for bringing these issues to my attention.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Monique Landry'. The signature is fluid and cursive, with a large initial 'M' and a long, sweeping underline.

MONIQUE LANDRY

Ministre des Relations extérieures et du
Développement international



Minister for External Relations and
International Development

HULL, QUEBEC
K1A 0G4

October 29, 1990

Mr. Gary C. Vernon
President
International Centre for
Ocean Development
9th Floor
5670 Spring Garden Road
Halifax, Nova Scotia
B3J 1H6

Dear Mr. Vernon,

Thank you for your letter of July 4, 1990, informing me of your intention not to seek reappointment as President of the International Centre for Ocean Development (ICOD). I sincerely regret the delay in responding.

I appreciate your offer to accommodate your departure date to the needs of ICOD during the change-over of Presidents. I understand the Board of Directors is addressing the issue of how best to extend your involvement until your successor is in place.

I would like to take this opportunity to say that the fine work you have done to make ICOD an important and valued part of Canada's development assistance effort is very much appreciated. When you began, ICOD was little more than an idea. Now it is a fully functioning, vibrant institution, already making an important mark in many places around the world. That is an accomplishment of which you can be justly proud.

Thank you again for your commitment to ICOD and international development.

Yours sincerely,

A handwritten signature in dark ink, appearing to read "Monique Landry".

MONIQUE LANDRY



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

M E M O R A N D U M

BD90/D99
File #104
#7003

To: Members of the Board of Directors

From: Garry A. Comber

Date: 5 October 1990

Re: **AMENDMENT TO THE DELEGATION OF COST INCREASE
APPROVAL AUTHORITY**

At the June 1990 Board Meeting, the Board reviewed a memo dated May 10, 1990 dealing with five items relating to the delegation of authority from the Board to the President or from the President to ICOD staff. (See attached.)

At that time, it was agreed that the project approval authority of the President should be \$250,000 per project rather than the \$100,000 which had initially been recommended in the memo. Unfortunately, the impact which that change had on the proposal for cost-increase approval authority was not noticed at the time.

The resolution passed in June dealing with the President's Cost Increase Approval Authority is as follows:

That the Board authorize the President to approve project cost increases with a value up to 20% of the original project value or \$100,000, whichever is less and to delegate said authority to the Vice-President and Program Directors, as deemed appropriate.

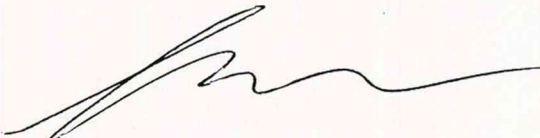
As the President can approve a project up to \$250,000, we are interpreting the above resolution as applying to projects approved by the Board or Executive Committee. This allows the President to increase a project up to the full limit of his project approval authority no matter what the original budget was.

.../2

To clarify and confirm the delegation of cost increase approval authority, the following two part resolution is submitted for consideration to replace the one approved in June 1990:

Project Cost Increases

- A) "That for projects approved by the President, the Board authorize the President to approve project cost increases up to the total project value of \$250,000 and to delegate said authority to the Vice-President and Program Directors, as deemed appropriate";
- B) "That for projects approved by the Board of Directors or Executive Committee, the Board authorize the President to approve project cost increases with a value of up to 20% of the original project value or \$100,000 whichever is less and to delegate said authority to the Vice-President and Program Directors, as deemed appropriate."



Garry A. Comber
Vice-President and
Secretary to the Board

GAC/ag
Attach.



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

BD90/D73

M E M O R A N D U M

To: Members of the Board
of Directors

Our File: 1004.15;
7003

From: Garry A. Comber

CONFIDENTIAL

Date: 10 May 1990

Re: (A) PROCESS OF DELEGATING AUTHORITIES FROM THE BOARD
TO THE PRESIDENT
(B) PROCESS OF DELEGATING AUTHORITIES FROM THE PRESIDENT
TO ICOD STAFF
(C) INCREASE IN PROJECT APPROVAL AUTHORITY DELEGATED FROM
THE BOARD TO THE PRESIDENT
(D) INCREASE IN PROGRAM/PROJECT DEVELOPMENT APPROVAL
AUTHORITY DELEGATED FROM THE BOARD TO THE PRESIDENT
(E) INCREASE IN COST INCREASE APPROVAL AUTHORITY
DELEGATED FROM THE BOARD TO THE PRESIDENT

(A) PROCESS OF DELEGATING AUTHORITIES FROM THE BOARD TO THE
PRESIDENT

In December 1985, the Board approved two motions dealing with delegated authorities. In motion BD85/4/R16 (see attached - Annex A) the Board delegated financial signing authorities to the President and Secretary-Treasurer according to a Delegation of Authority Chart presented at that time. (This chart has been amended periodically at ensuing Board Meetings.) This Resolution also authorized the President to delegate: (a) the financial authorities vested in the position of Secretary-Treasurer to any of the three Program Directors employed by ICOD; and (b) the financial signing authorities accorded to both the President and the Secretary-Treasurer to any senior officer if both the President and Secretary-Treasurer were to be absent from the office for a period in excess of five days subject to notification to the Executive Committee.

In November 1989, there was a discussion at the Executive Committee about the proposed updating of the Delegation of Authority Chart which had been placed on the Board Agenda. The Executive Committee noted the proposed updated chart, but indicated that it should not be presented to the full Board as it contained too much information which should be handled by

ICOD management. It was agreed that a different approach to the delegation of authority should be adopted. This matter was reviewed again by the Executive Committee in January 1990 who agreed to recommend to the Board in June a new process for the delegation of signing authority.

It is therefore recommended that the process involved in the delegation of signing authorities from the Board to the President be one in which the President is granted full signing authorities for all financial transactions and operational matters of the Corporation in keeping with the provisions of the Financial Administration Act. In making this recommendation, it should be noted that the only change in the current authorities would be to provide unlimited authority for the provision of hospitality instead of the \$1000 limit currently imposed. (It has turned out that the \$1000 limit is rather impractical for major functions. Since major events are normally conducted in connection with Board Meetings or upon instructions from the Board, it seems that the unrestricted authority is more in keeping with efficient management.) It should also be noted that the banking resolution approved by the Board indicates that two signatures are required on ICOD cheques. The following recommendation is not intended to override the banking resolution of the Board.

RECOMMENDATION - That the Board approves full delegation of financial and operational signing authorities to the President to be exercised in accordance with the Financial Administration Act, ICOD By-Laws, and relevant decisions and Resolutions of the Board of Directors and Executive Committee.

(B) PROCESS OF DELEGATING AUTHORITIES FROM THE PRESIDENT TO ICOD STAFF

In the past, the President has made recommendations to the Board on the level of financial and operational signing authorities of ICOD staff for both administrative expenses and program expenses through the provision of a Delegation of Authority Chart.

We are now requesting that the Board authorize the President to delegate signing authorities to ICOD staff. The Executive Committee reviewed this matter in January 1990 and agreed to recommend such a change to the Board in June. Such delegation of authority by the President to ICOD staff would be in keeping with (1) sound financial management; (2) an appropriate level of delegated authority commensurate with the

responsibilities of positions; and (3) considerations of efficiency and effectiveness. The authorities delegated by the President to staff will be summarized in a Delegation of Authority Chart similar to the one previously presented to the Board for approval. This chart will be available to the Board for information purposes. The actual mechanism for delegating authorities will be through a system of delegation cards which indicate the position and level, the name of the incumbent, and the specific authorities and levels delegated to that position. The card will have the original signatures of the individuals involved.

RECOMMENDATION - That the Board authorize the President to delegate the financial and operational signing authorities vested in him by the Board to other staff members of ICOD, as deemed appropriate.

(C) INCREASE IN PROJECT APPROVAL AUTHORITY DELEGATED FROM THE BOARD TO THE PRESIDENT

At the December 1985 meeting, the Board passed resolution BD85/4/R15 providing the President with project approval authority up to and including \$50,000 (see attached - Annex B). Since this resolution was approved, ICOD's budget has grown from \$1.1 million during the first year of operation to \$10 million in the fiscal year just finished. The size of projects has also grown considerably during that time. It therefore seems opportune to revisit the question of the level of delegated project approval authority granted to the President in 1985. Up to January 1990, ICOD had approved 208 projects valued at \$29,845,600. (see attached - Annex C). 54% of the projects (113) whose value was 9% of the total value of projects were within the President's level of authority. Had the President's authority been \$100,000, the President would have been able to approve 68% of the number of projects (143) with 16% of the value of projects. It should be noted that within the 113 projects shown under the \$50,000 limit, the President referred a number of these to either the Board or the Executive Committee as they dealt with policy issues which were not covered by the Corporate Plan existing at that time. This practice would continue.

It should also be noted that the President may wish to delegate project approval authority to Senior Officers within ICOD at some future date. The current proposal allows for that possibility.

RECOMMENDATION - That the Board authorize the President to approve projects with a value of up to and including \$100,000 each which are within the policy framework established by ICOD and to delegate said authority to the Vice-President and Program Directors of ICOD, as deemed appropriate.

(D) INCREASE IN PROGRAM/PROJECT DEVELOPMENT AUTHORITY DELEGATED FROM THE BOARD TO THE PRESIDENT

At the December 1985 meeting, the Board passed Resolution BD85/4/R14 (see attached - Annex D) which: (a) provided full authority to the President for the expenditure of funds to define and plan projects which were specifically mentioned within the Corporate Plan; and, (b) provided authority to the President for the expenditure of funds to a maximum of \$50,000 to identify, define and plan projects which were not specifically identified in the Corporate Plan. The recommendation below reflects the growth in ICOD's budget and operations as well as ICOD's new approach to program planning.


RECOMMENDATION - (a) That the President shall have full authority to expend funds to identify, define and plan programs/projects which are specifically mentioned within the Corporate Plan; (b) that the President shall have authority to expend funds to a maximum of up to and including \$100,000 to identify, define, and plan programs/projects which are not specifically identified in the Corporate Plan, but which are within the policy framework established by ICOD; and (c) that the President be authorized to delegate the authority for the expenditure of funds to identify, define, and plan programs/projects to the Vice-President and Program Directors, as deemed appropriate.

(E) INCREASE IN COST INCREASE APPROVAL AUTHORITY DELEGATED FROM THE BOARD TO THE PRESIDENT

In June 1987, the Board provided authority to the President to approve cost increases of up to \$50,000 or 20% of the value of the project, whichever was less. In keeping with the increased size of ICOD's budget and operations, and the increase in the average project value within ICOD, the following recommendation is made:

RECOMMENDATION - ~~That~~ That the Board authorize the President to approve project cost increases with a value up to 20% of the original project value or \$100,000, whichever is less and to delegate said authority to the Vice-President and Program Directors, as deemed appropriate.

In keeping with the discussions at the Executive Committee in January 1990, this proposal has been presented by the Vice-President as Secretary to the Board. The President has concurred with the recommendation.



Garry A. Comber
Vice-President and
Secretary to the Board

GAC/ad
Attachments

MINUTES

10

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

THAT THE BOARD

A) APPROVES THE DELEGATION OF FINANCIAL AUTHORITY TO THE PRESIDENT AND SECRETARY-TREASURER ACCORDING TO THE "DELEGATION OF FINANCIAL AUTHORITY CHART" (AS AMENDED) THAT IS ATTACHED HERETO AS APPENDIX B;

B) AUTHORIZES THE PRESIDENT TO DELEGATE THE FINANCIAL AUTHORITY VESTED IN THE POSITION OF SECRETARY-TREASURER TO ANY OF THE THREE SENIOR OFFICERS EMPLOYED BY ICOD (I.E. DIRECTORS OF TRAINING, INFORMATION AND TECHNICAL ASSISTANCE) IF THE SECRETARY-TREASURER IS AWAY FOR MORE THAN FIVE (5) DAYS;

C) AUTHORIZES THE PRESIDENT TO DELEGATE THE FINANCIAL AUTHORITY ACCORDED TO THE POSITIONS OF PRESIDENT AND SECRETARY-TREASURER TO ANY OTHER SENIOR OFFICER EMPLOYED BY THE CORPORATION IF BOTH THE PRESIDENT AND SECRETARY-TREASURER ARE ABSENT FROM THE OFFICE FOR A PERIOD IN EXCESS OF FIVE (5) DAYS, SUBJECT TO THE PRESIDENT NOTIFYING THE EXECUTIVE COMMITTEE OF THE OFFICER SO DELEGATED AT LEAST THREE (3) DAYS IN ADVANCE OF THE DELEGATION.

MOTION CARRIED UNANIMOUSLY

BD85/4/R16



CONFIDENTIAL

#105

EXECUTIVE COMMITTEE MEETING
RIMOUSKI, QUEBEC
11 JUNE 1990

Draft Minutes

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

ABSENT: Elisabeth Mann Borgese, Chairman

INVITED GUESTS: Christopher Barr, Director, Finance Division, ICOD

1. CALL TO ORDER

The Vice-Chairman was asked to preside in the absence of the Chairman. It was noted that a quorum was present and the agenda was adopted as submitted.

2. REVIEW OF MINUTES OF 29/30 JANUARY 90 (EC90/D61)

The Minutes were adopted as submitted.

3. BUSINESS ARISING

i. Report on OECS Small Funding Program (Verbal)

In accordance with the wishes of the Board at the time of

approval of this project, a verbal report was given on the progress thus far. Board Members had been able to discuss the program with officers of the OECS Fisheries Unit when they visited St. Vincent and the Grenadines in November. The project had been utilized initially to help with development/rehabilitation activities resulting from the hurricane which swept through the OECS countries in September 1989. Since then, it had been functioning in a more normal fashion as originally proposed. The fund was well received by OECS governments.

ii. Delegation of Authority (BD90/D73)

Members reviewed the documentation which had been sent with their Board Meeting binders. This proposal was in keeping with the growth of ICOD's programs and the establishment of internal review and control mechanisms. It was suggested that the wording relating to the recommendation dealing with financial and operating signing authorities be clarified so that there was no confusion concerning the other forms of delegated authority for project approval, program/project development activities, cost increase approval, and banking procedures. It was also suggested that the original proposal to provide the President with project approval authority of up to \$100,000 seemed to be too modest and it was recommended that this figure be changed to \$250,000.

With these two changes, it was indicated that the Executive Committee would recommend approval of the resolutions contained in this document to their colleagues on the Board of Directors.

iii. Special Examination Report (AEC/D2)

Concern was expressed over the apparent difference between the verbal report given by officials of the Office of the Auditor General to the combined meeting of the Executive and Audit & Evaluation Committees in January 1990 and the final written report which has now been made available. It was felt that the verbal debriefing suggested that, in general, all was well whereas reading the written report would suggest that there are several "significant deficiencies" which must be addressed. Members of the Executive Committee noted that many of the items indicated in the Special Examination report had also been of concern to the Executive Committee and the Board, but there was no indication in the Special Examination report that discussions on these points had been held. In the ensuing discussion, it was suggested that Roy Cheeseman and Robert Maguire attend the portion of the Audit and Evaluation Committee meeting dealing with the Special Examination to raise this matter directly with the officials of the Office of

the Auditor General who would be present at that meeting.

iv. Reappointment of Directors (Verbal)

Concern was expressed that as many as four Board Members may be replaced during 1990 as well as three or four more in 1991. This coupled with the departure of the President and possibly the departure of the Vice-President in 1991 could result in a significant loss of corporate memory for ICOD. It was suggested that continuity must be considered and be balanced with the need for an orderly turnover of Board Members. This would be discussed further at the Board Meeting.

v. Selection of Candidates for President (Verbal)

Concern was expressed that no action had been taken on this matter and that the special sub-committee of the Board which had been created last November had not yet met. The President indicated that he had forwarded a proposed profile for the position of President to the Chairman, but that up until recently it had been premature for the committee to meet as the President had not officially written to the Minister advising her of his departure in 1991. The President also indicated that the Chairman had been extremely busy over the

last several months, but expected that the profile would now be circulated to Board Members and that the special sub-committee would meet as soon as possible.

4. A. PRESIDENT'S REPORT

The President indicated in general terms the nature of the report which he would provide to the Board of Directors. One of the main points related to the policy discussions which had taken place within ICOD. The questions discussed with staff had been sent to the Board and would likely be raised during the ensuing Board Meeting. The President indicated that charts and graphs would be circulated to the Board indicating disbursements by region and by theme. The Board would also be reviewing the draft annual report in addition to being requested to approve the audited financial statements. ICOD continues to have difficulty formulating a position dealing with the ICOD Forum and the President indicated that a different approach would be taken at the next meeting. Following discussions at the January 1990 Executive Committee meeting, a proposal was being placed before the Board suggesting that the Director of Finance be named as Treasurer of the Corporation. The Executive Committee indicated its support for this proposal.

B. FUNCTIONS AND VISITS

The timetable for the Board Meeting, the Minister's visit, the reception at UQAR, and the ensuing visits to appropriate institutions in the Rimouski area was discussed.

5. FINANCIAL MATTERS (Verbal)

The Director of Finance provided a financial statement for the first two months of the fiscal year and a consolidated balance sheet. He indicated that a first quarter financial report would be sent to Members of the Executive Committee in either July or August. This report would contain comparative figures.

The Director of Finance discussed the carry-over of a surplus of \$522,000 from the previous fiscal year to the current fiscal year. This matter had been discussed with the Treasury Board and with CIDA and no adverse reactions were expected. However, the situation should not be allowed to re-occur and a financial forecasting, monitoring, and review process had been implemented which should allow greater precision in the forecasts made, more appropriate allocation of funding and better accountability from Program Directors and cost centre managers.

6. BOARD EXPENSES

A paper was provided indicating the comparative costs of Board Meetings in Halifax, Rimouski and Barbados. Articles concerning media criticism of IDRC for a recent overseas board meeting had been circulated to Board Members earlier. It was suggested that this matter be discussed fully at the Board Meeting as the current idea of an overseas Board Meeting every second year may not be appropriate.

7. ANNUAL REPORT

The Executive Committee noted that the report was basically in final typeset form and would be reviewed by the Board. They accepted it as a draft and requested that the final document be mailed to the Board as soon as possible.

8. DRAFT ICOD BROCHURE

A draft of the proposed ICOD Brochure was circulated for comment. This would also be given to the Board for their review and comment. Preliminary comments were that the document was "too slick" and that ICOD should use recycled paper to show its environmental concern.

9. PROJECT PROPOSALS (BD90/D84)

The Executive Committee did not have time to review the projects in-depth. However, they noted that ICOD had now adopted a format so that the signatures of the persons recommending the project, including the President, were clearly shown. The projects would, therefore, be submitted to the Board upon recommendation of the President.

10. NEXT MEETING

(See below.)

11. OTHER BUSINESS

One member expressed considerable reservations over the directions in which ICOD was heading and felt that the Executive Committee was not being given adequate time to discuss significant policy matters. He pointed out that the Executive Committee at this meeting was limited to one half-day with the Audit and Evaluation Committee following right after lunch. This was considered inappropriate and the Executive Committee should meet for a full day on a regular basis. It was suggested that more meetings of the Executive Committee were required, especially in between Board

Meetings. As time did not allow for a full discussion on this matter, it was agreed that the subject would be raised with the Board during the report of the Executive Committee.

There being no other business, the meeting was adjourned.



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

BD90/D97
CONFIDENTIAL
File 105

EXECUTIVE COMMITTEE MEETING
HALIFAX, NOVA SCOTIA
13 SEPTEMBER 1990

Draft Minutes

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

1. i. CALL TO ORDER

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

1. ii. ADOPTION OF THE AGENDA

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

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

The Minutes were adopted as presented.

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

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

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

The Minutes were tabled for Members' information.

3. BUSINESS ARISING

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

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

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

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

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

ii. Board Membership (EC90/D70)

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

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

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

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

iii. Board Expenses (EC90/D64)

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

iv. ICOD Brochure (EC90/D65)

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

v. ICOD Forum (EC90/D66)

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

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

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

Environment in Brazil.

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

vi. Follow-up to Special Examination Report

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

vii. Miscellaneous

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

4. PRESIDENT'S REPORT

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

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

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

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

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

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

i. Aquaculture in the Caribbean

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

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

ii. Assessment of Giarini Paper

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

5. FINANCIAL MATTERS

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

6. PROJECT PROPOSALS

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

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

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

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

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

The project was approved with the changes noted above.

7. POLICY DISCUSSIONS

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

geographical areas.

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

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

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

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

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

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

9. OTHER BUSINESS

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

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



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

BD90/D98

CONFIDENTIAL

220.4

AUDIT AND EVALUATION COMMITTEE
RIMOUSKI, QUEBEC
JUNE 11, 1990

DRAFT MINUTES

Present:

Ellen McLean, Chairperson
Gastien Godin
Sharon Proctor
Gary Vernon, Ex Officio
Garry Comber, Vice-President
Jeanne-Mance Côté, Administration Officer

Invited Guests:

Roy Cheeseman
Robert Maguire
Jean Guy Laliberté, Assistant Auditor General
Brian Pierce, Principal, Atlantic Region, OAG
Kevin Potter, Director, Atlantic Region, OAG
Christopher Barr, Director, Finance Division, ICOD
Carol Amaratunga, Acting Chief, IRCAD, ICOD
Philipp Muller (Observer)

1. Call to Order

The Chairperson welcomed Members of the Committee, noted that a quorum was present, introduced guests from the Office of the Auditor General, and noted the presence of two Members of the Executive Committee who had indicated a specific interest in the item dealing with the Special Examination. The draft agenda was accepted as submitted.

2. Review of Minutes of 29/30 January 1990 (Business Arising
in Agenda (AEC/D1))

The Minutes were approved as submitted.

3. Special Examination - Final Report (AEC/D2)

Officials of the Office of the Auditor General had made a verbal presentation to the combined meeting of the Audit and Evaluation Committee and the Executive Committee in January 1990. The Auditors then discussed with ICOD's Executive Management the draft final written report. The report was now in final form based on the comments received from Executive Management, as well as from the Auditor's own advisory committee. The Auditors indicated that nothing had been found which required the attention of the Minister or which would be reported to Parliament. The report is therefore for ICOD Management and for the Board of Directors. The Auditors noted the deficiencies identified and indicated that ICOD Management had accepted in general terms the comments contained in the report and had already developed plans to deal with the issues identified.

Questions were raised about the manner in which the report could be read by outsiders. The Auditors indicated that they were involved in a negative reporting system and only highlighted problems. They did not normally indicate a positive approach or that everything was "all right." Roy Cheeseman indicated that a

different impression was left by the written final audit report than had been given verbally in January. The written report indicates that the deficiencies are significant whereas in January there was an indication that overall things were under control. He noted that the Board and Executive Committee had already discussed with ICOD Management many or all of these issues in the past.

