

Minutes

ICOD Meeting

March 4, 1985

Present: R. Fournier (Chairman), E. Gold, J. Gratwick, D. VanderZwaag, P. Saunders, J. Hall, I. McAllister, S. Frick, D. Patton, A. Hanson, P. Lane, G. Newkirk, T. Shaw, I. Townsend-Gault

R. Fournier reported that ICOD envisions a one-year diploma program using existing courses including economics, political science, resource management, etc. and one compulsory course such as E. Borgese's IOI course. ICOD hopes to see the program begin in September 1985. With respect to funding, ICOD has a small budget of its own and intends to obtain funding through CIDA for (a) a co-ordinator or chair, (b) administration or contingency funds and (c) student transport and support.

R. Fournier said that the ICOD program could be instrumental in bringing together several groups on campus.

R. Fournier wanted the assembled group to address several topics at the meeting:

1. does Dalhousie want to take this program on?
2. if so, what form should it take?
3. does it conflict with existing or proposed programs?
4. who would participate? (other universities?)
5. budgetary concerns
6. timing (a draft proposal should be prepared quickly)
7. the establishment of a working committee

I. McAllister was very positive about the program but said it is necessary to avoid giving ICOD the impression that Dalhousie would do ICOD's thinking for them. He said it would be a good idea to set up a small experimental program for the 1985/86 academic year and in the meantime prepare a more comprehensive proposal for 1986/87, otherwise ICOD may turn to another university.

J. Hall wondered what type of student the program would attract and what level of course would be included. P. Saunders suggested that the program might include a variety of levels. A. Hanson suggested it would attract people from national and provincial planning boards and from large-scale ocean programs. He suggested that the selection of students might be up to Dalhousie rather than ICOD. P. Saunders said that ICOD was considering a scholarship program and might be able to attract highly qualified people in this way.

T. Shaw agreed that the program should begin in 1985 and said that it should incorporate summer courses in order to accommodate people with time constraints.

T. Shaw wanted to know what route the program would take to obtain university approval. R. Fournier said that it would probably need to be approved by the Graduate Studies Faculty Council, the Faculty of Graduate Studies, Senate and then MPHEC. He said that if the course went ahead in 1985/86 without official university approval in 1985/86, the diploma for that year would be granted by ICOD rather than Dalhousie, and MPHEC approval would not initially be necessary. R. Fournier said that he foresaw no obstacles to obtaining university approval if the program is self-supporting.

E. Gold said that ICOD presents the opportunity to pull together a program using courses which are already in existence. He said it is necessary to avoid thinking only in terms of the needs of Western students as the program is sure to attract students from many backgrounds looking for a generalist education in order to deal with problems in their own countries. He said the program may also attract students interested in a specialized course and consequently should be fairly diversified. He agreed that the program should not be based on the academic year and that it was necessary to act promptly and set up a program for 1985/86. I. Townsend-Gault said that it was necessary to think in terms of eventually developing variations on existing courses in order to make the best use of students' time. A. Hanson said that perhaps I. McAllister's involvement with Zimbabweans could be used as a model, with timetables and courses (perhaps not all held on campus) matched to each individual.

R. Fournier said that all costs must be covered entirely through ICOD. He had told ICOD that a long-term (5 to 10-year) budget commitment would be necessary.

D. Patton supported the program and pointed out that Dalhousie had fought to ensure that ICOD would be established in Halifax. He wondered if ICOD would allow Dalhousie to grant the diploma after the initial year. R. Fournier said that this should be a bargaining point.

T. Shaw noted that E. Mann Borgese and D. Johnston were absent from the meeting but that they should probably be on the co-ordinating team.

I. McAllister was very positive about the program and strongly supported the idea of tailoring courses to the individual student. He suggested that one or two advisors should be appointed for each student.

S. Frick said that the administrative structure of the program should be discussed at an early stage. A graduate course would be administered by Graduate Studies; otherwise, Continuing Education might administer the program.

R. Fournier concluded that there was general acceptance of the idea, agreement that prompt action was needed and that the program would provide a good mechanism for drawing together those on campus with ocean-related interests. He said that the group now needed to document a proposal for ICOD. P. Saunders suggested that ICOD should be represented on the committee preparing the document. R. Fournier suggested that Dalhousie's interests might be compromised in that way. He said that the assembled group should decide what it wants and then approach ICOD.