There was a comment concerning the deficiency relating to the handling of potential conflicts of interest. It was indicated that this is a responsibility that is shared by the Board and by ICOD Management. Mr. Laliberté suggested that people should avoid any potential conflict of interest dealing with personal gain or professional association by withdrawing from the appropriate portion of an ICOD Board Meeting to allow for complete objectivity in the decision making process.

The Auditors indicated that they were satisfied by the follow-up actions proposed by ICOD Management and they had felt there was a positive reaction from Management concerning the findings of the audit report.

It was agreed that the follow-up activities relating to the Special Examination would be reported upon at ensuing Audit and

Evaluation Committee meetings. Each agenda in future would have a section dealing with follow-up to the Special Examination. It was agreed that ICOD would attempt to deal with all of the comments and observations of the Special Examination by the June 1991 Audit and Evaluation Committee meeting. The Audit and Evaluation Committee would keep the Board informed of progress on these follow-up activities.

4. Review of Audited Financial Statements for Fiscal Year
1989/90 (AEC/D3)

The Director of Finance presented the final version of the audited financial statements up to March 31, 1990 which indicated that an unqualified audit opinion had been given. The Auditors indicated that the financial records of ICOD were in much better shape than they had been in previous years and that the audit had gone quite smoothly. In response to an inquiry, the Auditors indicated that the carry-over of the surplus from the old year into the new fiscal year was not a matter of concern during a financial audit. ICOD Management had already contacted both CIDA and the Treasury Board to discuss the matter.

The financial statements were accepted as prepared and would be

recommended to the Board for approval.

The Chairperson thanked the auditors for travelling to Rimouski to meet with the Audit and Evaluation Committee and for their reports and useful comments. The auditors then left the meeting.

5. Update of the Evaluation Plan for 1990/1991 (AEC/D4)

The list of evaluations underway and/or completed was noted and the plan for future evaluation activities was also reviewed. A question was raised about the current lack of performance measurements for evaluating programs and projects. It was indicated that this subject is currently being reviewed as Treasury Board has made the same comment to ICOD. There was a discussion about how to communicate the lessons learned from evaluations to staff and to the Board. This will be pursued during the next several months.

6. Evaluation Reports

a. Marine Affairs Program (AEC/D5)

The Acting Chief of IRCAD commented on the various key recommendations contained within the Mid-point Evaluation

Abstract. Mid-term adjustments have been made at both universities and at ICOD and the question of upgrading the diplomas to the Master's Degree level would be reviewed at the Board Meeting.

b. In Canada and Regional Scholarship Programs (AEC/D6)

A moratorium had been placed on these scholarship programs and the question was raised as to whether or not ICOD would now lift the moratorium based on the results of the evaluation. ICOD has not yet responded to the key recommendations contained in the document, but the President indicated that ICOD was considering a more flexible approach to the provision of scholarships so that a larger proportion of them could be directly related to project activities. The two projects which were evaluated dealt with a strategic level of training which did not relate directly to any specific ICOD projects. It was also suggested that there should be more training within ICOD's regions of concentration. The President indicated that ICOD was reluctant to carry on with the current projects as they are now structured.

c. International Ocean Institute (AEC/D7)

It was indicated that this evaluation had been discussed with

the IOI and had been well received. Both ICOD and the IOI are looking at new policies which would affect their future relationship. It was felt that ICOD should await a formal proposal from IOI before determining what future support should be considered.

d. Organisation of Eastern Caribbean States (AEC/D8)

It was felt that this summary was a bit short given the fact that it was a program evaluation which covered twenty projects. There were no overall conclusions indicated in the summary. Also, it would have helped to have a section dealing with the strengths and weaknesses of the OECS as found in other evaluation abstracts. Overall, the evaluation showed a positive record on the part of the OECS Fisheries Unit.

e. ICODE World Fisheries Map (AEC/D9)

The President felt that this represented the biggest pay-off of all ICOD information activities to date given the amounts expended. There was a discussion as to what steps ICOD should go through before the next map is produced and it was agreed that Mike Latremouille would discuss this further with Gastien Godin.

f. Miscellaneous

A number of general points were raised in relation to the review of the above abstracts:

- i) It was indicated that the summaries were very useful to Members of the committee.
- ii) The format allowed for considerable information to be given in a very short document.
- iii) Particular reference was made to the strengths and weaknesses section.
- iv) It was suggested that four pages was a good length for the normal project evaluation but that for larger program evaluations encompassing a number of projects perhaps six pages should be the norm.
- v) It was suggested that future reports would contain a management response to the key recommendations being made.
- vi) It was suggested that in future extra copies of the

abstract should be made so that Board Members could pick them up if interested.

7. Update of the Internal Audit Plan for 1990/1991 (AEC/D10)

The Audit Committee noted the Internal Audit Plan for 1990/1991 and were advised that some minor audit work would be added relating to the implementation and utilization of delegated authorities for contracts and program development activities. This audit would be the basis for increases in such delegated authority in future. There was a short discussion concerning the proposed follow-up to the OECS audit.

The updated internal audit for 1990/91 was accepted with the above-noted addition.

8. Internal Audit Reports

a. Marine Affairs Programs (AEC/D11)

This audit had been completed in two stages and therefore the University of Québec at Rimouski had already made some changes in their procedures before the Auditors visited them based on

the audit of the Dalhousie University Program. Members reviewed the observations and felt that no further comments were required.

b. University of the South Pacific and SOPAC (AEC/D12)

Members reviewed the observations and management responses and felt that no major comments were required.

c. ICOD Communications Function (AEC/D13)

There was a brief discussion about the comment made in the Report by the Auditors dealing with the suggestion to formally evaluate the work of consultants. The Auditors had noted ICOD's preference for a more informal and preventative approach to the subject.

d. Miscellaneous

Members of the Committee indicated that the format utilized by ASB was useful and looked forward to a compilation of lessons learned or a summary of observations in future.

9. Report on Current Year Budget and Disbursements (Verbal)

A balance sheet with comparative figures up to May 31, 1990 was circulated. It was indicated that ICOD would mail out a first quarter statement some time during July or August. This would be sent to the Audit and Evaluation Committee as well as to the Executive Committee.

10. Next Meeting

It was assumed that the next meeting would be held in conjunction with the proposed November Board Meeting.

11. Other Business

There being no other business brought forward by Members of the Committee, the meeting adjourned.



Canada

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

MEMORANDUM

To: Gary Vernon, Président
Via Garry Comber, Vice-président

Our File: 4001
BD90/D115

From: François Gilbert
Director WAIO

Date: 22 October 1990

Re: The Establishment of a Regional Office in West Africa

The purpose of this memorandum is to follow up our memo to you of July 12, 1990, (our file 4010.1) on the subject of the proposed ICOD West Africa Regional Office. The information presented below reflects the additional research and consultation that has taken place in the three months since our last memo on the subject.

Cost Estimates

The cost estimates developed in July of \$250,000 to \$275,000 to lease space, equip, and staff an ICOD Regional Office in West Africa remain valid.

Moreover, we estimate that a savings of between \$15,000 to \$20,000 could be realized through the sharing of some of the initial capital and operating costs. For instance, sharing the cost of office space and the cost of the lease or purchase of telecommunications equipment such as fax and telex machines, together with other shareable expenses, such as the cost of a security guard and a messenger, could result in savings in the range noted above.

While bearing in mind that estimated costs must be carefully checked and verified, it is possible to outline some of the fixed costs that would comprise the "core" budget for the operation of the proposed regional office. An example of how some of the key budget items might be broken down, together with some comments on how the objectives of a Regional Office can be related to the cost of establishing and running the office is presented in Annex I.

When based on the projected budget appended to the memo of July 12, 1990, the capital and operating costs associated with opening the proposed West Africa Regional Office are as follows:

	Year 1	Year 2
Capital Costs:	\$ 56,000	0
Operating Costs:	227,000	249,700*
Totals	\$283,000	249,700

* The costs in year two have been increased by ten percent to reflect normal cost increases and inflation.

The Rationale For Opening a West Africa Regional Office

In our view because of the program needs of the West Africa and Indian Ocean Division, the cost element of the office is not the central issue. ICOD recognizes that its program in West Africa (W.A.) has not expanded at the same pace as the South Pacific and Caribbean program, although the needs are as pressing.

From its base in Halifax, the Division has taken steps to address the situation. Staffing has been reinforced; larger program budgets have been allocated; additional feasibility missions are being sent into the field. However, of all ICOD'S geographic target areas, West Africa is one of the most difficult to support: the general level of development is among the lowest in the world; social, economic and cultural disparities both within and between the countries of the region are great. Finally, regional coordination in marine related fields in West Africa is currently weak and disorganized. Consequently, these countries will have to be assisted mainly on a one to one basis.

An additional complicating factor is that each of our eligible countries currently deals with a number of bilateral and multilateral donor agencies. For many of the small agencies with which the Division currently works, the preparation of project proposals is complicated (and slowed down) by a general shortage of both people and the requisite knowledge.

It is our view that ICOD could become more effective in dealing with our partners in West Africa by bringing ICOD'S services to the region. We submit that a West Africa Regional Office will allow ICOD to more quickly and more effectively identify and prioritize the needs of marine development in the region.

It is also our belief that the presence of an ICOD office would stimulate project proposals. Furthermore, our field representa-

tive would be in a position to assist the eligible countries in submitting better proposals.

The absence of the necessary number of mature regional and subregional institutions able to take the lead or to act in concert with ICOD and other donor agencies in the field of Ocean Development constitutes the most compelling reason and rationale for the establishment of an ICOD Regional Office in West Africa.

Viewed against the background of weak or non existent indigenous institutions, one of the main rationales for setting up the Regional Office becomes the need to provide, or to create, through the establishment of the office, a mechanism which, over the short term, can act as a "hub" or focal point, for funding activities for ICOD--as well as other international donors--; that can stimulate regional and international networking; and that can foster institution building in the region, as well as catering to the needs of ICOD's partners in West Africa.

The Short Term Benefits of a West Africa Regional Office

Stimulating the development and steady growth of national and/or regionally oriented marine related institutions is clearly a process the benefits of which accrue over the medium and long term. Anyone who has travelled to West African or other developing countries and enjoyed the logistical support that can be offered by having an officer "sur place" is well aware of the other, not insignificant benefits, arising from the establishment of a field office.

For instance, a field officer based in a Regional Office can:

- provide assistance in setting up meetings and appointments with locally based as well as regionally based contacts;
- prepare the ground for meetings by explaining ICOD's mission and mandate, providing detailed information on the purpose of a particular trip or mission, as well as laying the ground work for detailed discussions of negotiations of memoranda of understanding;
- monitor the performance of projects, provide technical as well as moral support to ICOD's partners in the region; stimulate the production of reports, etc;

- assist in the preparation of a request for assistance; providing feedback on draft requests,
- attend important local and regional workshops of interest to ICOD while at the same time providing a channel for information flow, both to and from the regionally based partners;
- identify and develop joint ventures with Canadian or other donor agencies;
- provide ICOD with intelligence reports concerning a sector of activity, institutions, or individuals of interest to ICOD;
- assist in the selection of candidates for training and scholarships, facilitate the tracking of alumni, liaise with returning ICOD trainees; and
- fill the role of general information officer for ICOD in the region;

Planning The Establishment of the West Africa Regional Office

There are a number of reasons why the establishment of an ICOD Regional Office in West Africa should be undertaken before the end of the current fiscal year. Some of these reasons are listed below:

- **Budget Flexibility:** most of the capital and some of the recurrent costs outlined above could be borne by the division in the current fiscal year;
- **Board Receptivity:** the Board, as well as the Minister were receptive to such an initiative when it was discussed during its June 1990 meeting;
- **Program Objectives:** there is a consensus that ICOD'S level of program activity in West Africa should be increased so that spending parity with the South Pacific and Caribbean Basin Division can be reached over a medium term period of three to five years;

- **Strategic Planning:** Next year will be a year of modest budget increase for ICOD. The emphasis is therefore likely to be on program spending more than on investment. If this is actually the case, the Division won't have the budgetary flexibility it currently enjoys. Consequently the initiative to establish the West Africa Regional Office could be postponed by 2 years;
- **1991 Program Of Work:** In early 1991 many projects will become active. Work and travel related to the launching and monitoring of these activities will therefore take on a larger role. The presence of a Regional Office to assist with this work would provide welcome and useful support;
- **Regional Visibility:** The sooner ICOD becomes visible and active in the field, the better will be its chances to attract financing from other donors.

Location of The Office

Annexed to this memorandum is a table which pulls together into comparable categories information which should be taken into consideration prior to the selection of a country in which to base the proposed ICOD West Africa Regional Office.

When consulting the comparative table the reader should bear in mind that not all of the observations made are strictly based on hard data. Although at some point in the exercise it may be beneficial to do so, the production of this type of chart through the utilization of verifiable data would require a great deal of time and effort.

For the most part the table reflects information gathered from our country profiles, feedback from recent field trips, consultation with some institutions operating in the field, facts extracted from various literature and the author's intuitive judgement.

Comparing the Countries

Based on the information provided it is evident that the Ivory Coast, Morocco and Senegal would best suit ICOD's current needs.

Each of these countries possess a good infrastructure and a reliable telecommunications network. Moreover, they are fairly accessible from Canada and the capitals of Europe, and are connected by air service to other African countries in the region.

Each of the three countries has a Canadian embassy from which CIDA operates important overseas development programs. From the ICOD perspective, this means that Canadians are generally welcome and active in these countries. Another important factor which supports the selection of these countries is the presence of other international development organizations.

For instance, the United Nations development agencies as well as representatives of other bilateral donors and the international community of Non Governmental Organizations are all well represented in the Ivory Coast, Senegal and Morocco. In addition to other benefits, the presence of a community of representatives of other international organizations helps to create a good environment in which ICOD can carry out its own networking.

In Senegal, for example IDRC, has a Regional Office and CECI has a local one; Ivory Coast has a CECI/ SOCODEVI Office, and each of the three have many projects with Canadian Universities.

While it may at some later date be desirable to supplement the information provided in this memo with the results of a more focused study, it is nevertheless a useful exercise to highlight some of the more obvious comparative advantages of each of the countries noted above.

IVORY COAST

Advantages:

- . Hosts the African Development Bank.
- . Hosts an important Training Centre for sea-going personnel.
- . Operates an important port for the Region.
- . Is a leader in West Africa.

Disadvantages:

- . Our Embassy in Abidjan is accredited to inland countries and does not cover Togo and Benin, two of our target countries.
- . The country relies much more on its agricultural / forest /energy / and mining sectors; it is not very deeply involved with marine resources, therefore the opportunities for networking would be somewhat more limited.

- . Abidjan is not a very safe city anymore for a field officer and his family.
- . the cost of living is high.
- . A certain social unrest is developing as a result of the population's questioning of its autocratic form of government.

MOROCCO

Advantages

- . Has many ocean related Research Centers and good Universities; it is a good training site for many marine related activities.
- . Has demonstrated leadership and determination with respect to its management of fisheries and is perceived as a model in this respect.
- . Is promoting regional cooperation in the field of fisheries and oceanographic research.
- . The cities of Rabat and Casablanca are very safe.
- . The cost of living is low compared to Senegal and Ivory Coast.

Disadvantages:

- . Although it makes efforts to develop and maintain good contacts, strictly speaking, Morocco is not a part of the West Africa Region. It would be a little odd for ICOD to locate its regional office there; some countries of West Africa might resent it.

SENEGAL

Advantages:

- . It is an important center of marine related activities, especially related to fisheries.
- . It has a well renowned Oceanographic Center (CRODT) which has assumed a leadership role in the Region.

- . The Canadian Embassy covers many of ICOD'S target countries (Mauritania, Cap Vert, Guinea).
- . It hosts the Secrétariat of the Commission Sous-régionale des pêches (C.S.R.P.).
- . It exercises good leadership in the Region and is open to South/South Cooperation.
- . The political regime is stable.

Disadvantages:

- . Senegal currently has a major conflict with Mauritania which might disturb its internal stability (at least at the borders).
- . The cost of living is expensive, more than the Ivory Coast and Morocco.

CONCLUSIONS

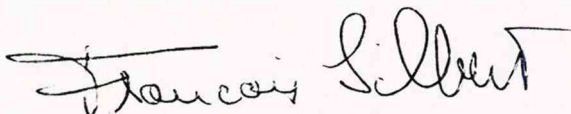
- ICOD should obtain the authorization from the Board to open an office in West Africa.
- While a detailed proposal and budget to support the idea of establishing an ICOD Regional Office in West Africa will need to be developed, it seems clear at this point that the establishment of such a facility would be beneficial both to the West Africa and Indian Ocean Division and to ICOD as a whole.
- Bearing in mind that the sharing of office costs with a suitable "co-leasee" should be explored (CECI has already prepared a proposal on this; see Annex IV) it would appear that the proposed office would be best located in Dakar (Senegal).
- If authorization is obtained from the Board, it should be possible to undertake the following prior to March 31, 1991:

- identify suitable office accommodation in Dakar;
- purchase/ship the office equipment required
- proceed with the selection of suitable candidates to fill the position;
- begin operating the office by May 1991. (Should it become necessary, the interim period between the opening of the office and its staffing with a permanent program officer can be covered by a WAIO officer on special assignment.)

RECOMMENDATIONS:

I would propose the following recommendations to the Board:

- that the Board authorize the opening of an office in Dakar, Senegal, during the current fiscal year, in keeping with the budget attached hereto as Annex I;
- that the Board authorize an eventual collaboration with another Canadian governmental or non governmental organization (NGO) entity in order to reduce costs.



François Gilbert
Director, West Africa and Indian Ocean Division

Regional Office - West Africa

ANNEX I

- PROJECTED BUDGET -
- REGIONAL OFFICE - WEST-AFRICA -

A - Annual (Year I)

Office Manager ¹	123 000
Office rent ²	6 000
Supplies	5 000
Secretarial support	12 000
Bookkeeping	15 000
Communications	10 000
Driver	10 000
Regional travels	30 000
Canadian consultations	10 000
Vehicle maintenance	6 000

Total

\$ 227 000

B - Equipment (Year I only)

Personal computer	10 000
Lap-top computer	4 000
Printers (2)	5 000
Furniture ³	5 000
Fax	3 000
Photocopier ⁴	10 000
Typewriter	1 000
Vehicle	18 000

Total

\$ 56 000

- 1 - Based on CIDA's Cooperant Guidelines (same as Fiji's office)
- 2 - Based on the sharing of the office with another donor (including security and maintenance) - estimate only.
- 3 - Based on the assumption that part of the furniture will be provided by the host agency.
- 4 - We have to bear in mind that generally even an "host" do not like to share such an equipment.

Annex II

Relating The Cost of the Regional Office to Its Objectives

There can be little doubt that when the dollar costs of establishing a Regional Office in West Africa are compared to the dollar value of the projects or programs being managed, it will, at least at the outset, result in a very high administration cost. When the proposed West Africa program budget of approximately \$1.2 to 1.4 million is compared to the estimated Regional Office operating costs of \$250,000, the overhead costs seem high. And, if approximately fifty per cent of the cost of running the Halifax based staff is added in, the cost effectiveness, at least in the early stages, of a Regional Office in West Africa does seem low.

Although this type of cost/benefit analysis does hold some validity, particularly from a strictly accounting point of view, the conclusions which one is compelled to draw must be tempered by the fact that the Centre itself experienced similarly high costs early on in its mandate.

For example, in 1985/86 ICOD spent \$789,527 to administer projects with a value of \$431,368 ; in 1986/87 the comparative figures were: \$1,079,037/\$2,969,089; by 87/88 the Centre's administration costs had reached a more appropriate ratio of: \$1,184,579/\$5,373,776; in 1988/89 they were \$1,285,690/\$7,287,470 and in the 1989/90 fiscal year administration costs were \$1,549,274 for project activities totalling \$8,125,343.

Finally, the argument that at least fifty percent of the cost of running the Regional Office can be attributed to program development should not be ignored. The experience of other, similar organizations, suggests that regional program staff spend their first two years developing projects and then the following years administering, monitoring and evaluating them.

COMPARATIVE ADVANTAGES
OF OUR TARGET COUNTRIES TO HOST
AN ICOD REGIONAL OFFICE

CRITERIA	BENIN	CAMEROON	CAP VERT	CONGO	GUINEA	GUINEA BISSAU	GUINEA EQUAT	IVORY COAST	MAURE- TANIA	MOROCCO	SENEGAL	SAO TOME	TOGO
FRANCOPHONE	10	9	2	9	10	2	3	10	9	10	10	2	10
ACCESS TO/FROM CANADA	7	7	5	7	7	7	6	8	6	9	8	5	6
ACCESS TO/FROM AFR. COUNTRIES	6	7	5	7	6	6	6	8	6	8	8	5	5
RELIABLE TELECOM	6	8	6	8	6	6	N/A	8	6	8	8	6	6
CONDITIONS OF LIVING	7	8	7	7	5	6	N/A	7	6	10	8	6	6
CIRC. OF PEO- PLE GOODS	8	8	8	6	8	8	N/A	9	6	9	9	8	8
POLITICAL STABILITY	6	8	9	9	9	9	N/A	7	6	9	7	9	6
ACCESS IN CAN. EMBASSY	4	10	4	4	6	4	2	10	6	10	10	4	3

Note: Scores are based on a simple ten point scale with "1" being the lowest possible score and "10" the best possible score.

COMPARATIVE ADVANTAGES
OF OUR TARGET COUNTRIES TO HOST
AN ICOD REGIONAL OFFICE

CRITERIA	BENIN	CAMEROON	CAP VERT	CONGO	GUINEA	GUINEA BISSAU	GUINEA EQUAT	IVORY COAST	MAURE- TANIA	MOROCCO	SENEGAL	SAO TOME	TOGO
CIDA OFFICE	0	10	0	0	10	0	0	10	9	10	10	0	0
IDRC OFFICE	0	0	0	0	8	0	0	0	0	0	10	0	0
MULTILATERAL AGENCIES	6	10	4	7	7	6	N/A	10	7	10	10	2	4
MAJOR CDN NGO	4	8	4	N/A	8	8	N/A	9	4	4	8	N/A	N/A
REGIONAL LEADERSHIP	2	2	2	N/A	2	2	0	8	2	8	9	0	0
CLOSE TO ICOD ACTIVITIES	5	2	8	0	8	8	0	7	7	6	9	2	4
IMPORTANCE OF MARINE SECTOR	7	7	8	N/A	8	7	N/A	6	8	8	8	8	6
COST OF OPE- RATION/LIVING	A	A	L	A	L	A	N/A	H	A	L	H	N/A	A
EMBASSY IN CANADA (VISA)	10	10	0	10	0	0	0	10	0	10	10	0	10
BANK. FACIL.	3	8	4	N/A	3	3	N/A	9	6	7	9	N/A	3
	91/ 170	109/ 170	76/ 170	74/ 170	113/ 170	82/ 170	N/A	135/ 170	94/ 170	135/ 170	151/ 170	57/ 170	73/ 170

ANNEX IV

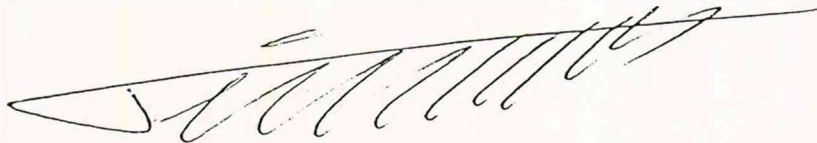
En ce qui concerne le partage des locaux à Dakar, ce serait possible bien que nos locaux actuels soient assez exigus. Éventuellement nous pourrions déménager. Les coûts pour le CIEO seraient approximativement les suivants:

- Loyer (un bureau, un espace de secrétariat, utilisation d'une salle de réunion et autres espaces communs)	500 \$/mois
- Utilisation du Fax, télex, téléphone	Coût d'utilisation + 25%
- Services de secrétariat, réception, téléphone (1/3 de temps)	300 \$/mois
- Chauffeur, logisticien	(sur demande)

Je dois me rendre au Sénégal, en Guinée Conakry et en Guinée-Bissau en novembre. J'apprécieraï avoir tes commentaires aux propositions précédentes avant mon départ afin que je puisse leur donner suite éventuellement.