It was decided that E. Gold would call a small meeting in a week's time to prepare a document which would then be discussed at a full meeting on **March 19th at 2:00 p.m. in the Board and Senate Room.**

DRAFT 9.05.86

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

BOARD OF DIRECTORS MEETING
HALIFAX, NOVA SCOTIA

APRIL 17-18, 1986

MINUTES

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

The meeting was called to order at 9:15 a.m.

1) Introduction of new Chairman:

John Vandermeulen introduced the new Chairman.

2) Chairman's Presentation:

BD86/1/D20
and BD86/1/D21

The Chairman presented a synopsis of her views on the philosophies that should motivate ICOD and determine ICOD's broad policy guidelines. Copies of the Chairman's presentation (BD86/1/D20) and a translation of a background document to recent Mexican legislation on marine activities (BD86/1/D21) were distributed.

3 and 4)

Discussion relating to mandate, objectives, policies, strategies, etc.

Several points and issues were discussed. There was general agreement on the following:

- a) Hands-on Approach: ICOD should have a "hands-on" practical approach to ensure that the money spent reaches the "man in the boat."
- b) Coordination: ICOD should ensure that Canadian aid money is effectively used; this includes continued cooperation with other donor organizations.
- c) Land-locked countries: It was the consensus of the Board that the word "coastal" should be removed from the Brochure and Corporate Plan. ICOD should include land-locked states in regional programmes since they, too, are concerned with marine matters including the management and conservation of ocean resources.
- d) Information Services: These are important both to ICOD itself and as a service to others. It was explained that the Board had previously agreed that ICOD should plug into existing data centres rather than try to duplicate what has already been done by others, and to assist regional centres in information gathering.
- e) Non-Canadian Staff: In discussing the policy of hiring non-Canadians, it was the consensus of the Board that ICOD should hire Canadians first and should attempt to develop a bilingual capacity and a regional mixture of employees. If suitable Canadians were not available, ICOD could consider hiring non-Canadians for specific positions.
- f) Consultative/Observer Status for ICOD with UN Agencies: It was the consensus of the Board that ICOD should not seek formal consultative status with UN agencies, but should continue to develop its informal connections. The Board will consider, in future, the possibility of establishing an ICOD international advisory committee.
- g) Sponsoring Activities: The Board determined that ICOD should co-sponsor specific activities (such as courses, seminars, conferences, etc.) with other organizations only in cases where the Centre is involved in their planning and development and where the activity relates to existing areas of interest to ICOD. ICOD should not become a funding organization. Co-sponsorship means co-development.

To complete the discussion of policy matters, the Board also reviewed the "Discussion Notes" (BD86/1/D22) prepared by the President relating to the Brochure (Agenda Item 8).

- h) Guiding Principles for Project Selection: The Board agreed with Sections A,B and C of the Guiding Principles presented in Document BD86/1/D22 dealing with general principles, geographic considerations (relating mainly to Technical Assistance projects) and cooperation with other Agencies, thus providing a multi-factor framework for future planning

activities. In agreeing to the geographic concentration of the Technical Assistance programme in the Caribbean Basin, the South Pacific, the Indian Ocean and West Africa, the Board noted that other areas such as Latin America or other countries in Asia would still have access to training activities.

- i) Preparation of a Policy Document: It was the consensus of the Board that the President and Chairman should work together to add introductory, philosophical paragraphs to Document BD86/1/D22, Discussion Notes. The philosophical aspects would be abstracted from the Chairman's presentation (BD86/1/D20) and added to the policy and guiding principles agreed to in the "Discussion Notes."

5.a) Minutes: June 14-15, 1985 (rewritten) BD85/4/D57

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

THAT THE MINUTES OF THE JUNE 14-15, 1985 BOARD MEETING (BD85/4/D57) BE ADOPTED AS REWRITTEN.

Motion carried unanimously.

* Action: Add Roy Cheeseman's name to the list of attendees.