En espérant le développement d'une collaboration enrichissante entre nos deux organisations, je te prie de croire, cher François, en ma plus grande estime.

Le directeur général,



YVES PÉTILLON
/jc

P.-J.

c.c.: Manon Labrèche
Édith Arcand

TRAINING POLICY

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

PHILOSOPHY AND OPERATING STRATEGY

ICOD's fundamental approach to ocean development is to foster and support initiatives that assist developing countries to improve the management and utilization of their ocean resources in a rational and sustainable manner.

Underlying this overall approach is the critical linkage which exists between ICOD's primary objective and the concept of human resources development. The key strategy to achieving ICOD's objective is through the provision of training programs in two dedicated areas: the training of managers and the training of sectoral experts. To accomplish this objective more effectively, ICOD will gradually shift the focus of its human resource programs toward the development of training and support of institutions in the regions.

For the 1990's, these two areas of training will be reinforced. The purpose of this training policy therefore is to outline and operationalize this strategic approach. The training of key decision-makers as well as scientists and technicians includes emphasis on the adoption of environmentally sound and socially relevant policies and technologies for the management of the Exclusive Economic Zones (EEZ).

Historically, ICOD's first approach to training was to utilize educational resources and institutions in Canada and other developed countries. The performance of these early scholarship and training programs has now been assessed. As ICOD enters its second five-year period, efforts have been made to integrate the experience and lessons of the formative years. ICOD believes that a two-pronged approach is required if developing countries are to further strengthen their capabilities to manage and rationally exploit their newly acquired ocean territories. The effective management of ocean resources hinges upon the development of appropriately trained personnel who are committed to the above principles of environmentally sound, sustainable and socially relevant technology.

In achieving its objectives, ICOD is considering several avenues to ensure effective and efficient design and delivery of training programs. Within this two-pronged training strategy, the Centre has identified a range of approaches for addressing short, medium and long-term needs. Four key modes have been identified:

1 Management level training program

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

2 Sectoral training program

which is directly responsive to the training needs of developing states identified in ICOD's technical assistance programs. This program will ensure that all training projects are compatible with sustainable development and the protection of the environment. Training will focus on skill development and the acquisition of knowledge in key sectoral areas. Long term planning will ensure the sustainability of programs once ICOD funding has been withdrawn. In all four geographical areas of concentration, the Centre will bolster national capacities for ocean development. Where feasible, the sectoral training program will promote and facilitate transfers of technology, information and research expertise on a "south to south" basis, so that existing capacities are made more accessible to other regions.

3 Institutional enhancement program

which enables developing countries to eventually direct and conduct the required training in their own countries or regions in both management and sectoral areas. The purpose of this program is to enable developing country institutions to contribute more effectively to their national and regional priority needs with assistance from Canadian educational partners. This program will focus on sharing the expertise and resources of Canadian universities and colleges (including technical and vocational institutes) with their counterparts in small island or coastal states.

4 Public awareness and community-based program

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

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

ICOD's training projects and programs will continue to be based on the seven broad themes:

- Integrated ocean management and development
- Fisheries development and management
- Mariculture
- Coastal development and management
- Non-living resources development and management
- Marine transportation and ports management
- Marine environmental conservation.

Insofar as possible, an effort will be made to ensure a more equitable distribution and representation of sectoral training projects in each of the Divisional budgets. Decisions concerning short, medium and long-range options will be based on the specific demands and needs for training. Efforts will also be made to ensure that evaluation "lessons learned" and other relevant experience are continuously incorporated into the planning exercise for each of the above five program areas.

Where feasible, ICOD will make efforts to increase the funding base for training and scholarship projects by preparing submissions for funding to Banks or other Donor Agencies in partnership with developing countries. At present, the Centre administers a scholarship program for CIDA at the World Maritime University and the University of the South Pacific. In general terms, the training projects administered for other donors will be based on needs for training as identified by the developing states. Specific project components for both ICOD and other donor funded projects include a variety of project components or training techniques. These are represented in the following framework:

This framework demonstrates that the ICOD training strategy is based on the fundamental concept of needs assessment. The tactics and techniques are the proposed means designed to obtain the final expected results. This framework should therefore be read starting from the bottom.

RESULTS

Enhanced regional capacity
South-South exchanges

TRAINING TECHNIQUES

- A) Management and sectoral training programs
- 1 Technical/vocational training
 - 2 certificate / undergraduate / graduate training
 - 3 Non-formal/on-the-job training
 - 4 Workshops
 - 5 Study tours
 - 6 Short-term attachments
 - 7 Distance education
- B) Institutional enhancement program
- 1 Twinning arrangements
 - 2 Faculty or teacher exchange
 - 3 Curriculum development
 - 4 Materials development
 - 5 Training of trainers
- C) Community-based and public awareness program
- 1 Information
 - 2 Small-scale businesses
 - 3 Cooperatives

TRAINING TACTICS

- 1 Management Training Program
- 2 Sectoral Training Program
- 3 Institutional Enhancement Program
- 4 Public awareness and community-based program

TRAINING STRATEGY

Managerial
Training

Sectoral
Training

MANDATE

To assist LDCs to improve the management
and utilization of their oceans in a
rational and sustainable manner.

NEEDS ASSESSMENT (Starting point)

Developing country and regional needs

LOGICAL FRAMEWORK

The three ICOD program divisions have responsibility for initiating and implementing the above training programs. The four geographical regions are sufficiently dissimilar in geography, level of development, and outlook that each requires a different approach. The rate of growth of training activities and the training techniques employed will be geared to the particular needs as well as to the absorptive capacity of the regional or national institutions.

The Interregional and Cooperative Activities Division has been tasked to plan and implement training programs of an interregional or global nature. The Division has four main functions: to coordinate and administer training policies/programs; to promote institutional links and cooperation between educational organizations; to identify, support, monitor and document experimental training initiatives; and to manage corporate functions related to training and education information gathering. During the next five-year period, training efforts and resources will be focussed and concentrated on the following:

Management and Sectoral Training Program

The logical framework presents an array of training techniques which will be applied in response to program needs. Both the Management Training Program and Sectoral Training Program utilize a common set of training techniques which operate along a continuum ranging from formal graduate training to less formal workshops, study tours, attachments and distance education projects. These training components will, where feasible, be integrated into the bilateral projects to supplement and reinforce the extensive regional programs already in place.

According to current planning, the Centre will continue to be heavily involved in the implementation of joint CIDA/ICOD programs in fisheries in the South Pacific and Caribbean Basin. In the Indian Ocean and West Africa, ICOD will continue to assist in the development of regional organizations for fisheries management. ICOD will also ensure that training opportunities are contained in all regional project proposals. Special consideration will be given to the selection of female candidates to ensure that funding is appropriately weighted for this target group.

Institutional Enhancement Program

Concurrent with its regional thrusts, ICOD will continue to support the development of national and regional educational institutions as well as agencies for development i.e. Women's Bureaus, Fisheries Desks, etc. There are five ways in which the Centre can support the development of institutional capacity: twinning projects, human resource exchange projects, curriculum development, research/teaching materials development, and training of trainers.

Evaluations from other donor institutional enhancement programs indicate that the resulting projects have assisted third world country institutions to develop their human resources (i.e. teaching faculty), have improved the quality of instruction and/or research, have improved policy development, and have had a direct benefit on upgrading the qualifications of graduates. These programs also enable the Canadian partner to expand and improve their capabilities in the area of international development.

ICOD is currently considering support for institutional enhancement programs in conjunction with ongoing activities at the University of the West Indies, University of the South Pacific, University of Mauritius, University of Sri Lanka, l'Institut supérieur des sciences et techniques halieutiques (ISSTH, Mauritania). Project initiatives in the area of technical and vocational education twinning projects are also under consideration, as is the development of a comprehensive twinning framework (with appropriate guidelines) for project implementation. The Institutional Enhancement Program is a relatively new initiative for the Centre and efforts will be made to assess the performance of the program as it progresses.

Public Awareness/Community Based Program

Increasingly, ICOD is receiving requests from Third World Countries to support project activities related to public awareness and popular education. ICOD will continue with its "grass roots" approach to development. In West Africa for example, NGO's (nongovernmental organizations) will cooperate with the Centre to offer projects which provide the most opportunity for public participation in the planning process. In other countries, i.e. Sri Lanka, where there are civil conflicts, NGO's provide a direct avenue for delivering public awareness and socioeconomic project services to coastal fishing communities. Experimental initiatives will continue to be undertaken to test new methods, tools and techniques for training. A special focus of these programs is the emphasis on integrating women into the development process. ICOD will cooperate with other donors, e.g. CIDA, UNIFEM, CUSO, to develop appropriate initiatives. The emphasis on women in development signifies ICOD's concern that visible support must be allocated to this target group.

THE NEXT STEPS - ADMINISTERING THE POLICY

Evaluation and lessons learned

The corporate evaluation lessons learned seminars of 1990-91 provided ICOD with an opportunity to review the training performance of the first five years. Several basic sub-policy areas emerged from the review of scholarship performance to date. Operational guidelines will be developed for the following:

- (i) - needs assessment protocol
- (ii) - alumni follow-up
- (iii) - nomination procedures
- (iv) - selection procedures
- (v) - scholarship promotion guidelines
- (vi) - recruitment procedures
- (vii) - administration guidelines for award recipients and implementing institutions
- (viii) - twinning - institutional frameworks
- (ix) - contractual guidelines for standing offers with institutions, scholarship memoranda of agreement, executing agency guidelines for ICOD (i.e. other donor projects - CIDA scholarship program).
- (x) - training and scholarship evaluation guidelines - curriculum assessment, peer review, baseline indicators.

To meet the objective of the Training Policy, ICOD will undertake a series of training activities that are carefully designed and targeted. Training projects will occur primarily in all four ICOD regions; secondly in Canadian institutions and thirdly at other country locations where there are unique centres of training - i.e. World Maritime University (Malmo, Sweden) and International Maritime Law Institute (Malta).

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

Based on the lessons learned in the first five-year period, the moratorium on the Study in Canada (860076) and the Regional Scholarship Program (860025) will be lifted. These projects will not be projects anymore but will be treated as more broad-based programs with purposes that would translate into specific projects (academic programs at a specific level in specific locations). The reinstatement of these programs will be conditional upon certain prerequisite or antecedent conditions - i.e. the conduct of comprehensive needs assessments, and the preparation of operational guidelines vis a vis recruitment, selection, nomination

eligibility, etc., which conform to lessons learned to date and which are contained in the sub-policies.

With respect to the study in Canada and Required Scholarship Programs, the evaluation identified five general areas for improvement:

1. Human Resource Development Policies and Planning

- Policies should be developed for human resource development which reflect and integrate ICOD's Corporate Policies and respond to the Centre's strategic orientations.
- Scholarship program plans should be better integrated with and more responsive to ICOD's operational and geographic plans and programs.

2. Needs Assessment

- Future scholarship programs should ideally be undertaken once a well-structured and detailed analysis has been undertaken of manpower needs in developing countries.
- Nominations should be open to private sector, parastatal organizations, non-governmental organizations and educational institutions.
- A substantive capacity analysis of regional educational institutions should be completed and this capacity should be reflected in future scholarship proposals.

3. Institution Building

- ICOD should ensure that in the long-term future scholarship proposals are designed to reinforce institutional capacity in developing countries.

4. Communications

- ICOD should ensure that clear and quantifiable objectives are established for scholarship programs and that these are communicated to partners and participants.
- Promotional materials for ICOD scholarship programs should be reviewed and enhanced to reflect priorities and policies, especially as they relate to women in the marine sector.
- ICOD should enhance corporate commitment to scholarship programs and make better use of ICOD alumni through better and more directed communication.

- ICOD should develop simple and user-friendly data base systems for compiling and communicating scholarship-related information.

5. Administration

- ICOD should define the role, functions and responsibilities of IRCAD and enhance administrative and management decision-making systems.
- ICOD should review, set and communicate policies respecting home travel for students during their study tour.
- ICOD should develop flow charts which reflect scholarship management and administration systems and develop database which reflect these flows.

Efforts will be made to ensure that new activities respect the recommendations and adapt the programs to meet emerging needs.

RECOMMENDATION

It is recommended that the Board approve this proposed training policy.



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

 Balance Sheet
 September 30, 1990
ASSETS

	<u>Sept. 30/90</u>	<u>Sept. 30/89</u>
Current		
Cash and Term Deposits	364,056	7,962
Accounts receivable		
- Trade	170,822	141,797
- Gov't of Canada	814,342	275,243
Prepaid Expenses	46,574	33,171
Transfers - Fiji Office	<u>596,371</u>	<u>209,916</u>
TOTAL ASSETS	<u>1,992,165</u>	<u>668,089</u>

LIABILITIES

Current		
Trade Accounts Payable	<u>260,023</u>	<u>132,260</u>
TOTAL LIABILITIES	<u>260,023</u>	<u>132,260</u>

EQUITY

Retained Earnings - March 31	567,862	45,615
Y-T-D Surplus (Deficit)	<u>1,164,280</u>	<u>490,214</u>
Total Equity	<u>1,732,142</u>	<u>535,829</u>
TOTAL LIABILITIES & EQUITY	<u>\$1,992,165</u>	<u>\$668,089</u>

FISCAL YEAR 1990/91
PERIOD 6

INTERNATIONAL CENTRE (FBMASTER)
FOR OCEAN DEVELOPMENT
FREE BALANCE-FINANCIAL MANAGEMENT SYSTEM

DATE 09/10/90
PAGE 1

FREE BALANCE REPORT - SUMMARY
STATEMENT OF OPERATIONS
FISCAL YEAR 1990/91

DESCRIPTION		BUDGET	CUM. EXPENSES	HARD COMMITMENT	NON-OBLIGATED FUNDS	NON-OBLIGATED PERCENT REMAINING	
FUND	/ DIVISION	A	B	C	D = A-B-C	SEPT 31/90	SEPT 31/89
FINANCE		714,703	297,576	100,900	316,227	44.2%	64.9%
HUMAN RESOURCES DEVELOPMENT		341,788	95,968	0	245,820	71.9%	52.6%
LEGAL SERVICES		204,520	59,499	0	145,021	70.9%	52.2%
AFRICA-INDIAN OCEAN DIVISION		2,739,696	452,697	469,316	1,817,683	66.3%	84.8%
SOUTH PACIFIC/CARIBBEAN DIV		4,250,058	999,655	1,882,476	1,367,927	32.2%	77.6%
INTERREGIONAL & COOPERATIVES A		2,407,210	591,398	874,004	941,808	39.1%	60.3%
OFFICE OF PRESIDENT		1,092,634	376,428	0	716,206	65.5%	51.4%
OFFICE OF VICE-PRESIDENT		610,363	165,684	23,300	421,379	69.0%	51.4%
CORPORATE RESERVE		561,028	0	0	561,028	N/A	N/A
** GOVERNMENT OF CANADA **		12,922,000	3,038,905	3,349,996	6,533,099	50.6%	70.0%
SOUTH PACIFIC/CARIBBEAN DIV		1,516,102	311,300	1,090,923	113,879	7.5%	77.0%
INTERREGIONAL & COOPERATIVES A		267,200	135,092	0	132,108	49.4%	100.0%
** SPONSORING AGENCIES **		1,783,302	446,392	1,090,923	245,987	13.8%	79.8%
TOTAL		14,705,302	3,485,297	4,440,919	6,779,086	46.1%	71.4%

(*) NOTE: Commitments had not been implemented in 1989.

FISCAL YEAR 1990/91

INTERNATIONAL CENTRE (FBMASTER)
FOR OCEAN DEVELOPMENT
FREE BALANCE-FINANCIAL MANAGEMENT SYSTEM

DATE 09/10/90

PAGE 1

FREE BALANCE REPORT - SUMMARY
OPERATIONS BY DIV BY COST CTR
FISCAL YEAR 1990/91

DESCRIPTION	BUDGET	CUM. EXPENSES	HARD COMMITMENT	NON-OBLIGATED FUNDS	SOFT COMMITMENTS	FREE BALANCE
FUND / DIVISION	A	B	C	D = A-B-C	E	F = D-E
SUSPENCE CLEARING	0	16,786	0	-16,786	0	-16,786
GENERAL ADMINISTRATION	714,703	280,790	100,900	333,013	0	333,013
FINANCE	714,703	297,576	100,900	316,227	0	316,227
SUSPENCE CLEARING	0	20,234	0	-20,234	0	-20,234
GENERAL ADMINISTRATION	341,788	75,734	0	266,054	0	266,054
HUMAN RESOURCES DEVELOPMENT	341,788	95,968	0	245,820	0	245,820
GENERAL ADMINISTRATION	204,520	59,499	0	145,021	0	145,021
LEGAL SERVICES	204,520	59,499	0	145,021	0	145,021
GENERAL ADMINISTRATION	731,699	290,088	0	441,611	0	441,611
PROGRAM DEVELOPMENT	336,920	25,848	4,710	306,362	0	306,362
OTHER PROJECTS	1,671,077	136,761	464,606	1,069,710	0	1,069,710
AFRICA-INDIAN OCEAN DIVISION	2,739,696	452,697	469,316	1,817,683	0	1,817,683
GENERAL ADMINISTRATION	839,384	324,175	0	515,209	0	515,209
PROGRAM DEVELOPMENT	200,000	39,256	29,833	130,911	0	130,911
FIJI OFFICE	90,000	39,612	0	50,388	0	50,388
PROGRAM EVALUATION	65,000	35,000	0	30,000	0	30,000
OTHER PROJECTS	3,055,674	561,612	1,852,643	641,419	0	641,419
SOUTH PACIFIC/CARIBBEAN DIV	4,250,058	999,655	1,882,476	1,367,927	0	1,367,927
GENERAL ADMINISTRATION	619,949	215,205	0	404,744	0	404,744
PROGRAM DEVELOPMENT	151,000	26,249	9,000	115,751	0	115,751
SCHOLARSHIP RELATED EXPENSES	6,172	2,712	850	2,610	0	2,610
OTHER PROJECTS	1,630,089	347,232	864,154	418,703	0	418,703
INTERREGIONAL & COOPERATIVES A	2,407,210	591,398	874,004	941,808	0	941,808
GENERAL ADMINISTRATION	350,229	151,993	0	198,236	0	198,236
POLICY AND PLANNING	291,693	78,014	0	213,679	0	213,679
COMMUNICATION & PUBLICATIONS	450,712	141,274	0	309,438	0	309,438
CORPORATE INITIATIVES	0	5,147	0	-5,147	0	-5,147
OFFICE OF PRESIDENT	1,092,634	376,428	0	716,206	0	716,206
SUSPENCE CLEARING	0	268	0	-268	0	-268

FISCAL YEAR 1990/91
PERIOD 6

INTERNATIONAL CENTRE (FBMASTER)
FOR OCEAN DEVELOPMENT
FREE BALANCE-FINANCIAL MANAGEMENT SYSTEM

DATE 09/10/90
PAGE 2

FREE BALANCE REPORT - SUMMARY
OPERATIONS BY DIV BY COST CTR
FISCAL YEAR 1990/91

DESCRIPTION	BUDGET	CUM. EXPENSES	HARD COMMITMENT	NON-OBLIGATED FUNDS	SOFT COMMITMENTS	FREE BALANCE
FUND / DIVISION	A	B	C	D = A-B-C	E	F = D-E
INFORMATION RESOURCE CENTRE	94,966	42,204	0	52,762	0	52,762
GENERAL ADMINISTRATION	163,354	69,313	0	94,041	0	94,041
OTTAWA OFFICE	73,252	26,664	0	46,588	0	46,588
PROGRAM EVALUATION	52,000	13,925	23,300	14,775	0	14,775
BUSINESS COOPERATION	101,791	12,910	0	88,881	0	88,881
CORPORATE INITIATIVES	125,000	400	0	124,600	0	124,600
OFFICE OF VICE-PRESIDENT	610,363	165,684	23,300	421,379	0	421,379
CORPORATE RESERVE	561,028	0	0	561,028	0	561,028
CORPORATE RESERVE	561,028	0	0	561,028	0	561,028
GOVERNMENT OF CANADA 1989	12,922,000	3,038,905	3,349,996	6,533,099	0	6,533,099
OTHER PROJECTS	1,516,102	311,300	1,090,923	113,879	0	113,879
SOUTH PACIFIC/CARIBBEAN DIV	1,516,102	311,300	1,090,923	113,879	0	113,879
OTHER PROJECTS	267,200	135,092	0	132,108	0	132,108
INTERREGIONAL & COOPERATIVES A	267,200	135,092	0	132,108	0	132,108
SPONSORING AGENCIES 1989	1,783,302	446,392	1,090,923	245,987	0	245,987
TOTAL	14,705,302	3,485,297	4,440,919	6,779,086	0	6,779,086

October 1990

Review of Banking Alternatives

Over the past year, discussions have taken place with 3 other banks to determine whether ICOD could obtain greater value for money in this respect.

The three banks contacted included the Canadian Imperial Bank of Commerce, The Bank of Credit and Commerce and the Bank of Montreal.

In general it has been found that banks offer services on a non-comparable basis. The customer may gain with one bank in terms of interest on account, but may have to maintain a certain minimum balance and pay more in service charges. The conclusion drawn is that Canadian banks offer comparable services with actual or implied costs which are roughly the same.

To date, ICOD has experienced good service with the Bank of Nova Scotia. The bank is knowledgeable of ICOD needs re foreign transfers and a periodic comparison of exchange rates used has disclosed that rates are very competitive. In addition, the payroll system, which is quite labour intensive to maintain inhouse, is inexpensive and very efficient.

In summary, ICOD management has concluded, at least in the short to medium term, that our interests are well addressed through present banking arrangements.

An attempt is now being made to establish relationships with the Banque of Paris in France and Barclays in London, England to facilitate transfers to recipients, particularly in francophone West Africa.

Comparison for the foreign accounts in Fiji have not been undertaken. There is only one other bank operational in Suva, the Bank of New Zealand. A comparison will be undertaken later this year.

- * see attached analysis of costs and revenues associated with current banking arrangements

COSTS & INTEREST REVENUE
ICOD BANK ACCOUNTS

	HALIFAX	OTTAWA	FIJI		
			OFFICE	ICOD PROJECTS	CIDA PROJECTS
Bank	Bank of Nova Scotia	Bank of Nova Scotia	Westpac *	Westpac *	Westpac *
Costs					
- Account Charges	\$80 per month	\$5/month + 0.72/cheque	0	0	0
- Staff Payroll	\$40 per pay	-	-	-	-
- Student Payroll	\$40 per pay	-	-	-	-
- Transaction Charges (i.e. Transfers)	0.15% **	-	-	0	0
Total Cost - 1989/90	\$6,593		0	0	0
Interest Revenue	Prime less 3% (currently 11.25%)	***	***	4 1/2-5%	4 1/2-5%
Interest Earned 1989/90	\$72,471	N/A	N/A	\$7,055	\$3,723

Footnotes:

- * No cost / low interest rate trade-off.
- ** Minimum of \$20,; Maximum of \$115
- *** Minimal balances maintained; not sufficient to generate interest revenue.

2. Sectoral Program Strategy

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

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

3. Training and Scholarships

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

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

B. SOUTH PACIFIC AND CARIBBEAN BASIN DIVISION (SPCB)

To be completed following presentation and discussion at the Board Meeting of November 1 and 2, 1990

#108

BD9010101
CONFIDENTIAL

October 16, 1990

DRAFT

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

CORPORATE PLAN
1991/92- 1995/96

OPERATING BUDGET
1991/92

CAPITAL BUDGET
1991/92

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Annex F - List of Programs and Projects Evaluated		

I EXECUTIVE SUMMARY

A. Narrative Summary

To be completed last

II. MANDATE

As stated in the Act establishing the Corporation (International Centre for Ocean Development Act, S.C. 1984-85 c.6), the mandate of ICOD is to "initiate, encourage and support cooperation between Canada and developing countries in the field of ocean resource development". The Act indicates that this general mandate is to be pursued by:

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

ICOD EXPENDITURE/BUDGET PROFILE (OCTOBER 15/90)

	89-90 ACTUALS	NOTES	90-91 BUDGET	91-92 BUDGET
CORPORATE SERVICES				
FINANCE	\$378,598	1	\$714,703	\$760,000
HUMAN RESOURCES DEVELOPMENT	\$473,213	1	\$341,788	\$350,000
LEGAL SERVICES	\$119,099		\$204,520	\$225,000
	\$970,910		\$1,261,011	\$1,335,000
PROGRAM DIVISIONS				
AFRICA-INDIAN OCEAN DIVISION	\$1,721,400		\$2,739,696	\$3,112,000
SOUTH PACIFIC/CARIBBEAN DIV	\$3,645,516		\$4,279,214	\$4,450,000
INTERREGIONAL & COOPERATIVES A	\$2,145,219		\$2,571,246	\$2,600,000
	\$7,512,135		\$9,590,156	\$10,162,000
OFFICE OF PRESIDENT				
GENERAL ADMINISTRATION	\$520,683	2	\$333,229	\$400,000
POLICY AND PLANNING	\$195,992		\$411,693	\$350,000
COMMUNICATION & PUBLICATIONS	\$303,458		\$445,712	\$440,000
	\$1,020,133		\$1,190,634	\$1,190,000
OFFICE OF VICE-PRESIDENT				
INFORMATION RESOURCE CENTRE	\$70,664	2	\$94,966	\$110,000
GENERAL ADMINISTRATION			\$163,354	\$172,000
OTTAWA OFFICE	\$57,681		\$78,616	\$81,000
PROGRAM EVALUATION			\$250,850	\$75,000
BUSINESS COOPERATION			\$155,413	\$125,000
CORPORATE INITIATIVES	\$42,994		\$137,000	\$150,000
	\$171,339		\$880,199	\$713,000
TOTAL ICODE	\$9,674,517		\$12,922,000	\$13,400,000

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

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

III. CORPORATE ORGANIZATION

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

1. Corporate Structure

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

The Board of Directors has the following membership:

CHAIRMAN: ELISABETH MANN BORGESE, Nova Scotia * +

DIRECTORS: ROY CHEESEMAN, Newfoundland *
 MARY JO DUNCAN, British Columbia
 GASTIEN GODIN, New Brunswick +
 VAUGHAN LEWIS, St. Lucia
 ROBERT MAGUIRE, Quebec *
 ELLEN MCLEAN, Nova Scotia +
 MOISE MENSAH, Italy (Benin)
 PHILIP MULLER, Solomon Islands
 SHARON PROCTOR, British Columbia +
 NICOLE SENÉCAL, Ontario (CIDA)
 DANIELLE DE ST. JORRE, Seychelles
 JOHN H. VANDERMEULEN, VICE-CHAIRMAN, Nova Scotia *
 GARY VERNON, PRESIDENT, Nova Scotia * +

* Member of the Executive Committee

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

The Officers of the Corporation are as follows:

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

2. OPERATIONAL STRUCTURE

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

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

At the present time, ICOD maintains three offices in Canada and overseas. The Principal Office of the Centre is located at Suite 900, 5670 Spring Garden Road, Halifax, Nova Scotia, B3J 1H6. The Ottawa Bureau is at 255 Argyle Avenue, 1st Floor, Ottawa, Ontario, K2P 1B8. ICOD maintains a South Pacific Regional Office within the Canadian Cooperation Office, 14 McGregor Street, Suva, Fiji.

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

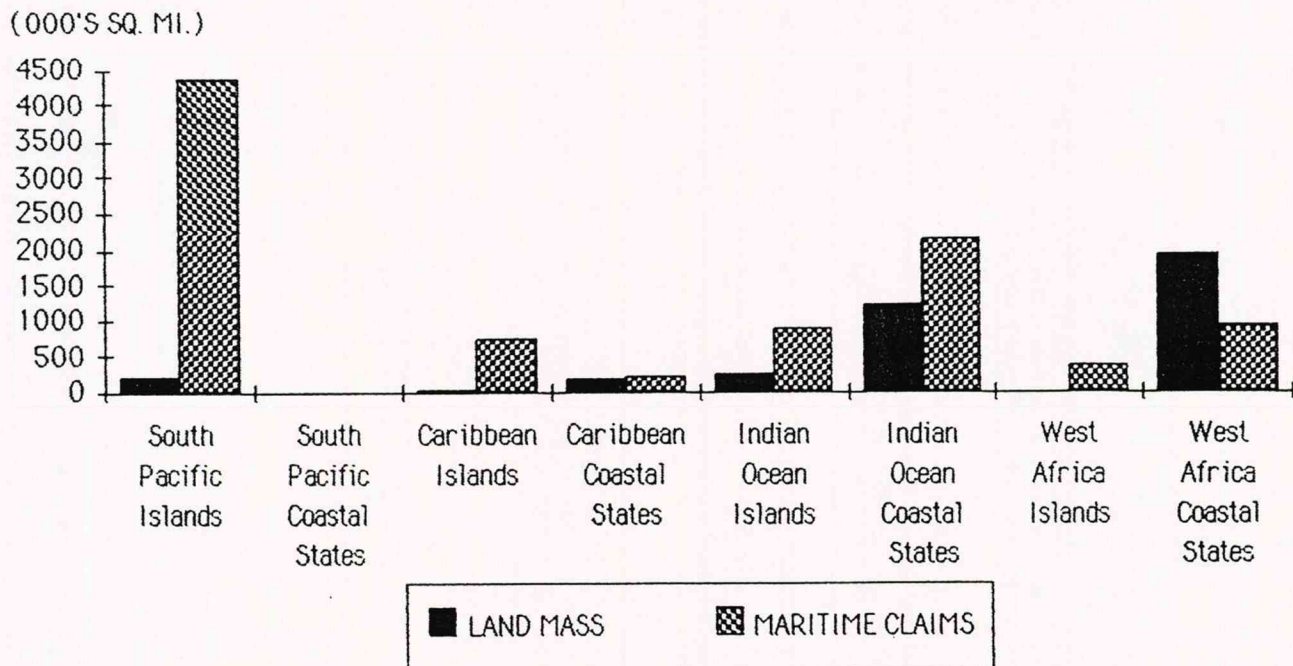
IV. OPERATIONAL ENVIRONMENT AND CORPORATE ASSESSMENT

A. International Context

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

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

MARITIME CLAIMS COMPARED TO LAND MASS



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

B. Canadian Considerations

ICOD was created as the Canadian response to these new requirements of Third World countries to effectively manage and develop their ocean resources pursuant to the adoption of the United Nations Convention on the Law of the Sea. It was the government of Canada's desire that ICOD offer specialized assistance to developing countries in ocean management and development, as an effective way of meeting the needs and seizing the opportunities arising from the Conference. Canada is the only country thus far to establish such an agency. This policy initiative is especially practical as Canada possesses a recognized capacity, both technological and managerial, in the ocean resources field. Furthermore, Canadian aid in ocean matters is widely sought by developing countries as Canada is viewed as having few, if any, "distant water" interests in exploiting the economic zones of other nations.

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

Based on its objectives and experience over the past six years, ICOD has refined its sectoral priorities into seven Sectoral program Themes*.

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

*(Not listed in order of priority)

LESSONS LEARNED

- need for an accurate assessment of the absorptive capacity of the recipient prior to commitment to a program;
- greater input and involvement from the recipients and potential beneficiaries at the project/program design stage, in the definition of objectives and milestones. This should increase recipient commitment and promote a clear understanding of the intent of the program and placement of the project within the larger context;
- more interaction with recipient agencies or governments responsible for all sectors of ocean development to promote first, the understanding of the interrelationship of thematic areas; second, assess the recipient interest in development in new areas (identify regional priorities) and finally to encourage development in new ocean themes through the initial support to small-scale projects;
- recognition of the preference and potential greater success of in-region training linked to ongoing projects and programs to address cultural concerns and achieve a higher probability of absorption and retention of trained personnel in the region;
- careful identification of mechanisms for collection and dissemination of information within the region to ensure maximum use and benefits from the exercise;
- initiate new themes through small scale projects;
- further support to regional initiatives appears justified.

NEW INITIATIVES

Policy Issues



bilateral assistance increase
recipient involvement in program development
regional organization co-operation
joint donor evaluation
enhancement of ICOD profile

Slippages

French Polynesia/New Caledonia

Securing Other Donor Funding

Short Term Assignments

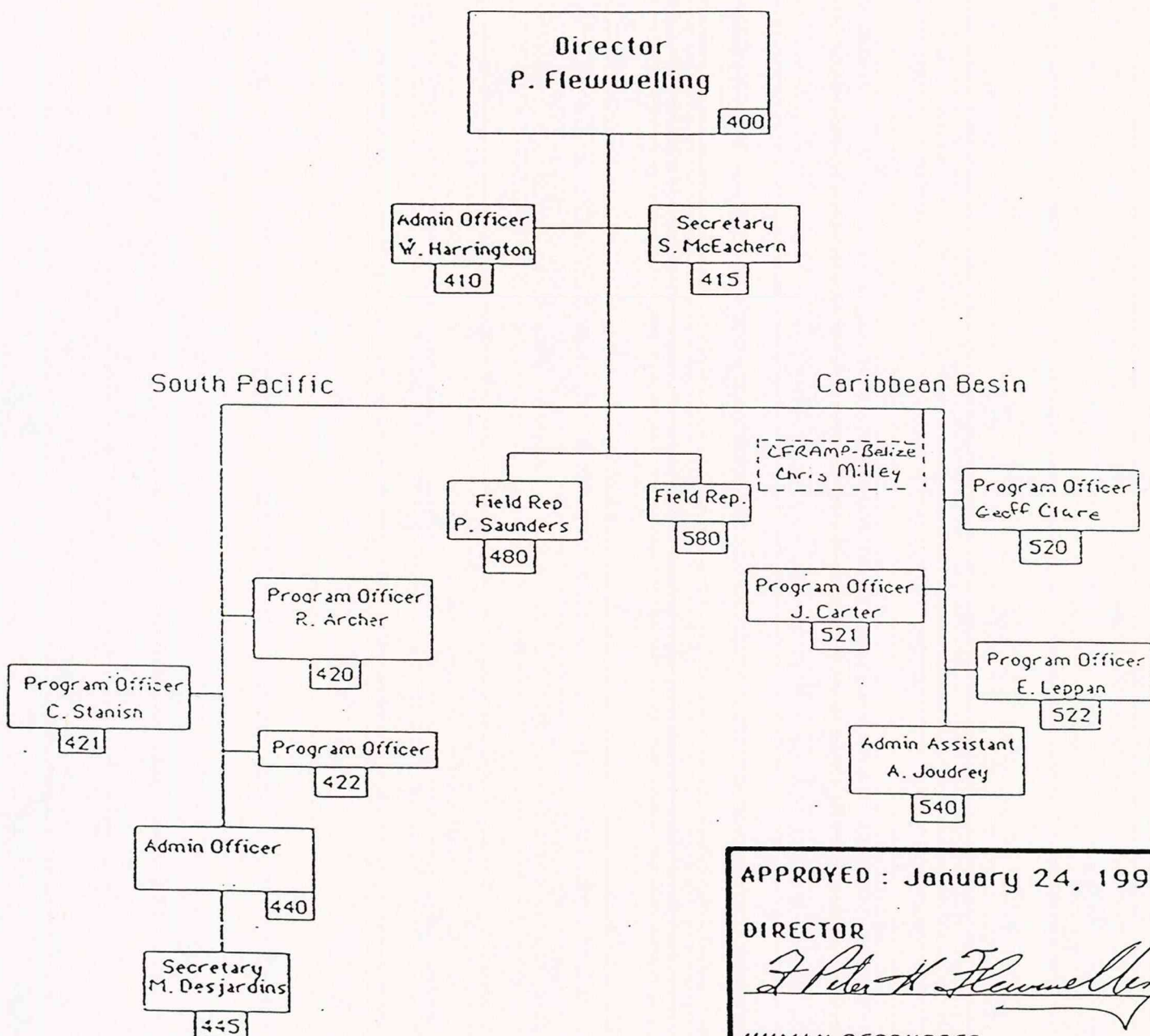
SUSTAINABILITY

ENVIRONMENT

SOCIAL IMPACT



SOUTH PACIFIC / CARIBBEAN BASIN DIVISION



APPROVED : January 24, 1990

DIRECTOR

Peter H. Flewwelling

HUMAN RESOURCES
DIRECTOR

VICE-PRESIDENT

LEGEND

.00 - 499 SOUTH PACIFIC
500 - 599 CARIBBEAN BASIN

PROGRAM OFFICER RESPONSIBILITIES by AGENCY

SOUTH PACIFIC

Phillip Saunders (CCO, Fiji)	SOPAC Forum Sec.
Ronald Archer	SPC Fisheries; Women's Bureau SPREP PIMRIS
Carol Stanish	FFA USP

CARIBBEAN BASIN

John Carter	CFRAMP CEHI CCA	Jamaica Belize
Edward (Wardie) Leppan	OECS UWI	Barbados Dominican Republic
Geoffrey Clare		Central America Trinidad & Tobago Guyana
Christopher Milley (New Office in Belize)	CFRAMP	On secondment from ICOD.

Note: Generally Officer's are responsible for bilateral initiatives in the countries they work through regional agencies. However, on occasion, assignments are on a case-by-case basis.

SOUTH PACIFIC AND CARIBBEAN BASIN DIVISION

Budget 1991/92

Administration

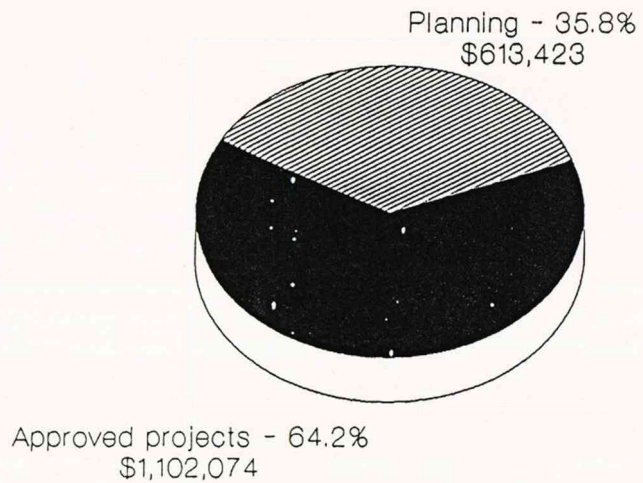
General Administration	\$ 909,080
Program Development	132,000
FIJI Office (CCO)	99,013
Evaluation	<u>50,000</u>
	\$1,190,093

Projects

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

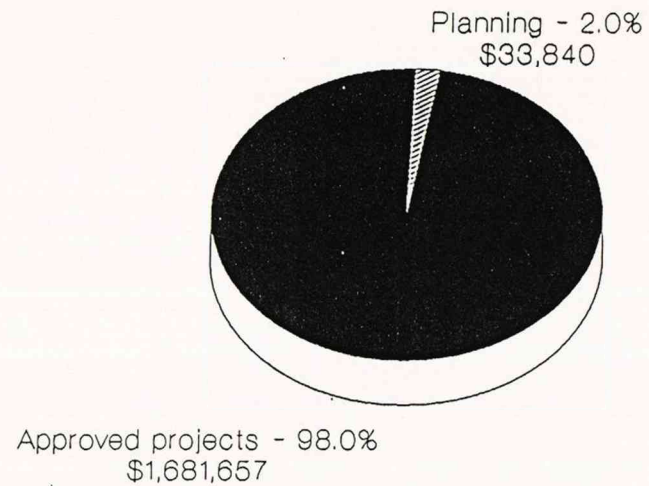
SOUTH PACIFIC & CARIBBEAN BASIN DIVISION

Project Budgets 1991/92



South Pacific

\$ 1,715,497



Caribbean Basin

\$ 1,715,497

CARIBBEAN BASIN

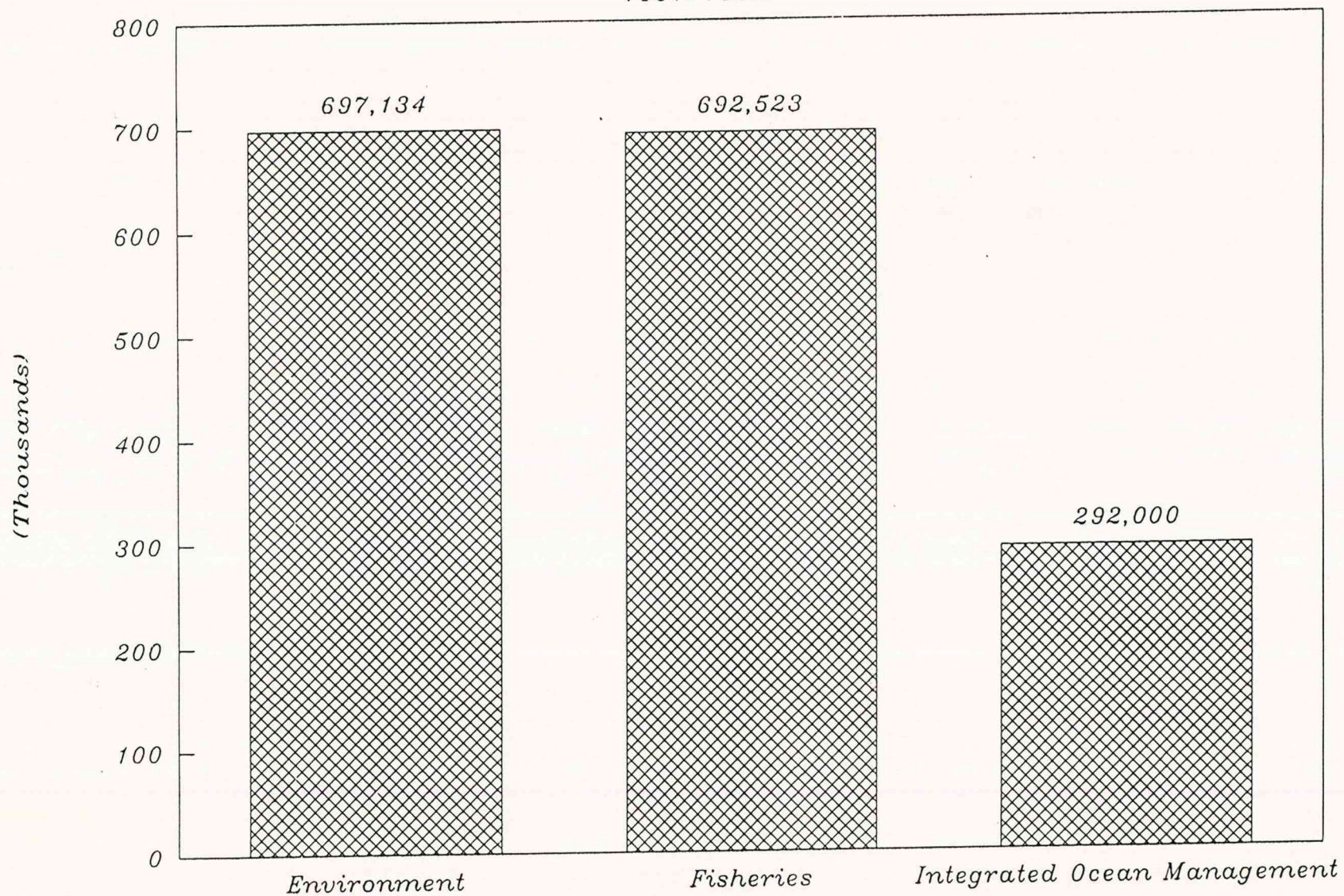
FUTURE PLANNING

(As funds become available)

- CERMES Phase 2
- OECS Fisheries Unit support
 - The impact of declining ICOD support of the OECS Fisheries Unit in the future and the possibility of assisting the Unit with a package for other donor funding will be assessed.
- Central America
- Program Development - Mariculture
 - Assessment of environment training needs for future ICOD support.
- New initiatives in other program themes
 - Role of OECS in ocean development (i.e. coastal development ports and transportation).
- Geographic expansion
 - Guatemala
 - Honduras
 - Suriname