5.b) Minutes: December 11-13, 1985 BD86/1/D1

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

THAT THE MINUTES OF THE DECEMBER 11-13, 1985 BOARD MEETING (BD85/1/D1) BE ADOPTED.

Motion carried unanimously.

6) BUSINESS ARISING FROM THE MINUTES OF DECEMBER 11-13, 1985:

a) Salary Scales approved by the Board in December 1985:

BD86/1/D2

Proposed revisions were not approved.

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

THAT ON THE RECOMMENDATION OF THE PRESIDENT, THE POSITION OF SECRETARY-TREASURER BE RAISED TO LEVEL 8.

Motion carried unanimously.

b) System of Salary increases for ICOD

BD86/1/D3

It was the consensus of the Board that the system of salary increases for ICOD (BD86/1/D3) be accepted as amended.

Amendments:

1. Reword the sentence referring to "unsatisfactory" performance in the document (page 1).
2. Add a sentence indicating that annual appraisals should be reviewed by the President and the Secretary-Treasurer to ensure fairness to the employees and an appropriate distribution of ratings.

c) Appointment of International Directors (Agenda Item 11)

d) By-Laws for the Executive Committee:

It was agreed that the Secretary-Treasurer would consult with the Chairman and Vice-Chairman in preparing draft by-laws for the activities of the Executive Committee which would be presented at the next Board meeting.

e) Signing Authorities of Board members:

It was agreed that this item would be deferred to the next Board meeting.

f) ICOD Scholarship Programme (Agenda Item 11).

g) WMU Training Modules (Agenda Item 11).

h) Funds returned to Government:

The Secretary-Treasurer reported that funds had been returned to the government in the form of two installments totalling \$2,175,000.

i) Travel Insurance:

At the December 1985 Board meeting, ICOD had been requested to continue travel insurance coverage for the Board members and employees. This coverage has been extended for six months. During that time ICOD will enter into a competitive process to obtain a more cost-effective long-term contract for the Centre.

j) Advance Scheduling of Meetings.

It was agreed that the Board of Directors would attempt to hold four meetings per year. The dates agreed to for the next meetings were:

June 13, 1986 (Audit Committee on the evening of June 12) in Halifax.

October 2 and 3, 1986: Inaugural ceremonies in Halifax.

(Dependent upon the availability of the SSEA).

December 4 and 5, 1986 in Ottawa.

April 16 and 17, 1987 (location not specified).

June 11 and 12, 1987 (location not specified).

It was further agreed that if there was not sufficient activity to justify a Board meeting, the Chairman would advise Board members accordingly.

Note: In view of later discussions, it was proposed that the meeting in June 1986 should be for two days on June 12 and 13 with the Audit Committee meeting on the evening of June 12 or a couple of weeks earlier. It was also pointed out that the meeting scheduled for April 16 and 17, 1987 falls on Easter Friday and this date will have to be changed.

k) Halifax Office Accomodation:

The Fisheries and Oceans Research Advisory Council (FORAC) is subletting two enclosed offices and an open workspace area from ICOD at \$775 per month for the period April 1, 1986 to March 31, 1988.

7) President's Report:

a) Report on Activities and Potential Projects

The President provided a verbal report about his trip to South East Asia and the South Pacific. The Board expressed an interest in seeing the film "Tuna Sandwich" at the next meeting.

b) Update on Programmes:

The President provided a chart showing projects in various stages (BD86/1/D23) and discussed each one individually. The Board gave final approval to the WMU Training Modules for Marine Affairs and Maritime Law. (See Agenda Item #11).

Marine Affairs Diploma Course:

In order to enhance the value of a Diploma course, there should be rigorous requirements for participants. ICOD needs a very good, neutral Board to assess the proposals to be received from universities. There was a discussion about the possibility of the Diploma course being comprised of nine months of academic work with three months of practical work.