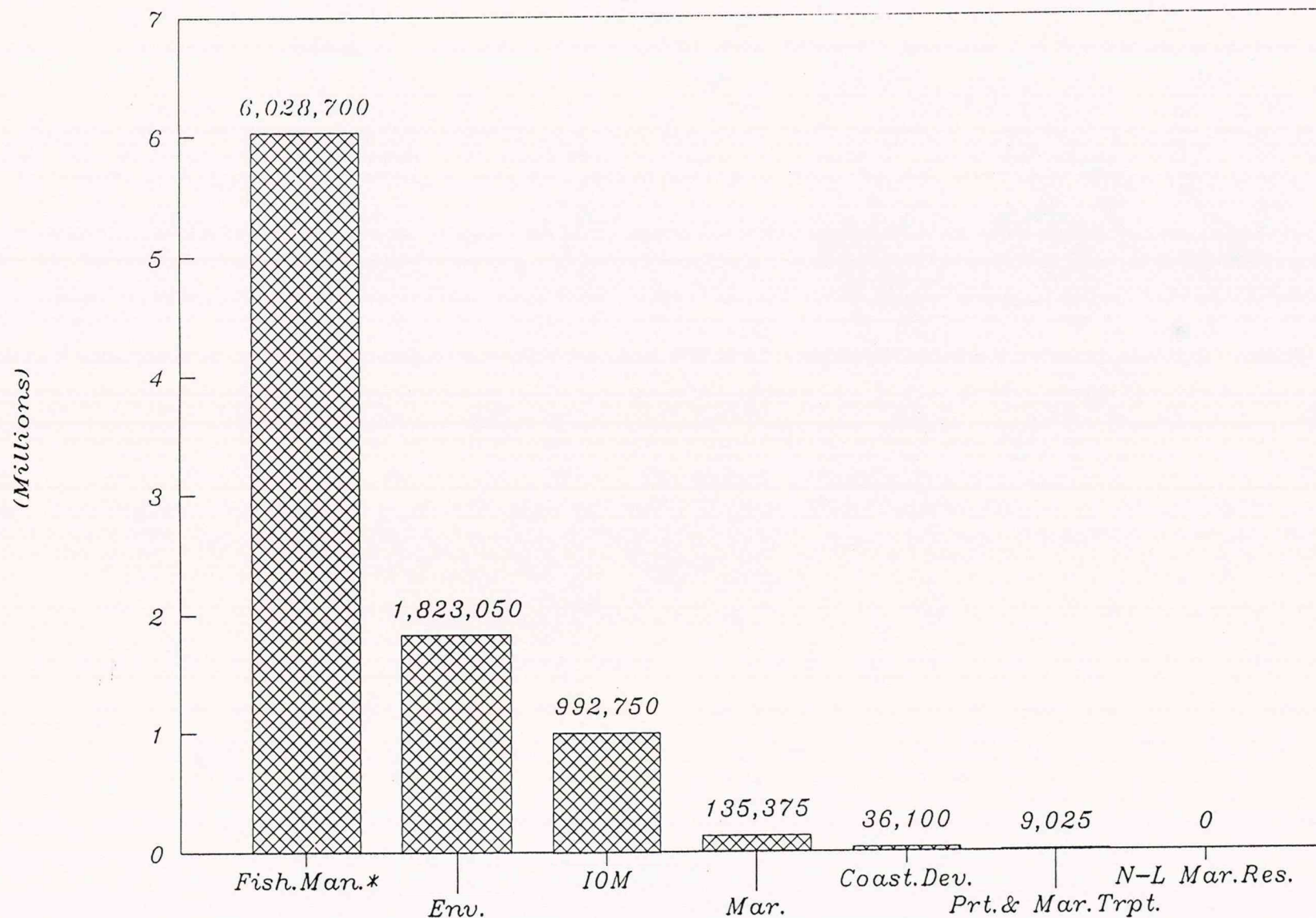
CARIBBEAN BASIN SECTORAL COMMITMENTS

1991/1992



CARIBBEAN BASIN SECTORAL COMMITMENTS

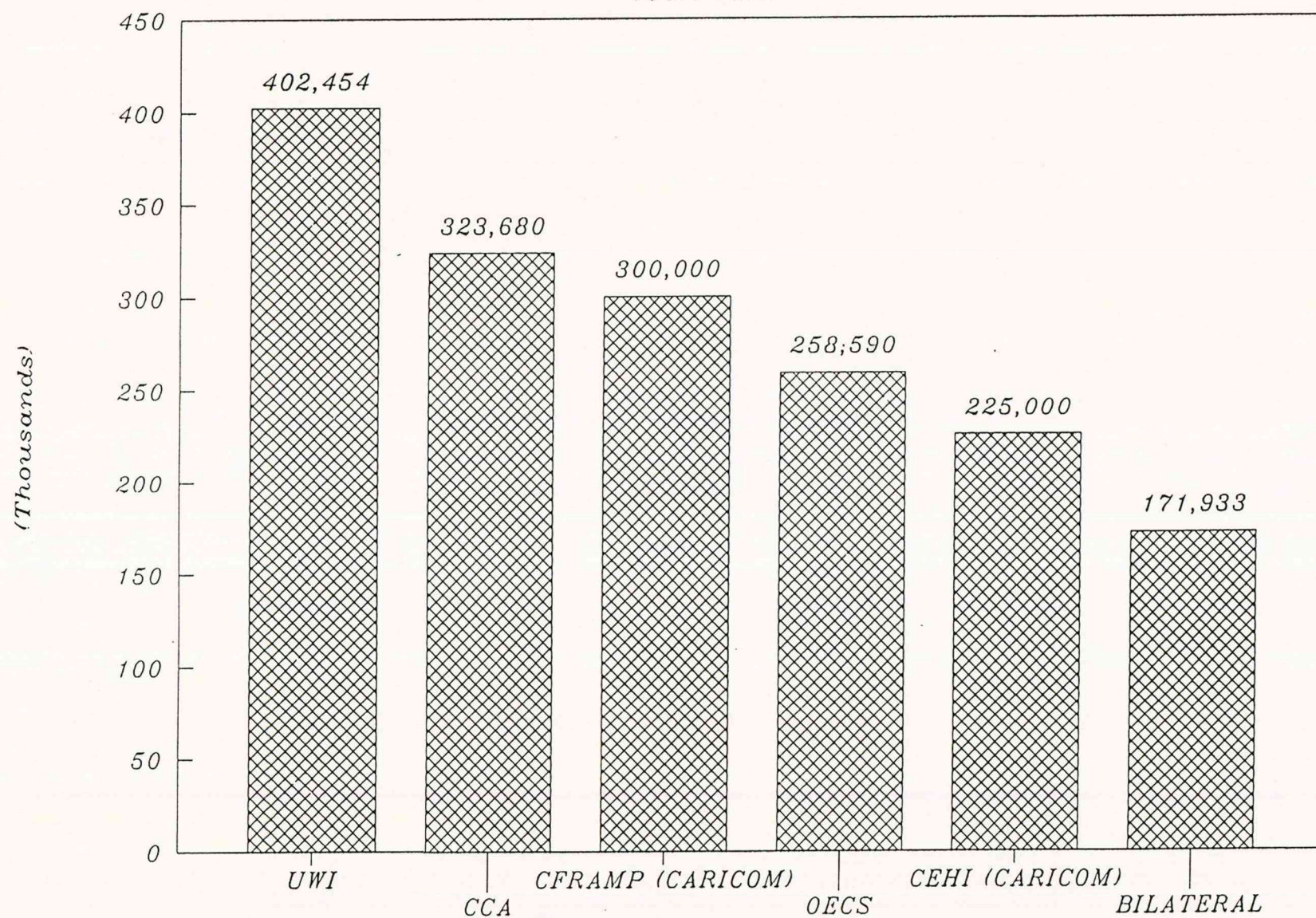
1985 to Present



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

CB REGIONAL & BILATERAL COMMITMENTS

1991/1992



CARIBBEAN BASIN

SPECIAL CONSIDERATIONS

- Lack of economic diversity.
(i.e. bananas in 1992).
- Short term tourist revenue pressures versus longer term environmental stability.
- Need for longer term planning.
- Other donor agency activity in competition with sustainable development.
(i.e. vessels for fully exploited artisanal fishery).
- Central America - go slow development policy.
(i.e. small projects - related to successful Caribbean Basin themes).
- Priority to social impact analysis, gender related issues and environment.

CARIBBEAN PROGRAM 1991/92

FOCUS

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

These are:

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

**CARIBBEAN BASIN
REGIONAL ORGANIZATIONS**

Caribbean Community and Common Market (CARICOM)

Caribbean Environmental Health Institute (CEHI)

Organization of Eastern Caribbean States (OECS)

UNEP Regional Coordination Unit (RCU)

University of the West Indies (UWI)

OLDEPESCA

Economic Commission for Latin America and the Caribbean (ECLAC)

Caribbean Conservation Association (CCA)

CARIBBEAN BASIN REGIONAL OVERVIEW

TARGET COUNTRIES

CENTRAL AMERICA

Costa Rica and Nicaragua

COMMONWEALTH COUNTRIES (INDEPENDENT)

Guyana	Grenada	Antigua and Barbuda
Belize	Jamaica	St-Kitts and Nevis
Dominican Republic	St-Lucia	Barbados
St. Vincent and the Grenadines		Dominica

Population: 23 million

Landmass: 0.5 million square kilometres

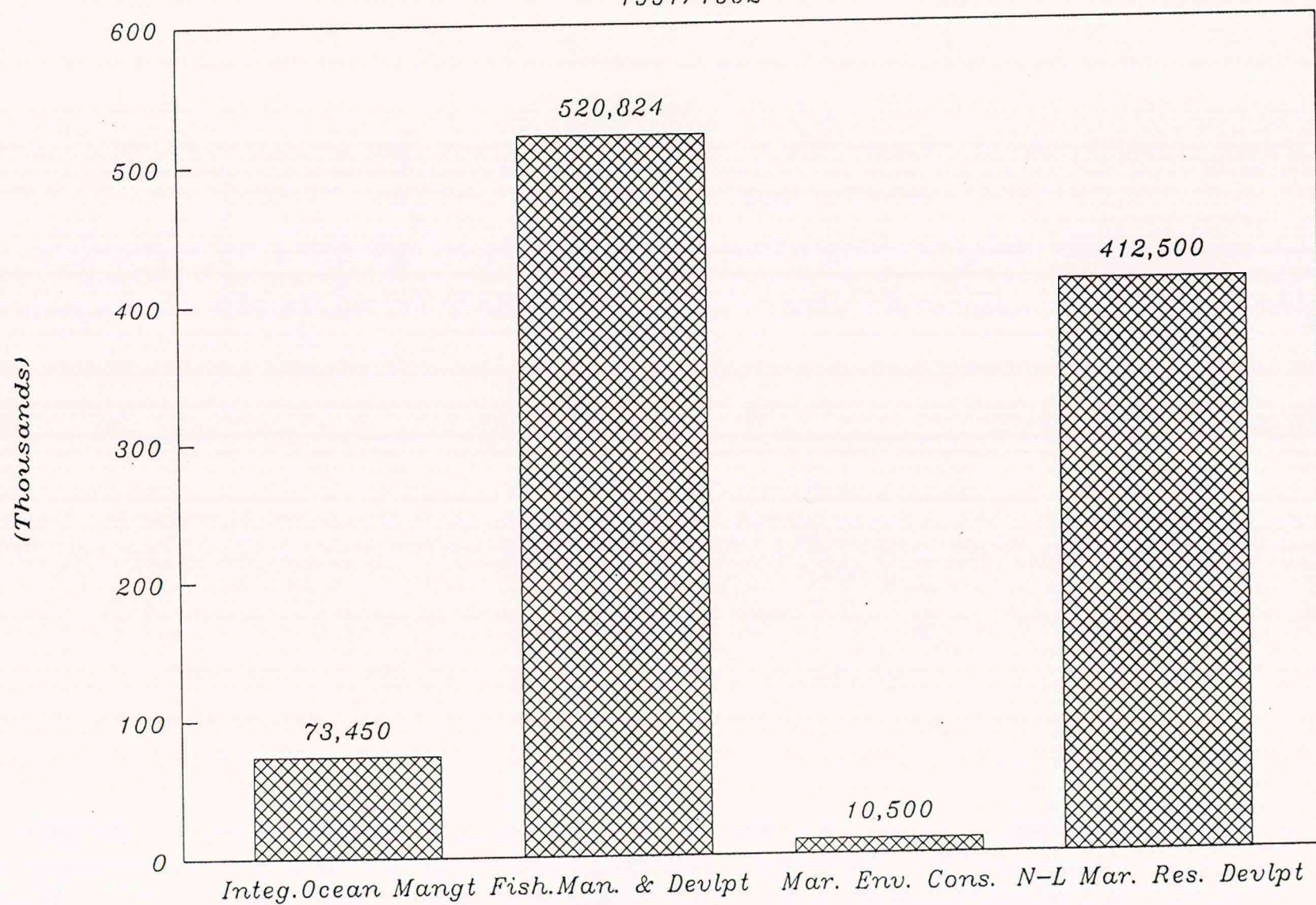
Ocean Area: 2.5 million square kilometres

Economics: Agriculture
Tourism

* Ocean Development is a poor cousin with respect to these industries, but the ripple of awareness is growing.

SOUTH PACIFIC SECTORAL COMMITMENTS

1991/1992



SOUTH PACIFIC

FUTURE PLANNING

- Establish balance between responsive and pro-active;
- Project monitoring and evaluation;
- CIDA mid-term evaluation;
- Fisheries human resource training needs;
- Bilateral potential
 - Tonga
 - Western Samoa
 - Tuvalu
- As funds become available
 - analysis secondary thematic focus
 - √ i.e. fisheries
 - food security
 - human resource development
 - USP 5 year plan analysis
 - HRD/training needs
 - non-living marine resources
 - marine environment
 - coastal development
 - ports and transportation
 - mariculture
 - enhancement of inter-thematic linkages
 - √ i.e. coastal development and environment
 - Women's Bureau
 - Other Donor Funding

SOUTH PACIFIC

BILATERAL and REGIONAL COMMITMENTS 1991/92

- Regional commitments are \$1,017,274.
- Bilateral commitments are \$84,800.

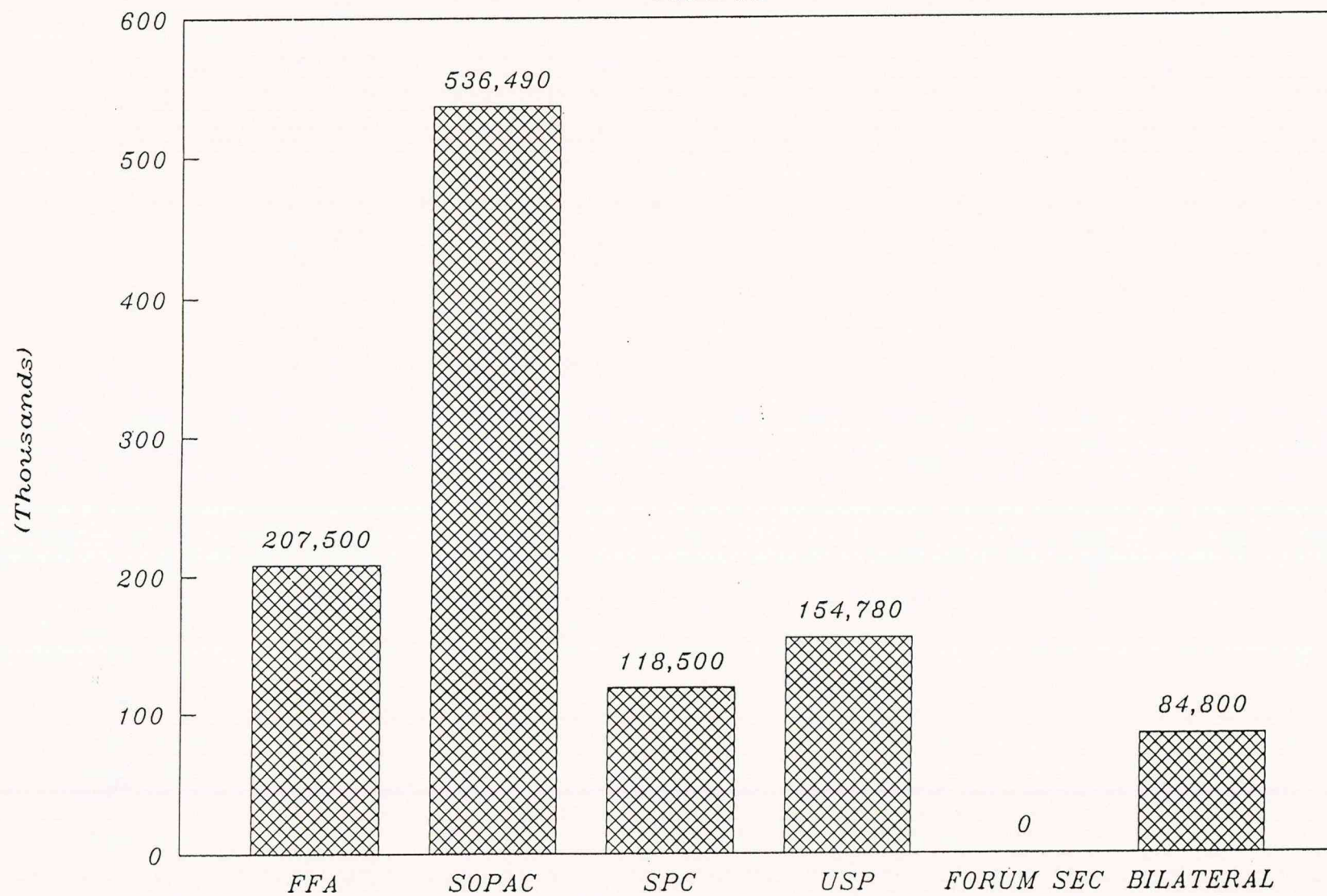
NOTE

It is clear from the limited experience thus far, that bilateral projects by their very nature:

- are more difficult and slower to develop;
- require more intensive monitoring;
- require more than one funding phase (i.e. longer term funding);
- are more taxing on the administrative load of the Division and the Centre;
- are higher risk projects.

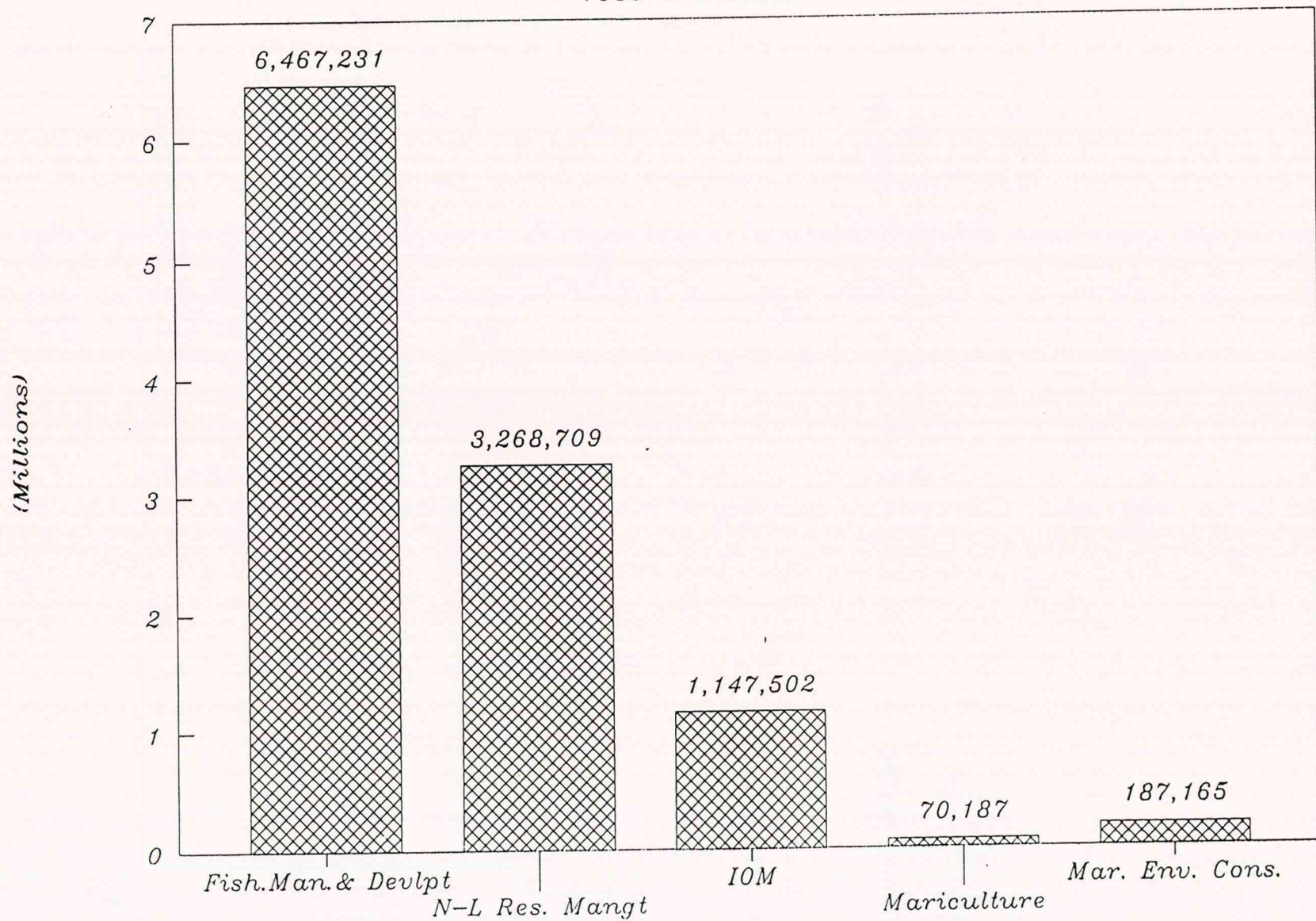
SP REGIONAL & BILATERAL COMMITMENTS

1991/92



SOUTH PACIFIC SECTORAL COMMITMENTS

1985 to Present



SOUTH PACIFIC SPECIAL CONSIDERATIONS

- Role of regional agencies;
- ICOD focus since 1985 on regional agencies;
- ICOD's role as lead Canadian donor;
- Other issues
 - long term support
 - social impact
 - self funding
 - sustainability/environment

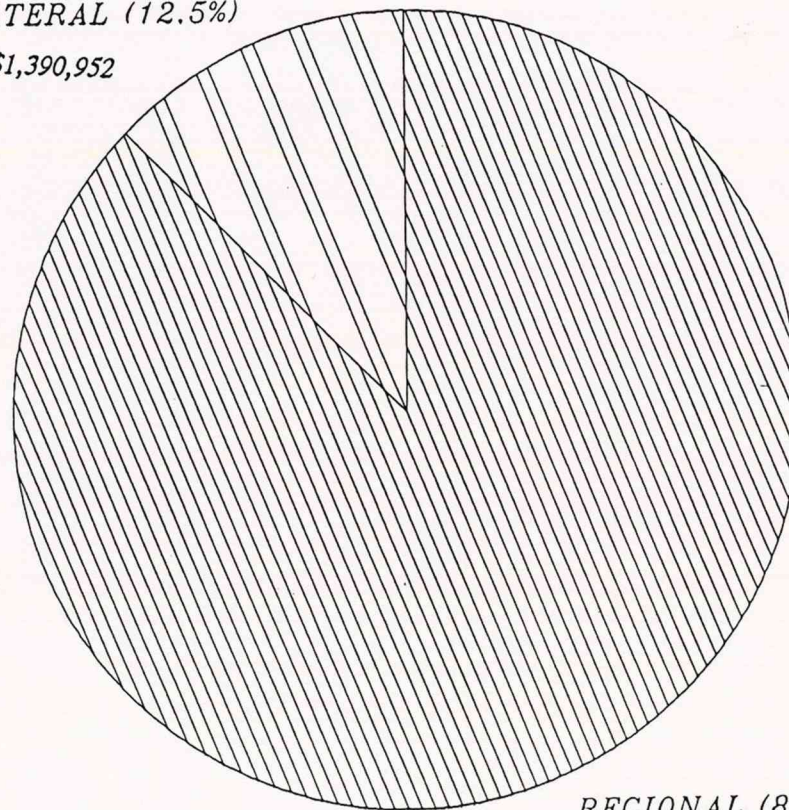
- *Sustainability, social impact and environmentally sound development will remain pillars of ICOD efforts in the region.*

SP REGIONAL & BILATERAL COMMITMENTS

(ICOD) 1985 to Present

BILATERAL (12.5%)

\$1,390,952

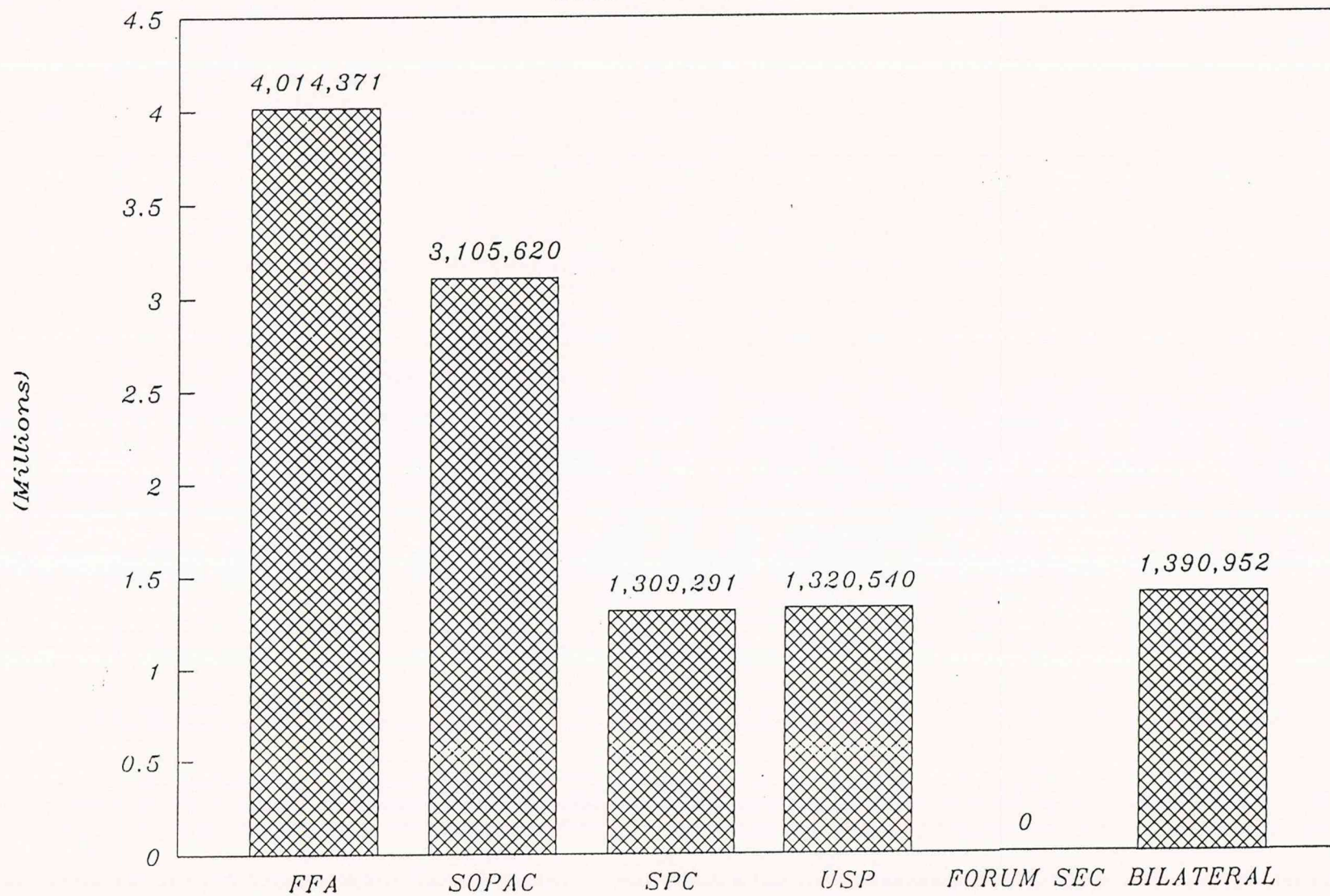


REGIONAL (87.5%)

\$9,749,822

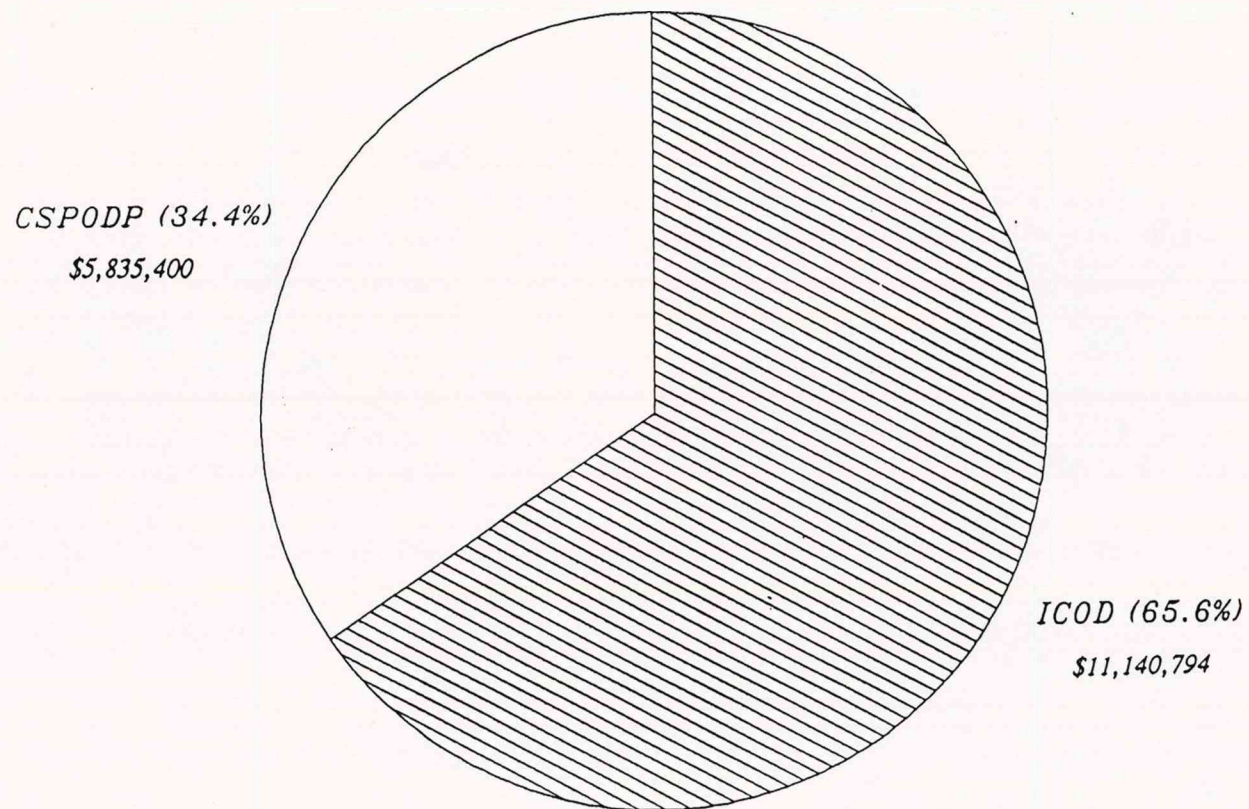
SP REGIONAL & BILATERAL COMMITMENTS

(ICOD) 1985 to Present



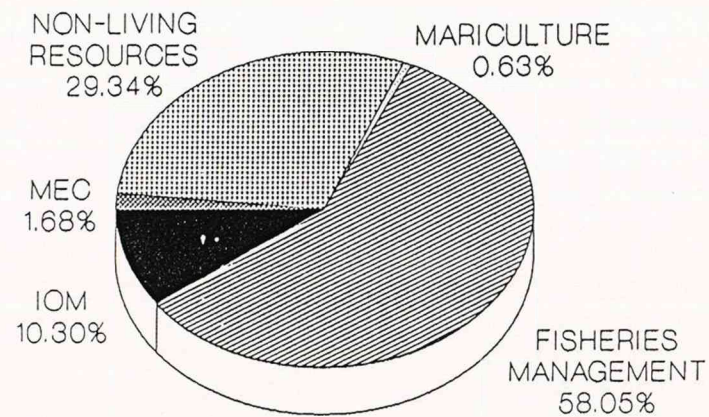
SOUTH PACIFIC COMMITTED FUNDS

1985 to present

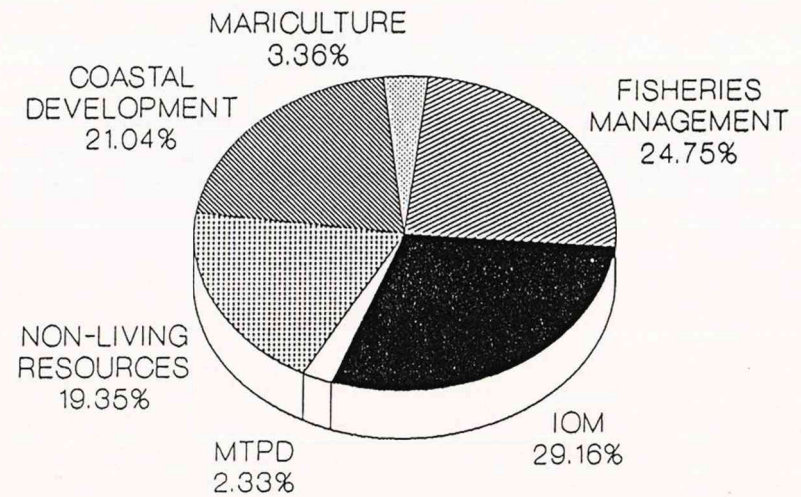


SECTORAL COMMITMENT

ICOD



CSPODP



SOUTH PACIFIC REGIONAL OVERVIEW

TARGET COUNTRIES

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

Population 4.3 millions.

Landmass 204,000 square miles.

EEZ 6 million square nautical miles (4 times Canada).

REGIONAL ORGANIZATIONS

Forum Fisheries Agency (FFA)

South Pacific Commission (SPC)	}	Women's Bureau Fisheries Unit South Pacific Regional Environmental Program
--------------------------------	---	----------------------------------------------------------------------------------

Forum Secretariat

South Pacific Applied Geoscience Commission (SOPAC)

University of South Pacific (USP)

QUESTIONS TO BE ANSWERED

1. WHERE DO WE WORK?
2. WHAT HAVE WE DONE?
3. WHAT DO WE INTEND TO DO?

**Presentation to
ICOD'S BOARD OF DIRECTORS**

**South Pacific and Caribbean Basin Division
Resumé
1991/92**



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

M E M O R A N D U M

TO: Garry Comber
Vice President

FILE# 5001

FROM: Peter Flewwelling
Director, SPCB

A handwritten signature in dark ink, appearing to be 'P. Flewwelling', written over the printed name.

DATE: 31 October 1990

RE: **ICOD Presentation**

Attached please find the SPCB presentation. I have not been able to discuss it with other Directors due to other work pressures.

Attachment

cc: G. Vernon
F. Gilbert
C. Amaratunga

- (e) In both the South Pacific and Caribbean Basin, and commensurate with the availability of funding, efforts will be made to develop bilateral projects to supplement and reinforce the extensive regional programs already in place. Such bilateral projects will concentrate on strengthening national capacities for the management of ocean resources and increasing access to the economic returns from ocean activities for all socio-economic groups. Special emphasis will be placed on women's groups.
- (f) In both the South Pacific and the Caribbean Basin, ICOD will continue to be heavily involved in the implementation of joint CIDA/ICOD programs in fisheries.
- (g) In both the Indian Ocean and West Africa, ICOD will continue to have as a priority objective, the development of regional organizations for fisheries management. The focus in the Indian Ocean will be on a tuna management agency comprised of all developing states in the region. The role of IOMAC as a coordinating agency for ocean matters in the region will continue to be assessed and supported as appropriate. In West Africa, possible regional initiatives arising from the Conference of Fisheries Ministers of the Atlantic Coast of Africa will be considered for support. Wherever appropriate ICOD will participate as a partner with other donor agencies such as the World Bank, Nordic Countries or FAO.
- (h) Concurrent with its regional thrusts, ICOD will continue with its "grass-roots" approach to development in some countries of West Africa utilizing NGO's where feasible and giving preference to projects offering the most direct impact on end users; special emphasis will be given to projects which can "anticipate" and prevent future problems through implementation of appropriate mechanisms;
- (i) In Southern Africa, a pilot project will be pursued in Namibia to assist in the management of ocean resources; the project will be closely coordinated with other donors such as the Commonwealth Fund and Scandinavian Agencies and will be carried out in the context of overall SADCC objectives for the area;
- (j) In the Indian Ocean area, increasing attention will be given to the larger countries of East Africa such as Kenya, Tanzania and Mozambique as well as Madagascar. Although project activities will be maintained in the smaller island states of the Southwest Indian Ocean, their relative importance to ICOD programming should diminish.

begin should be explained

- (e) Where possible, the Centre will promote and facilitate transfers of technology, information and expertise on a "South-South" basis, so that existing capacities in one part of the developing world are made more accessible to other regions;
- (f) ICOD will make efforts to increase the funding base for projects in its areas of interest by preparing submissions for funding to Banks or other Donor Agencies in partnership with developing countries.
- (g) ICOD will expand its participation in the development of national and international policy on oceans matters, particularly insofar as such policy relates to the importance of the ocean sector on developmental issues.
- (h) Development of strategic plans for all seven Sectoral Program Themes will continue in 1991-92. Policy and strategic assessments will be undertaken of Mariculture and in Marine Transportation and Ports Management;

1. Geographical Program Strategy

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

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

VI. OPERATIONAL PLANS

A. Corporate Program Strategy

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

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

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

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

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

3. Human Resource Development

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

4. Canadian Content

When acting on behalf of the Government of Canada and other donors, ICOD uses Canadian expertise to the greatest extent possible in planning, implementing, and evaluating programs and projects. ICOD also assists Canadian businesses to demonstrate relevant technology in ocean development to interested developing countries and, where possible, involves the Canadian private sector in technology transfer and training.

5. South-South Transfers

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

6. Promoting Ocean Development

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

7. Inter-agency Cooperation

ICOD maintains continuing coordination of its programs with Canadian and other donor agencies to avoid duplication and to establish mutually supportive complementary programs.

Where possible, ICOD facilitates collaboration between developing countries and regions and major donors. This may involve ICOD as an implementing agency, a partner involved in joint funding, or a facilitator linking donors and aid recipients.

8. Project Criteria

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

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

V. Philosophy and Operating Strategies or Principals of ICOD

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

Pursuit of this goal is based on the following considerations:

- (1) Oceans are common resources; hence, while coastal zone activities may be managed on a national basis, regional and global cooperation are necessary for sound ocean management;
- (2) The potential economic returns from ocean activities cannot be realized without due respect for the protection of the ocean environment and conservation of the living resources of the sea;
- (3) Ocean management must incorporate scientific, social and economic considerations;
- (4) Effective management of ocean resources must hinge on the development of appropriately trained personnel committed to a program of environmentally sound, sustainable and socially relevant technology.

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

1. Geographical Focus

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

2. Scope of Programs and Projects

ICOD's mandate covers all aspects of ocean resource development and management and, where possible, its programs build on specific areas of sectoral expertise in Canada. The mandate has been expressed in seven broad themes under which the Centre's projects are grouped: integrated ocean management and development; fisheries management and development; mariculture; coastal development and management; non-living resource management and development; marine transportation and ports management; and marine environmental conservation.

redundant

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

E. Communications, Policy and Planning, and Information Resource Program

1. INTRODUCTION

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

- i) Communications - ICOD's communications outputs consist of: a) reporting on ICOD's work; b) providing information about oceans and ocean development; c) accounting for ICOD's use of public funds and; d) directly supporting ICOD's programs.

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

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

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

(c) Publication of a new education primer series on ocean development aimed at decision makers in ocean affairs will be undertaken. The feasibility of initiating a series of ocean development maps will also be undertaken.

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

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

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

*Info. and policy research is all geared to ICOD promotion,
not to needs of developing countries*

- Development of effective communication plans in collaboration with CIDA to report on achievements in the Canada-South Pacific Ocean Development Project and the CIDA-CARICOM-ICOD Fishery Resources Assessment and Management Program;
- Organization of ICOD's second Forum on Ocean Development (with Policy and Planning);
- Fulfilment of ongoing publication commitments (e.g., 1990/91 Annual Report, three newsletter issues, ICOD Information Kits, two issues of the "Project Summaries by Region", marketing of the second edition of the World Fisheries Map, etc.)
- Fulfilment of ongoing public-affairs commitments (e.g., about 20 media relations initiatives per year to report ICOD's newsworthy achievements, writing and placing of up to 10 feature and newsletter articles, and related briefings and other activities);
- Publication of the first issue of an educational primer series on ocean development that may include a series of maps and/or posters highlighting ocean development issues;*
- Publication of a new series of dialogues or briefings on ICOD and ocean development aimed at decision makers and senior people involved in ocean affairs within Canada.*

ii. Policy and Planning

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

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

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

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

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

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

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

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

(f) ICOD's Business Cooperation Program will be fully operative in 1991-92.

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

Other activities to be undertaken in 1991-92 include:

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

iii) Information Resource

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

Key outputs in 1991/92 include:-

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

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

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

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

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

This consists of:-

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

Operating Budget

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

F. Executive Offices and Corporate Services

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

1. Executive Offices

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

2. Finance and Administration

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

The management framework is now in place to achieve the above. Certain specific targets have been set for 1991-92.

(a) During the next fiscal year, ICOD will implement a computer policy which will address hardware, software, training, maintenance and system development;

(b) Work will be undertaken to develop the components of an ICOD management information system.

3. Human Resources

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

(a) During 1991-92 the existing roster of candidates interested in consultancies, project assignments or full time employment with ICOD will be expanded and updated.

(b) Implementation will begin on a training and development policy for ICOD staff.

4. Legal Services

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

(a) 1991-92 will see continued standardization and streamlining to provide an optimum division of labour between end users and the Legal Services Division.

(b) During 1991-92, ICOD will negotiate Umbrella Memoranda of Agreement with major recipient countries and organizations in order to minimize documentation required for individual project agreements.

VII PERFORMANCE INDICATORS AND PROGRAM EFFECTIVENESS

A. Overview

1. Approach

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

B. Evaluation Activities

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

1. 1991-90 Corporate Plan Undertakings

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

Corporate Evaluations

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

Communications Program Evaluations

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

South Pacific/Caribbean Basin Program Evaluations

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

West Africa/Indian Ocean Program Evaluations

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

IRCAD Program Evaluations

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

2. Present Status of 90/91 Undertakings

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

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

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

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

Evaluation Tools

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

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

Evaluation Initiatives

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

3. 91/92 Evaluation Plan

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

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

Ongoing Evaluative Activities

- | | |
|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Regional Lessons Learned - | Lessons Learned exercises will be carried out to review each of the regions and IRCAD. |
| Performance Measurement - | Two Corporate Performance Reports will be generated, assessing corporate performance in contributing to corporate goals and objectives and measuring ICOD's contribution Canada's ODA objectives. |

Corporate Evaluations 1991/92

Women in Development

West Africa/Indian Ocean Program Evaluations

Seychelles Program Evaluation	Fisheries Morocco
Coral Sand/Removal - Mauritius	Artemia Salina-Mauritius
Lagoon Health - Mauritius	

IRCAD Program Evaluations

Short-term Attachments

South Pacific/Caribbean Basin Program Evaluations

PIMRIS	FFA - Fisheries
CSPD	

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

B. Internal Audit Activities

1. Activities During 1990-91

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

These included:

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

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

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

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

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

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

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

In addition, a contract was executed with a private audit firm to complete the follow-up audit re: the 1989-90 OECS audit. This follow-up activity was in a manner to enable integration with the undertaking of the South Pacific/Caribbean Basin divisional audit.

2. Plans for 1991-92 to 1993-94

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

The plan by fiscal year is as follows:

1991-92

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

1992-93

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

1993-94

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

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

3. Special Examination

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

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

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

VIII. CAPITAL BUDGET

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

Annex A

Sectoral Program Themes

Definitions

1. Integrated Ocean Management and Development

Includes:

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

2. Fisheries Management and Development

Includes all aspects of fisheries:

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

3. Mariculture

Includes:

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

4. Coastal Development and Management

Includes:

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

5. Non-Living Resource Management and Development

Includes:

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

6. Marine Transportation and Ports Management

Includes:

- Marine transportation infrastructure, shipping policies and the design and construction of transport vessels (including fishing vessels).

7. Marine Environmental Conservation

Includes:

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

Annex B

STRATEGIC PLANNING THEMES

Program Themes

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

Operational Themes (Activities)

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

Target Groups*

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

local

decision makers

Civil servants in all ocean-related

ministries, departments

*(oil, energy, environment, tourism, science technology
shipping, port and harbour, Development Planning
etc.)*

* Indicative list only.