IOI Grants:

Since there were not sufficient candidates submitted to ICOD from the regions canvassed, it was the consensus of the Board that there be a change in the methodology for identifying candidates this year. ICOD would choose up to four student, from a list of applicants to be provided by IOI, retaining the basic requirement that the students be from the areas of concentration of ICOD's Technical Assistance projects.

c) Projects Approved within Delegated Authority:

- Indian Ocean Newsletter (Regional-Indian Ocean)
- Vanuatu Fisheries Extension Project

Summaries of the two projects were given verbally as part of the update on programmes.

d) Administration and Financial Report:

- i) The Secretary-Treasurer provided a draft financial statement for Fiscal Year 1985/86 (BD86/1/D24). This was reviewed by the Board and a number of questions were raised for clarification. A breakdown of the Professional and Contract Services line objects was requested.
- ii) The Board was advised that both the Audit Services Bureau and the Office of the Auditor General were now involved in verifying ICOD's accounts. The Secretary-Treasurer also reported on major purchases and the cancellation or buying-out of previous equipment and telephone leases.
- iii) The latest Corporate Plan had been approved by the Treasury Board in March, 1986 and the Treasury Board had approved a new Government policy to provide funds to Crown Corporations on a monthly basis. A resolution on borrowing may be necessary at a future meeting.

- iv) The level of commitments for the current fiscal year (1986/87) would suggest that there may be a lapse in funds. The Board, therefore, requested that ICOD present a list of potential projects for the Board meeting in June 1986. This would be based, inter alia, on discussions with other organizations (such as underfunded UN agencies) to determine whether or not ICOD could take over any projects awaiting approval or funding while maintaining a high standard of project selection. Some of these might be short term, one-shot activities.

8) ICOD Brochure and Commentary:

BD86/1/D12

Suggestions were made concerning revisions to the ICOD Brochure. The first paragraph of each section (i.e. Technical Assistance, Information and Training) should start with a topic sentence mentioning ICOD. This topic sentence should be highlighted so that someone skimming through the Brochure could pick out the salient points very easily. There are too many long words given the Brochure's proposed target group. Some wording changes were recommended, the word "coastal" was to be deleted; the Brochure should be printed in such a way that the section relating to the Board of Directors could be easily changed; wise ocean management should be stressed. The Chairman and the Vice-Chairman were to provide ICOD with their annotated copies of the brochure. Gastien Godin and Robert Maguire were to review the French translation and suggest changes. It was agreed that ICOD should make these revisions and then hire an advertising agency to have one final look at the Brochure from the point of view of getting the message across to the public. There was Board approval to complete and print the brochure.

9) International Directors:

It was the consensus of the Board that ICOD should attempt to have one international Board member from each of a) the Caribbean, b) the South Pacific, and c) West Africa. The final international directorship would be available for any other non-Canadian who could be seen as bringing an appropriate perspective to the ICOD Board of Directors. The President and Chairman would consult, draw up a list of six to eight names, and submit the list and c.v.'s for final consideration at the Board meeting in June, 1986. The need to have at least one Francophone international director was recognized.

10) Advisory Committees to ICOD:

Deferred to June Board meeting.

11) **Project Proposals:**

(Submitted by the Chairman)

-Teaching Materials to Train Trainers:

BD86/1/D5

It was agreed that the President should discuss this matter further with the Chairman. ICOD should do an analysis of the proposal and present its views to the Board in June.

-Inventory of Training Programmes in Ocean Affairs:

BD86/1/D6

This proposal should be held in abeyance for review by the Director of Information Services upon his arrival.

-Tools of Cooperation:

BD86/1/D7

This proposal should be held in abeyance for review by the Director of Information Services upon his arrival.

(Submitted by ICOD)

-Scholarship Programme (Revised Estimates):

BD86/1/D13

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

THAT THE BOARD ACCEPT RECOMMENDATIONS 1-4 (BD86/1/D13) MADE BY THE PRESIDENT.

The motion was carried unanimously.

-WMU Training Modules:

BD86/1/D14

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

THAT THE BOARD APPROVE THE TWO WMU TRAINING MODULES (MARINE AFFAIRS, MARITIME LAW) AND THAT AN EVALUATION BE BROUGHT BACK TO THE BOARD.

Motion was carried unanimously.

-Dedicated Regional Scholarships

BD86/1/D15

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

THAT THE BOARD APPROVE THE PROPOSAL TO ESTABLISH A NUMBER OF REGIONAL SCHOLARSHIPS IN THE SOUTH PACIFIC AND THE CARIBBEAN AS OUTLINED IN THE PROJECT SUMMARY ENTITLED DEDICATED REGIONAL SCHOLARSHIPS.