Annex C

LIST OF ICOD RECIPIENT COUNTRIES

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

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

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

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

1. South Pacific

A. Target Countries

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

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

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

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

B. Non-recipients

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

South East Asian States

2. Caribbean

A. 1) Target Countries

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

2) Secondary Focus

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

B. Non-recipients

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

3. South and West Indian Ocean

A. 1) Target Countries

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

2) Secondary Focus

- Yemen

B. Non-recipients

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

4. West Africa

A. 1) Target Countries

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

2) Secondary Focus

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

B. Non-recipients

- Angola, South Africa, Zaire

* Subject to Board Approval

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

Annex D
ICOD CORPORATE FINANCIAL TABLES AND CHARTS

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

	West Africa/ Indian Ocean	South Pacific/ Caribbean Basin	Interregional Cooperation Activities Division	PROGRAM DIVISION TOTAL
Program Administration				
Travel				
Program Development				
Fiji Office				
Program Evaluation				
Projects				
Program Divisions Total				

Program Summary

Program Division
Corporate Programs

Total Programs

Budget Summary

Programs
Administration

Total Budget

Annex D

ICOD CORPORATE FINANCIAL TABLES AND CHARTS
(\$,000's)

Summary of Actual and Planned Sectoral Focus

<u>SECTOR</u>	<u>1991/92</u>	<u>1991/92</u>
Integrated Ocean Management and Development	2295	
Fisheries Management and Development	2624	
Mariculture	133	
Coastal Development and Management	288	
Non-Living Resource Management	842	
Marine Transportation and Ports Management	210	
Marine Environment Conservation	798	
SUBTOTAL	7190	

(To be completed in January 1991.)

Annex E

ACRONYMS AND ABBREVIATIONS

(To be updated.)

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

LDC	Least Developed Country
LFA	Logical Framework Analysis
NGOs	Non-Government Organizations
ODA	Official Development Assistance
OECS	Organisation of Eastern Caribbean States
PCIAC	Petro Canada International Assistance Cooperation
PIMRIS	Pacific Islands Marine Resources Information System
SOPAC	South Pacific Applied Geosciences Commission
SPC	South Pacific Commission
SPCB	South Pacific Caribbean Basin Division
SPREP	South Pacific Regional Environment Program
SWIO	South and West Indian Ocean
UNCLOS III	Third United Nations Conference on the Law of the Sea
UNEP	United Nations Environment Program
UWI	University of the West Indies
WAIO	West Africa and Indian Ocean Division
WID	Women in Development
WMU	World Maritime University (Sweden)

ANNEX F

COMPLETED PROGRAM/PROJECT EVALUATIONS 1990/91

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

ANNEX F

COMPLETED PROGRAM/PROJECT EVALUATIONS 1990/91

<u>Program</u>	<u>Projects</u>	<u>Status</u>
Maritime Boundary Delimitation	Delmar I	Completed
	Delmar II	Completed
	Seapol	Completed
	Erindale I	Completed
	Erindale II	Completed
	Erindale III	Completed
	OECS - Seapol	Completed
	OECS B.D.	Completed
	Boundary Delimitation WS	Completed
	Cook Island	Completed
	Western Samoa	Completed
	Kiribati Boundary	Completed
World Maritime University	Marine Affairs Course	Completed
	Marine Affairs Law	Completed
	Marine Affairs II	Completed
	Sea Use Planning	Completed
	Phase II Modules	Completed
	ICOD/WMU Scholarships	Completed
	CIDA/WMU Scholarships I	Completed
	CIDA/WMU Scholarships II	Completed
	CIDA/WMU Scholarships III	Completed
	Lectureship - WMU	Completed
	Marine Affairs Materials	Completed
Marine Affairs	Diploma Program	Completed
	Teaching Materials	Completed
	Scholarships	Completed
	MATAG	Completed
CERMES		Completed

TRAINING POLICY

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

PHILOSOPHY AND OPERATING STRATEGY

ICOD's fundamental approach to ocean development is to foster and support initiatives that assist developing countries to improve the management and utilization of their ocean resources in a rational and sustainable manner.

Underlying this overall approach is the critical linkage which exists between ICOD's primary objective and the concept of human resources development. The key strategy to achieving ICOD's objective is through the provision of training programs in two dedicated areas: the training of managers and the training of sectoral experts. To accomplish this objective more effectively, ICOD will gradually shift the focus of its human resource programs toward the development of training and support of institutions in the regions.

For the 1990's, these two areas of training will be reinforced. The purpose of this training policy therefore is to outline and operationalize this strategic approach. The training of key decision-makers as well as scientists and technicians includes emphasis on the adoption of environmentally sound and socially relevant policies and technologies for the management of the Exclusive Economic Zones (EEZ).

Historically, ICOD's first approach to training was to utilize educational resources and institutions in Canada and other developed countries. The performance of these early scholarship and training programs has now been assessed. As ICOD enters its second five-year period, efforts have been made to integrate the experience and lessons of the formative years. ICOD believes that a two-pronged approach is required if developing countries are to further strengthen their capabilities to manage and rationally exploit their newly acquired ocean territories. The effective management of ocean resources hinges upon the development of appropriately trained personnel who are committed to the above principles of environmentally sound, sustainable and socially relevant technology.

In achieving its objectives, ICOD is considering several avenues to ensure effective and efficient design and delivery of training programs. Within this two-pronged training strategy, the Centre has identified a range of approaches for addressing short, medium and long-term needs. Four key modes have been identified:

1 Management level training program

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

2 Sectoral training program

which is directly responsive to the training needs of developing states identified in ICOD's technical assistance programs. This program will ensure that all training projects are compatible with sustainable development and the protection of the environment. Training will focus on skill development and the acquisition of knowledge in key sectoral areas. Long term planning will ensure the sustainability of programs once ICOD funding has been withdrawn. In all four geographical areas of concentration, the Centre will bolster national capacities for ocean development. Where feasible, the sectoral training program will promote and facilitate transfers of technology, information and research expertise on a "south to south" basis, so that existing capacities are made more accessible to other regions.

3 Institutional enhancement program

which enables developing countries to eventually direct and conduct the required training in their own countries or regions in both management and sectoral areas. The purpose of this program is to enable developing country institutions to contribute more effectively to their national and regional priority needs with assistance from Canadian educational partners. This program will focus on sharing the expertise and resources of Canadian universities and colleges (including technical and vocational institutes) with their counterparts in small island or coastal states.

4 Public awareness and community-based program

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

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

ICOD's training projects and programs will continue to be based on the seven broad themes:

- Integrated ocean management and development
- Fisheries development and management
- Mariculture
- Coastal development and management
- Non-living resources development and management
- Marine transportation and ports management
- Marine environmental conservation.

Insofar as possible, an effort will be made to ensure a more equitable distribution and representation of sectoral training projects in each of the Divisional budgets. Decisions concerning short, medium and long-range options will be based on the specific demands and needs for training. Efforts will also be made to ensure that evaluation "lessons learned" and other relevant experience are continuously incorporated into the planning exercise for each of the above five program areas.

Where feasible, ICOD will make efforts to increase the funding base for training and scholarship projects by preparing submissions for funding to Banks or other Donor Agencies in partnership with developing countries. At present, the Centre administers a scholarship program for CIDA at the World Maritime University and the University of the South Pacific. In general terms, the training projects administered for other donors will be based on needs for training as identified by the developing states. Specific project components for both ICOD and other donor funded projects include a variety of project components or training techniques. These are represented in the following framework:

This framework demonstrates that the ICOD training strategy is based on the fundamental concept of needs assessment. The tactics and techniques are the proposed means designed to obtain the final expected results. This framework should therefore be read starting from the bottom.

RESULTS

Enhanced regional capacity
South-South exchanges

TRAINING TECHNIQUES

- A) Management and sectoral training programs
- 1 Technical/vocational training
 - 2 certificate / undergraduate / graduate training
 - 3 Non-formal/on-the-job training
 - 4 Workshops
 - 5 Study tours
 - 6 Short-term attachments
 - 7 Distance education
- B) Institutional enhancement program
- 1 Twinning arrangements
 - 2 Faculty or teacher exchange
 - 3 Curriculum development
 - 4 Materials development
 - 5 Training of trainers
- C) Community-based and public awareness program
- 1 Information
 - 2 Small-scale businesses
 - 3 Cooperatives

TRAINING TACTICS

- 1 Management Training Program
- 2 Sectoral Training Program
- 3 Institutional Enhancement Program
- 4 Public awareness and community-based program

TRAINING STRATEGY

Managerial
Training

Sectoral
Training

MANDATE

To assist LDCs to improve the management
and utilization of their oceans in a
rational and sustainable manner.

NEEDS ASSESSMENT (Starting point)

Developing country and regional needs

LOGICAL FRAMEWORK

The three ICOD program divisions have responsibility for initiating and implementing the above training programs. The four geographical regions are sufficiently dissimilar in geography, level of development, and outlook that each requires a different approach. The rate of growth of training activities and the training techniques employed will be geared to the particular needs as well as to the absorptive capacity of the regional or national institutions.

The Interregional and Cooperative Activities Division has been tasked to plan and implement training programs of an interregional or global nature. The Division has four main functions: to coordinate and administer training policies/programs; to promote institutional links and cooperation between educational organizations; to identify, support, monitor and document experimental training initiatives; and to manage corporate functions related to training and education information gathering. During the next five-year period, training efforts and resources will be focussed and concentrated on the following:

Management and Sectoral Training Program

The logical framework presents an array of training techniques which will be applied in response to program needs. Both the Management Training Program and Sectoral Training Program utilize a common set of training techniques which operate along a continuum ranging from formal graduate training to less formal workshops, study tours, attachments and distance education projects. These training components will, where feasible, be integrated into the bilateral projects to supplement and reinforce the extensive regional programs already in place.

According to current planning, the Centre will continue to be heavily involved in the implementation of joint CIDA/ICOD programs in fisheries in the South Pacific and Caribbean Basin. In the Indian Ocean and West Africa, ICOD will continue to assist in the development of regional organizations for fisheries management. ICOD will also ensure that training opportunities are contained in all regional project proposals. Special consideration will be given to the selection of female candidates to ensure that funding is appropriately weighted for this target group.

Institutional Enhancement Program

Concurrent with its regional thrusts, ICOD will continue to support the development of national and regional educational institutions as well as agencies for development i.e. Women's Bureaus, Fisheries Desks, etc. There are five ways in which the Centre can support the development of institutional capacity: twinning projects, human resource exchange projects, curriculum development, research/teaching materials development, and training of trainers.

Evaluations from other donor institutional enhancement programs indicate that the resulting projects have assisted third world country institutions to develop their human resources (i.e. teaching faculty), have improved the quality of instruction and/or research, have improved policy development, and have had a direct benefit on upgrading the qualifications of graduates. These programs also enable the Canadian partner to expand and improve their capabilities in the area of international development.

ICOD is currently considering support for institutional enhancement programs in conjunction with ongoing activities at the University of the West Indies, University of the South Pacific, University of Mauritius, University of Sri Lanka, l'Institut supérieur des sciences et techniques halieutiques (ISSTH, Mauritania). Project initiatives in the area of technical and vocational education twinning projects are also under consideration, as is the development of a comprehensive twinning framework (with appropriate guidelines) for project implementation. The Institutional Enhancement Program is a relatively new initiative for the Centre and efforts will be made to assess the performance of the program as it progresses.

Public Awareness/Community Based Program

Increasingly, ICOD is receiving requests from Third World Countries to support project activities related to public awareness and popular education. ICOD will continue with its "grass roots" approach to development. In West Africa for example, NGO's (nongovernmental organizations) will cooperate with the Centre to offer projects which provide the most opportunity for public participation in the planning process. In other countries, i.e. Sri Lanka, where there are civil conflicts, NGO's provide a direct avenue for delivering public awareness and socioeconomic project services to coastal fishing communities. Experimental initiatives will continue to be undertaken to test new methods, tools and techniques for training. A special focus of these programs is the emphasis on integrating women into the development process. ICOD will cooperate with other donors, e.g. CIDA, UNIFEM, CUSO, to develop appropriate initiatives. The emphasis on women in development signifies ICOD's concern that visible support must be allocated to this target group.

THE NEXT STEPS - ADMINISTERING THE POLICY

Evaluation and lessons learned

The corporate evaluation lessons learned seminars of 1990-91 provided ICOD with an opportunity to review the training performance of the first five years. Several basic sub-policy areas emerged from the review of scholarship performance to date. Operational guidelines will be developed for the following:

- (i) - needs assessment protocol
- (ii) - alumni follow-up
- (iii) - nomination procedures
- (iv) - selection procedures
- (v) - scholarship promotion guidelines
- (vi) - recruitment procedures
- (vii) - administration guidelines for award recipients and implementing institutions
- (viii) - twinning - institutional frameworks
- (ix) - contractual guidelines for standing offers with institutions, scholarship memoranda of agreement, executing agency guidelines for ICOD (i.e. other donor projects - CIDA scholarship program).
- (x) - training and scholarship evaluation guidelines - curriculum assessment, peer review, baseline indicators.

To meet the objective of the Training Policy, ICOD will undertake a series of training activities that are carefully designed and targeted. Training projects will occur primarily in all four ICOD regions; secondly in Canadian institutions and thirdly at other country locations where there are unique centres of training - i.e. World Maritime University (Malmo, Sweden) and International Maritime Law Institute (Malta).

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

Based on the lessons learned in the first five-year period, the moratorium on the Study in Canada (860076) and the Regional Scholarship Program (860025) will be lifted. These projects will not be projects anymore but will be treated as more broad-based programs with purposes that would translate into specific projects (academic programs at a specific level in specific locations). The reinstatement of these programs will be conditional upon certain prerequisite or antecedent conditions - i.e. the conduct of comprehensive needs assessments, and the preparation of operational guidelines vis a vis recruitment, selection, nomination

eligibility, etc., which conform to lessons learned to date and which are contained in the sub-policies.

With respect to the study in Canada and Required Scholarship Programs, the evaluation identified five general areas for improvement:

1. Human Resource Development Policies and Planning

- Policies should be developed for human resource development which reflect and integrate ICOD's Corporate Policies and respond to the Centre's strategic orientations.
- Scholarship program plans should be better integrated with and more responsive to ICOD's operational and geographic plans and programs.

2. Needs Assessment

- Future scholarship programs should ideally be undertaken once a well-structured and detailed analysis has been undertaken of manpower needs in developing countries.
- Nominations should be open to private sector, parastatal organizations, non-governmental organizations and educational institutions.
- A substantive capacity analysis of regional educational institutions should be completed and this capacity should be reflected in future scholarship proposals.

3. Institution Building

- ICOD should ensure that in the long-term future scholarship proposals are designed to reinforce institutional capacity in developing countries.

4. Communications

- ICOD should ensure that clear and quantifiable objectives are established for scholarship programs and that these are communicated to partners and participants.
- Promotional materials for ICOD scholarship programs should be reviewed and enhanced to reflect priorities and policies, especially as they relate to women in the marine sector.
- ICOD should enhance corporate commitment to scholarship programs and make better use of ICOD alumni through better and more directed communication.

- ICOD should develop simple and user-friendly data base systems for compiling and communicating scholarship-related information.

5. Administration

- ICOD should define the role, functions and responsibilities of IRCAD and enhance administrative and management decision-making systems.
- ICOD should review, set and communicate policies respecting home travel for students during their study tour.
- ICOD should develop flow charts which reflect scholarship management and administration systems and develop database which reflect these flows.

Efforts will be made to ensure that new activities respect the recommendations and adapt the programs to meet emerging needs.

RECOMMENDATION

It is recommended that the Board approve this proposed training policy.



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

CONFIDENTIAL

BD90/D103

Project #900371

October 4, 1990

PROJECT SUMMARY

(For Approval)

Project Title: Marine Parks and Protected Areas Management Network

Division: South Pacific and Caribbean Basin Division

Recipient: Caribbean Conservation Association (CCA) & National Marine Parks Management Institutions

Implementing Agency: Caribbean Conservation Association (CCA)

Commencement Date: January 1991

Duration: 3 ½ years

Components: Strengthening CCA/Project Management
Institutional Strengthening: National Marine Parks Management
Small Project Support
ICOD External Evaluation

Financial:

ICOD Contribution	\$ 964,000
Recipient Contribution	<u>55,000</u>
Total	\$1,019,000

Record of Approval and
Conditions of Approval or Comments

Recommended by

Wardie Leppan
Program Officer

[Signature] 2/10/90
Director

[Signature] 2/10/90
Vice-President

[Signature] 6/10/90
President Date

ABSTRACT

This project will improve national and regional marine parks and protected areas management capabilities in the Caribbean. ICOD is providing training, technical and financial support to marine managers through the Caribbean Conservation Association (CCA). Under this program, support is also being provided for pilot projects to strengthen the management of selected national marine parks.

3 ½ years: \$CAN 964,000

Theme: Marine Environmental Conservation

Financial Sector Code: NDYB

IPIS Description: Protected Areas/Institutional Support

PROJECT SUMMARY

1) *BACKGROUND*

- a) The project will be situated in the island states of the Caribbean Community and Common Market (CARICOM) together with two ICOD secondary-focus countries, Anguilla and the British Virgin Islands. Within these islands there is a growing awareness of the need to properly manage their ocean resources, due in part to the rapid growth of tourism in the area.
- b) The recipient/implementing agency of this project will be the Caribbean Conservation Association (CCA), a regional NGO, which promotes and coordinates environmental and conservation activities at the national and regional levels. CCA Board and membership includes national government agencies. Also participating in the project will be national institutions involved in marine parks and protected areas management.
- c) In the region, there is a demand for marine reserves and parks¹ in order to encourage tourism, contribute to marine resource conservation and provide venues for education and public awareness programs. That demand has led to a rapid growth in the number of marine parks in the past decade and, recently, to the adoption of a regional approach to the establishment of marine parks and protected areas by the Caribbean Ministers responsible for the environment.

However, of the over 135 coastal and marine protected areas in the region, less than 16% are considered fully operational according to a 1988 Organisation of American States (OAS) survey. The small size and budgets of these countries severely limit their ability to identify and hire competent staff covering the full range of required skills let alone provide the necessary training. Furthermore, the geography of the region isolates parks managers from their colleagues. As a result, the most pressing problems are seen as a lack of research and monitoring capabilities and lack of training for managers and technical staff. There is also a need expressed to pool the existing expertise in the region to provide the park managers with technical assistance.

In 1988, ICOD received an initial proposal for a marine parks and protected areas program. In order to assist the region to better define specific details of the program,

¹ *A marine park or protected area can be defined as any area of intertidal or subtidal terrain, together with its overlaying waters and associated flora, fauna, and historical and cultural features, which has been reserved by legislation to protect part or all of the enclosed environment for sustainable uses including science, education, recreation, traditional resource exploitation and conservation.*

ICOD supported a workshop in which pilot projects were developed. At that time, ICOD's Board was informed that a larger proposal would be forthcoming.

The purpose of the project is to improve national and regional marine parks and protected areas management capabilities through: i) strengthening CCA's capabilities to assist in coordinating regional activities; ii) strengthening national institutions, responsible for their management; and, iii) supporting small projects at the national level. This falls within the ICOD theme of Marine Environmental Conservation, and follows a number of project development initiatives. Due to the size and complexity of the Project, ICOD had the proposal document reviewed by two independent consultants.

2) *OBJECTIVES*

- a) The goal of the project is to promote the sound management of the development of the Caribbean coastal and marine resources.
- b) The purpose of this project is to improve national and regional marine parks and protected areas management capabilities in the Caribbean.

3) *COMPONENTS*

a) *Strengthening CCA/ Project Management* (\$250,000)

i) Activities:

A Caribbean national, with experience in marine parks management, will be engaged for a three-year contract as the Project Manager with the responsibility for planning, co-ordinating and managing all components of the project in consultation with other CCA staff. (This appointment will be subject to the approval of ICOD).

A Caribbean national will be engaged as the Project Assistant for a three-year contract to provide administrative support to the project.

A Caribbean national with secretarial and data inputting experience will be engaged on a part-time basis for a three-year contract as Secretary to the Project Manager.

The Project Manager will produce a comprehensive management workplan for review and approval, first by the Executive Committee of CCA and then by

ICOD, prior to the release of funds for additional activities required for the project. Included in the workplan will be guidelines for program monitoring, consultant selection², pilot project selection, mechanisms for liaising between CCA, national parks management institutions and governments, participant selection for training, attachments and international seminars, and a detailed description of the Project Manager's responsibilities and duties. Also required in the workplan are baseline data to facilitate mid- and end-of-project evaluations.

During the life of the project, the Project Manager will seek funding opportunities and develop options to continue this initiative beyond the end of the project.

ii) Outputs:

Strong collaborative links developed between CCA and other institutions involved in marine parks management, and a rapid response by CCA to requests for technical and financial assistance, information, training and educational materials related to marine parks and reserves.

A comprehensive project management plan.

b) **Institutional Strengthening: National Marine
Parks Management**

(\$244,250)

i) Activities:

Policy and Planning Support:

Priority policy and planning issues of importance to national institutions related to marine parks and protected areas management will be identified. This will be achieved through on-site visits and discussions with national institutions, attendance at meetings convened by key regional conservation organizations, as well as consultations with the CCA Technical Advisory Group and CCA Annual General Meetings.

² In order to provide local specialists with greater expertise and experience, Canadian consultants will be engaged where competent personnel are not available in the region or in any of the other geographical regions in which ICOD operates.

Guidelines for protected areas management will be disseminated to the national institutions. The guidelines will include criteria for allocating protected areas categories and establishing boundaries and zones.

A consultant will be engaged to provide assistance to national institutions in the preparation of protected areas management policies and plans.

Training Materials:

Existing training and information materials will be compiled and distributed to park managers and the training component of the Caribbean Parks and Protected Areas Bibliography (developed by the Island Resources Foundation) enhanced.

A consultant will be engaged for a month to develop a guide for marine parks managers with additional supporting material.

Attachments:

In order to broaden their experience, two-week attachments for five marine park managers from project countries will be arranged in accordance with the workplan. Attachments will be in countries with relatively advanced programs (e.g. Saba, Curacao and British Virgin Islands.)

Briefing Session:

A two-day briefing session on the integration of protected areas issues into the parks planning process will be organized for ten marine park managers.

Training Seminars:

Two three-week training seminars will be organized for ten marine park managers.

The first seminar will focus on recreational/resource utilization and will include: public relations; education and interpretation; revenue generation; tourism and recreational activities; and, the development of mooring systems. This seminar will be held in collaboration with the appropriate national and regional institutions from whom resource persons may be drawn.

The second seminar will focus on interpreting technical data/information for

integration into the planning and management process. Included in the topics to be discussed will be: water quality; species diversity and abundance; habitat assessments; pollution sources; hydrographic charts and coastal maps; and, impact assessments. This will be held with resource persons drawn from the appropriate national and regional institutions.

Each seminar will also be used: a) to provide support to the marine parks managers in implementing the pilot projects; and, b) to monitor the ongoing progress of these projects.

International Seminars and Training:

Where appropriate and feasible, selected marine parks managers (up to a maximum of two per annum) will be sponsored to attend international seminars and training programs in order to gain international exposure.

Technical Assistance:

Consultants will be engaged to provide technical support to pilot project managers when the appropriate experience is not available locally. The consultants will, where possible, work alongside a local counterpart.

Consultants will be engaged to assist marine parks managers in major planning or evaluation projects.

Other external sources of funding will be sought in order to expand the activities above.

Information compilation and dissemination:

Information on issues related to marine parks management (such as site selection, infrastructure and personnel requirements, revenue sources, et cetera) will be disseminated via the existing CCA newsletter.

The marine sections of the Caribbean Parks and Protected Areas Bibliography, not covered by the training component of this project, will be strengthened and updated.

A consultant will be engaged, on a short term contract, to develop an information database on protected areas in the region. This will be designed to complement the planned CEHI database on environmental health parameters.

The database will be kept updated and requests for information from project countries will be responded to.

Articles on the project will be prepared for publication in suitable regional and international periodicals in order to inform others, both inside and outside the region, and to help develop international contacts.

Linkages with related programs and networks will be established.

Public Education Activities:

Existing public educational material bibliographies and indexes will be expanded and circulated to interested parks managers.

Key educational materials will be reproduced and disseminated to the marine parks.

The CCA network of media contacts will be utilized to facilitate the dissemination of articles and statements related to marine parks. The inclusion of issues related to protected areas in the formulation and implementation of wider environmental education and public awareness programs will be actively promoted.

ii) Outputs:

Protected areas and marine parks management policies and plans.

Trained personnel for national institutes responsible for marine parks and protected areas.

Updated Caribbean Parks and Protected Areas Bibliography.

Database on status and activities of protected areas in the region established.

Publication of articles in international and regional periodicals.

Inclusion of marine parks issues into ongoing public education environmental programs.

c) **Small Project Support**

(\$319,360)

i) Activities:

Ten pilot projects identified at the ICOD-funded "Caribbean Marine Parks and Protected Areas Workshop" will be funded. They are as follows:

Anguilla	Training in Monitoring Techniques for Protected Areas.
Barbados	Management of the Barbados Marine Reserve
BVI	Reef Protection Awareness Program
Dominica	Development of the Soufriere Bay Marine Park (Dominica)
Grenada	Initiation of a System of Marine Parks
Jamaica	Assessment of the Montego Bay Marine Park's Impact on the Fishing Industry
Montserrat	Demarcation of an Artificial Reef and Environmental Education
St. Lucia	Establishment of a Marine Park in Soufriere (St-Lucia)
St. Kitts	Development of a Marine Bird Sanctuary at the Greatheads Pond (tentative)
Trinidad and Tobago	Formulation of a Management Plan for the Buccoo Reef Marine Park

Detailed workplans and time tables will be prepared by the recipients in collaboration with the CCA Project Manager.

All projects will be monitored by the CCA and recipients will be required to submit technical and financial reports to CCA in accordance with the workplans and ICOD reporting requirements.

Additional funding sources will be identified for further pilot projects by the Project Manager. Once located, requests for proposals will be sent to countries not already participating in a pilot project. Proposals will follow the format and

guidelines established at the ICOD-funded workshop and, where required, technical assistance will be provided to develop these proposals. Once accepted by CCA, these projects will be implemented in the same manner as the first phase of pilot projects.

ii) Outputs:

The successful completion of ten pilot projects, one in each of the project countries. (Project specific outputs will be defined in the workplans. In general, a number of new protected areas will be established and existing ones consolidated.)

d) **ICOD External Evaluation** (\$65,000)

i) Activities:

ICOD will engage consultants to conduct independent evaluations of the management plan and end of project results. ICOD will also undertake a mid-project management assessment to review progress to date and recommend any necessary revisions to the workplan.

The consultants' reports will be made available to CCA.

ii) Outputs:

A review document of the management plan, a mid-project assessment report and a detailed end-of-project evaluation report.

4) **BENEFICIARIES**

The direct beneficiaries of the project are CCA and national institutions responsible for marine parks management in the project countries. The indirect beneficiaries include the tourist industry and, in the long run, the coastal communities.

5) **PROJECT MANAGEMENT**

The overall management of the project shall be the responsibility of the Caribbean Conservation Association who will engage a project manager specifically to manage the project.

6) *PROJECT ANALYSIS*

a) **Justification**

This project will be introducing integrated ocean management techniques on a pilot scale and will provide sites for baseline studies of the environmental status of the region.

The project supports an important area in marine resource management in the Caribbean. This was highlighted in a recent ICOD-funded consultants' report which was prepared for project development in Fisheries Habitat Management, undertaken to address cross-sectoral issues related to fisheries and environment.

UNESCO has recently placed plans to support the establishment of a marine biosphere reserve on hold until the region has established and demonstrated a sound marine parks/protected areas management capacity. Therefore, the development of a regional marine parks program may result in the provision of additional support from UNESCO.

b) **Risks**

While the pilot projects have received government approval, there is no guarantee that the national institutions responsible for parks management will continue to be able to get funding beyond the life of the project. The pilot projects themselves, however, are one time projects and thus should not be affected.

In general terms, the project will place additional demand on the national marine parks and protected areas staff within the Caribbean. As a result the project may require more time than initially planned to successfully achieve the project objectives. This will likely come to light early in project implementation and will be addressed in the workplan.

The sustainability of the network will rest, in part, on CCA's ability to institutionalize the position of Protected Areas Project Manager.

The projects will likely have impacts on the employment and income generating activities within the local communities. Care will have to be taken to ensure that local community involvement is accommodated in the planning and implementation of the projects. The methods by which CCA will ensure this community involvement will need to be defined in the management workplan.

Due to the nature of the project design emphasis is placed on training activities and pilot projects in the earlier part of the project. As a result, most project funds will be disbursed in years one and two. This uneven distribution of project funds will be reviewed in the management workplan.

7) *FINANCIAL INFORMATION*

a) **Projected ICOD Disbursements by Fiscal Year**

1990/91	\$ 30,000
1991/92	\$323,680
1992/93	\$383,930
1993/94	\$141,000

b) **ICOD Project Components**

Strengthening CCA/Project Management	\$250,000
Institutional Strengthening: Parks Management	244,250
Pilot Projects	<u>319,360</u>
Subtotal	\$813,610
Contingency	85,390
Evaluation	<u>65,000</u>
TOTAL ICOD CONTRIBUTION (up to)	\$964,000

c) **Recipient Budget Components**

Strengthening CCA (secretariat support & benefits)	\$ 15,000
Institutional Strengthening	
Policies and Plans (reproduction/dissemination)	500
Training Materials (reproduction/dissemination/production)	3,500
Information (dissemination)	3,000
Public Education (networking with media/relations to overall education programs/bibliography strengthening)	<u>33,000</u>
TOTAL RECIPIENT CONTRIBUTION	\$ 55,000

See Annex I for further budget details.

8) *RECOMMENDATION*

It is recommended that final approval be given to Project #900371 -- "Marine Parks and Protected Areas Management Network" -- to a maximum ICOD contribution of \$CAN 964,000.

ANNEX IICOD Components - Budget Details

(Figures in \$CAN)

ITEM	YEAR I	YEAR 2	YEAR 3	TOTAL
I Strengthening of CCA:				
Project Manager salary	\$ 32,000	\$ 34,000	\$ 36,000	
Project Assistant salary	24,000	25,000	26,000	
Secretariat Support & Benefits	10,000	10,000	10,000	
Furniture & Equipment	5,000	3,000	2,000	
Travel	10,000	7,000	7,000	
Communications	3,000	3,000	3,000	
Subtotal	\$ 84,000	\$ 82,000	\$ 84,000	
Total				\$250,000
II Institutional Strengthening:				
Parks Management:				
i) Policies and Plans				
Consultant (\$250 x 40 days)	\$ 5,000	\$ 5,000	\$ 0	
Per Diems (\$150/day)	3,000	3,000	0	
Other expenses	500	500	0	
Guideline reproduction & dissemination	1,500	0		
Subtotal	\$ 10,000	\$ 8,500	\$ 0	
Total				\$ 18,500
ii) Training Materials:				
Duplication and dissemination	\$ 1,500	\$ 0	\$ 0	
Bibliography enhancing	1,500	0	0	
Consultant fees (\$250 x 20 days)	5,000	0	0	
Production and dissemination	\$ 1,000			
Subtotal	\$ 9,000	\$ 0	\$ 0	
Total				\$ 9,000
iii) Attachments:				
Air travel (\$500 x 5 persons)	\$ 2,500	\$ 2,500	\$ 2,500	
Subsistence (\$100 x 14 days x 5 persons)	7,000	7,000	7,000	
Other expenses	2,000	2,000	2,000	
Subtotal	\$ 11,500	\$ 11,500	\$ 11,500	
Total				\$ 34,500
iv) Briefing Session:				
Air travel (\$500 x 10 persons)	\$ 0	\$ 5,000	\$ 0	
Subsistence (\$100 x 2 days x 10 persons)	0	2,000	0	
Resource persons	0	1,500	0	
Other expenses	0	1,500	0	
Subtotal	\$ 0	\$ 10,000	\$ 0	
Total				\$ 10,000
v) Training Seminars (2):				
Air Travel (2 x \$500 x 10 persons)	\$ 0	\$ 10,000	\$ 0	
Subsistence (2 x \$100 x 21 days x 10 persons)	0	42,000	0	
Resource persons (honoraria)	0	4,000	0	
Other expenses	0	4,000	0	
Subtotal	\$ 0	\$ 60,000	\$ 0	
Total				\$ 60,000

ITEM	YEAR 1	YEAR 2	YEAR 3	TOTAL
vi) International Seminars	\$ 5,000	\$ 5,000	\$ 5,000	
Total				\$ 15,000
vii) Technical Assistance:				
Consultant fees (\$250 x 150 days)	\$ 25,000	\$ 12,500	\$ 0	
Travel	8,000	4,000	0	
Per Diems	15,000	7,500	0	
Other expenses	3,000	1,500	0	
Subtotal	\$ 51,000	25,500	\$ 0	
Total				\$ 76,500
viii) Information:				
Dissemination	\$ 2,000	\$ 0	\$ 0	
Bibliography strengthening	1,000	0	0	
Database Consultant (\$250 x 5 days)	0	1,250	0	
Hardware	5,000	0	0	
Software	1,000	0	0	
Linkage Strengthening	500	500	500	
Subtotal	\$ 9,500	\$ 1,750	\$ 500	
Total				\$ 11,750
ix) Public Education:				
Strengthening bibliography	\$ 2,000	\$ 0	\$ 0	
Reproduction/dissemination	7,000	0	0	
Subtotal	\$ 9,000	\$ 0	\$ 0	
Total				\$ 9,000
III Small Project Support (10)				
Anguilla	\$ 17,605	\$ 17,605	\$ 0	
Barbados	17,825	17,825	0	
BVI	11,850	11,850	0	
Dominica	12,500	12,500	0	
Grenada	15,000	15,000	0	
Jamaica	26,950	26,950	0	
Montserrat	12,350	12,350	0	
St. Kitts	11,800	11,800	0	
St. Lucia	15,000	15,000	0	
Trinidad	18,800	18,800	0	
Subtotal	\$159,680	\$159,680	\$ 0	
Total				\$319,360
IV ICOD External Evaluation	\$ 5,000	\$ 20,000	\$ 40,000	
Total				\$ 65,000
YEARLY TOTALS	\$353,680	\$383,930	\$141,000	
SUBTOTAL				\$878,610
CONTINENCY				<u>85,390</u>
TOTAL ICOD CONTRIBUTION (up to)				<u>\$964,000</u>



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

CONFIDENTIAL

BD90/D105

Project #900368

October 10, 1990

PROJECT SUMMARY

(Board Approval)

Project Title: ... Erindale Maritime Boundary Delimitation Course (Phase IV: Two years)

Division: IRCAD

Implementing Agency/ Recipient: Survey Science Department, Erindale Campus, University of Toronto

Components:

1. Two courses held during the next two years in maritime boundary delimitation.
2. Material development.
3. Project administration.
4. Evaluation.

Duration: Seven-week course held once a year for the next two years.

Financial:

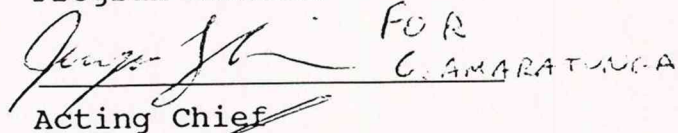
ICOD Contribution:	\$203,435
University of Toronto:	In-kind Contribution (See Budget)
Project Total:	\$203,435

Conditions of Approval or Comments

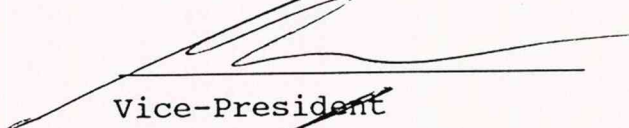
Record of Approval

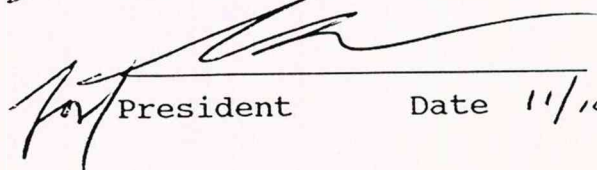


Program Officer

 FOR CLAMARATUNGA

Acting Chief


Vice-President


President

Date 11/10/90

ABSTRACT

In order to create a nucleus of trained personnel in the technical aspects of maritime boundary delimitation, a seven week course has been designed and upgraded in cooperation with the Survey Science Department, Erindale College at the University of Toronto. Over the two year period of the project, eighteen trainees from coastal and island states will attend the course. The course builds on previous Erindale courses and will eventually be decentralized to regional institutions.

2 years:

\$ 203,435

Theme:

Integrated Ocean Management

Financial Sector Code:

CJTG

Project Summary:1) Background:

In August 1990, ICOD undertook a comprehensive evaluation of training activities in the area of maritime boundary delimitation. Among their activities, the evaluation consultants conducted a review of the performance of the Erindale component of the Boundary Delimitation Program (ICOD project 870123) as well as the early ICOD pilot projects 860078 and 860102 respectively. These three projects constituted the first three phases of the program. The present project is, in effect, a fourth phase of boundary delimitation training conducted in cooperation with the Survey Science Department, Erindale College at the University of Toronto.

The project was recognized as being structurally well-conceived and its implementation well-managed. The commencement of a pilot project in 1986 was a useful initiative, since it afforded ICOD the opportunity to test curriculum and materials. It also provided an indication of the institutional support required to conduct the course on a larger scale. A number of modifications were made to the curriculum and materials based on the strength of the pilot experience. It is also interesting to note that, over the succession of courses, the trainee profile has moved from class B hydrographers (i.e. mid-level technicians) towards more senior level hydrographers responsible for boundary negotiations.

Since its commencement, the series of projects have produced 36 graduates from 31 countries. Therefore, approximately half of ICOD's 62 target countries now have individuals with technical expertise in the field of maritime boundary delimitation as a result of the Erindale course. Representation is greatest among countries in the South Pacific and the Caribbean. Representation is considerably lower in the other ICOD regions: i.e. the Indian Ocean and West Africa. The evaluators reported that the course has been well-received by students and, upon returning to their countries, most students have been involved with boundary negotiations or in establishing hydrographic facilities.

The facilities at Erindale received a commendation from the evaluation team. The availability of the computer and laboratory facilities at little or no expense to the project has permitted the course to be conducted at relatively low cost when compared to other training projects. Furthermore, the efforts of staff at the Centre for Surveying Science have been considered a major contribution to the ongoing success of the project.

Nonetheless, there is still room for improvement in the course. It has been noted that there is scope for improvement in the materials provided to students. In fact, a manual in preparation, and due for completion late in 1990, should address most of the concerns expressed.

Several key recommendations (listed below) were made by the consultants with respect to the continued success of the project. Future programming should address these recommendations and ensure that the operational and developmental lessons learned are integrated into the planning framework. Proposed future steps in this area include plans for regional workshops and for a French language course.

The next phase of the Erindale course will address the following recommendations made in the recent evaluation:

- To complete the project goal, the course should be offered for another two years. This would allow at least one participant from each of ICOD's remaining primary Anglophone target countries to receive training. A comprehensive set of objectives should be prepared.
- Since the Francophone countries have been under-represented in the project to date, ICOD should give consideration to offering the course in French. This activity will be undertaken as a separate project proposal.
- ICOD should consider developing a similar course for lawyers from developing countries. Much of the legal work involved in boundary delimitation is currently conducted by expatriate experts through assistance projects, often by the Commonwealth Secretariat.
- ICOD should give consideration to funding a part-time administrative assistant for the course coordinator.
- With respect to course materials and the manual, there is a need for provision of textbooks, a bibliography of reference materials on maritime boundary delimitation, and other technical material to the participants. The quality of the materials in the manual should be improved by various editorial changes. In addition, the Law of the Sea (LOS) convention textbook should be replaced with the official United Nations publication.
- In addition to the above consultant's recommendations, ICOD should also consider providing the ICOD developed DELMAR software to the participants as part of the curriculum. The course director has been advised of the

above recommendations and indicates that the suggestions would enhance future course design and delivery.

2) Objectives:

- a) The goal of this project is to assist developing countries in improving their capacity to manage their ocean resources.
- b) The purpose of this project is to train middle-management personnel, having either a hydrographic or land surveying background, in the technical aspects of maritime boundary delimitation so that they will be able to:
 - provide technical expertise in maritime boundary negotiation and delimitation;
 - initiate development of a national baseline system;
 - determine the limits of the territorial sea and exclusive economic zone;
 - determine data requirements for defining the limits of the continental shelf and,
 - assess the quality and value of data provided by other nations, related to the maritime boundary delimitation of the state.

3) Components:

- a) One course a year over two years. \$ 123,585

i) activities

- Course update, implementation and follow-up.
- Delivery of the course: this activity includes the provision of services by lecturers and the logistics of bringing the students to Erindale College.

ii) output

A more effective course that will reflect the findings in the recent evaluation of former project.

b) Material development. \$ 36,350

i) activity

The provision of materials to students will include textbooks, lecture notes, software (DELMAR), charts, maps and manuals. This activity will be undertaken by the project coordinator.

ii) output

Materials that will respond more effectively to the objectives of the course.

c) Project administration \$ 23,500

i) activities

- Overall administration

Will be performed by project coordinator with the assistance of a part time staff.

- Communication

Correspondence, transportation, telephone, fax.

ii) output

Course coordinator will be partly relieved from administrative duties and will then be able to concentrate on course updating and delivery.

d) Evaluation \$ 10,000

An evaluation will be conducted at the end of project. This evaluation will look at the effectiveness, efficiency and impact of project #900368.

4) Beneficiaries:

Indirect: The course is recognized as providing developing island and coastal states with an enhanced capability to undertake legal and technical negotiations with neighbouring states by having access to human resources knowledgeable in the technical aspects of maritime boundary delimitation.

Direct: The course will benefit 18 students from targetted countries by providing them with technical expertise in maritime boundary delimitation.

5) Project management:

Implementation and administration of the course will be the responsibility of the Survey Science Department, Erindale Campus, University of Toronto. ICOD will be monitoring the project and will be following up with recipients after termination of their studies.

6) Project analysis:

a) Justification

- The course will permit ICOD to continue to address an identified need resulting from the extension of maritime jurisdiction by helping to develop a nucleus of expertise in all Anglophone target countries in boundary delimitation.
- The recent evaluation enabled ICOD to build on the lessons learned in previous courses, and permitted the improvement in curriculum based on a curriculum review.
- Demand for this training is ongoing and well-documented.
- The project has been conducted in a cost-effective method with no overhead cost on salary to be paid. Canadian universities often charge an overhead cost of up to 40% on salaries.
- Given the advancements in technology of boundary delimitation, there is an opportunity to fully integrate the ICOD-developed DELMAR software in the curriculum.

b) Risk:

There is a concern that some aspects of the training cannot be immediately applied in a back-home setting. Approximately one-third of the course is devoted to subsidiary topics, including one-fifth for computer science. This emphasis has been attributed in part as an attempt to overcome the natural fear of computers on the part of many students. More importantly, familiarity with computers is becoming essential in order to take advantage of recent advancements in boundary delimitation technology, i.e. DELMAR. Therefore, although not all graduates have immediate access to computers, the training will be relevant in the longer term.

7) Financial Information:a) Projected ICOD Disbursements by fiscal year:

FY 90/91	\$89,360
FY 91/92	\$104,075
<u>TOTAL</u>	\$193,435

b) ICOD Project Components

	YEAR I	YEAR II
1. Course		
Project coordinator and chief instructor: Course update, delivery, overall administration and follow-up action (15 weeks)	\$10,000	\$10,000
Invited lecturers	6,000	6,000
Travel, Accommodation and Per Diem for 9 Students/year for 50 days (April-May)		
(a) Air Travel	22,500	24,750
(b) Per Diem @ \$35/day	15,750	15,750
(c) Accommodation	4,580	5,040
(d) Medical Insurance	1,530	1,685
2. Material Development		
Textbooks, lecture notes, computer software, charts, maps and manuals	14,500	15,850
Preparation of Instructional Material	3,000	3,000
3. Project Administration		
Administrative support (6 months, ½time)	6,500	6,500
Correspondence, transportation, telephone, fax, etc.	5,000	5,500
Subtotal	89,360	94,075
4. Contingency Funds	---	10,000
5. Evaluation	---	10,000
<u>Total</u>	\$89,360	\$114,075

Total ICOD contribution up to \$203,435

c) Erindale Campus Budget Component:

The University of Toronto provides an in-kind contribution by waiving project overhead costs which normally range between 30 to 40% of salaries. The University will also arrange on-campus accommodations for the trainees which results in a substantial saving when compared to commercial hotel rates.

8) Recommendation:

It is recommended that final approval be given to project #900368 - Erindale Maritime Boundary Delimitation Course (Phase IV: Two year) - up to a maximum of \$203,435.

Concern over increased administrative costs was voiced by some Members. However it was argued that the last three years had seen a tremendous administrative cost increase at universities. The request by UQAR and Dalhousie for additional funds was considerably higher than the \$163,000 increase being submitted to the Board. ICOD was sending a clear message to both universities that they are responsible for absorbing administrative cost increases and assuming the full costs of the programs upon termination of ICOD funding in two years.

ICOD had recently been advised that the University du Québec à Rimouski had included the Marine Affairs Program in its current triennial plan indicating their intention to take over the program.

It was moved by Sharon Proctor, seconded by Mary Jo Duncan,

BD90/2/R16 THAT APPROVAL BE GIVEN TO INCREASE THE BUDGET OF
PROJECT #850014 - MARINE AFFAIRS PROGRAM-CANADA -
UP TO A MAXIMUM INCREMENT OF \$163,417 CANADIAN FOR
A TOTAL ICOD CONTRIBUTION OF UP TO \$1,913,417 OVER
SIX YEARS.

Motion passed with one dissenting vote from Gastien Godin.