Motion was carried unanimously.

(Note: Recommendation #2 in this proposal was not discussed).

-World Fisheries Map:

BD86/1/D16

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

THAT THE BOARD APPROVE THE PROJECT ENTITLED WORLD FISHERIES MAP (BD86/1/D16) WITH THE COST CEILING BEING \$80,000.

Motion carried.

Chairman abstained.

Robert Maguire dissented.

Suggestions were made to change colours and indicate the 200 mile zone. If the project is really successful, ICOD should do an evaluation and return to the Board for the funding of more copies.

-Training Module: Offshore Non-Fuel Mineral Resources:

BD86/1/D17

It was moved by Sharon Proctor, seconded by Roy Cheeseman:

THAT THE BOARD APPROVE IN PRINCIPLE THE TRAINING MODULE: OFFSHORE NON-FUEL MINERAL RESOURCES (BD86/1/D17) AND THAT AGREEMENT IS CONDITIONAL ON FACTORING IN ENVIRONMENTAL CONSERVATION CONSIDERATIONS (ENVIRONMENTAL IMPACT ASSESSMENT).

Motion carried unanimously.

It was noted as a matter of principle that it is not cost-effective to bring people from all over the world to Halifax for a two-week programme. It is proposed that future programmes would be held in the regions after the first trial program has been fully assessed.

- Marine Affairs and Aquatic Resources Information System

BD86/1/D18

- Sri Lanka and the Indian Ocean

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

THAT THE PROJECT ENTITLED MARINE AFFAIRS AQUATIC RESOURCES INFORMATION SYSTEM - SRI LANKA AND THE INDIAN OCEAN (BD86/1/D18) BE APPROVED IN PRINCIPLE.

Motion carried unanimously.

11. General

It was the consensus of the Board that all projects should be ecologically oriented and stress wise ocean management to ensure that ICOD will not fund anything which would have an adverse effect upon the environment. This should be mentioned in the Brochure as well.

12. Administration Matters:

i) Relocation Policy

BD86/1/D19

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

THAT THE BOARD ACCEPT THE RELOCATION POLICY AS SET OUT IN BD86/1/D19.

Motion carried unanimously.

It was suggested that ICOD advise employees to take out their own insurance coverage on any items to be stored as the government's insurance scheme does not adequately compensate people for stolen items.

ii) West Coast Representative - Asia Pacific Foundation

It was agreed that the President should pursue the possibility of establishing West Coast representation for ICOD through the Asia Pacific Foundation.

iii) Banking Resolution for Ottawa Bank Account

BD86/1/D8

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

THAT THE BOARD APPROVE THE BANKING RESOLUTION FOR THE OTTAWA ACCOUNT (BD86/1/D8) WITH THE AMENDMENT OF GUARANTEES.

Amendments to tabled banking resolution:

- a) No transaction of whatever nature to exceed \$5,000.
- b) There are to be no overdraft privileges.

It was noted that normally a contractee could not have signing authority as ICOD cannot bond a contractee or temporary employee. However, because of the small amount involved, it was agreed that the Ottawa Bureau Manager could have signing authority even though she was on contract.

iv) Account from Chairman:

BD86/1/D9

The original proposal was modified and the Board agreed that the Chairman should submit a claim for twelve of her current twenty days.

Account from Vice-Chairman:

BD86/1/D10

It was moved by Roy Cheeseman, seconded by Sharon Proctor:

THAT THE BOARD HAS NOW RECEIVED THE REPORT OF THE VICE-CHAIRMAN AND THE TIME INVOLVED IN THIS ACTIVITY WAS THREE DAYS.

Motion carried unanimously.

**v) Report of Transition Process:
ICOD I - ICOD II**

The Secretary-Treasurer reported that all the appropriate documents had been recently signed and that the Minister of Consumer and Corporate Affairs was now being petitioned to dissolve ICOD the NGO.

iv) Report on Previous Chairman's Expense Claim:

The Board agreed not to re-open this matter and instructed the Secretary-Treasurer to advise the previous Chairman by letter.

The meeting was adjourned at 4:50 p.m., April 18, 1986.