



28 Oct. 1988  
1004.12

**Draft Agenda  
Annual Meeting of Board of Directors  
30 November and 1 December 1988  
Halifax, Nova Scotia**

<u>30 November</u>	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
1. A. CALL TO ORDER Quorum	09:00-09:10 (Chairman)	---	
B. Adoption of Agenda	09:10-09:15		1
2. REVIEW OF MINUTES	09:15-09:30		2
A. Board Meeting June 9, 10, 1988.		BD88/D45	
B. Executive Committee September 19, 1988		BD88/D46	
3. BUSINESS ARISING FROM MINUTES (REFERENCE # FROM PREVIOUS MINUTES GIVEN IN BRACKETS)	09:30-10:15		3
A. Board Minutes			
i. Yearly ICOD Seminar (3A)		BD88/D64	
ii. Information Policy (4A)		BD88/D47	
iii. Rotational Program Officer Position for Developing Country Candidates (4A)		Verbal	
iv. Board Remuneration and Living Allowance (4A)		(To be distributed)	
v. Update on Possible Upgrading Of Marine Affairs Diploma Program (9E)		BD88/D48	

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
vi. Costs For Possible Board Meeting Overseas (11)		BD88/D49 (To be distributed)	
B. Executive Committee Minutes			
i. Future Role of the Board		Verbal	
ii. Evaluation Activities		BD88/D65	
iii. Role of Information Division		Verbal	
iv. D. Lindores Letter		BD88/D66	
COFFEE BREAK	10:15-10:30		
4. PRESIDENT'S REPORT	10:30-11:30 President	Verbal	4
A. General Update			
- Policy Directions			
- Approval Of Increased Core Funding			
- Update On Contracts With CIDA And Cooperation With Other Donor Agencies			
- Status Of Active Projects And Report On Completed Projects		BD88/D50	
- Projects Approved Under Presidential Authority		BD88/D51	
- Cost Overruns Approved Presidential Authority		BD88/D52	
- List Of ICOD Contracts		BD88/D53 (To be distributed)	



	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<b>5. REPORT OF THE SECRETARY - TREASURER</b>	11:30-12:00 Secretary- Treasurer		5
A. Five Year Financial Projection		BD88/D54	
B. Financial Statement		BD88/D55	
LUNCH	12:00-13:00		
<b>6. RESTRUCTURING OF ICOD</b>	13:00-16:30 President	BD88/D56	6
	(COFFEE BREAK 15:00-15:15)		
- Organizational Structure			
- Eligibility			
- Program Planning and Management			
- Staffing (Amendment to By-Laws)		BD88/D67	
- Administrative Costs			
- Accommodation			
- Regional Offices			

<u>1 December</u>	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<b>7. REVIEW OF CORPORATE PLAN</b>	09:00-10:30 President	BD88/D57	7
COFFEE BREAK	10:30-10:45		
<b>8. PROJECT PROPOSALS</b>	10:45-11:45 President		8
A. OECS Small Projects Funding Program		BD88/D58	
B. Training in Fish Quality Control and Inspection - Seychelles, South West Indian Ocean		BD88/D59	
C. Cooperative Development Program Between ISSTH (Mauritania) and the University of Moncton (Shippagan Campus)		BD88/D60	
D. Institute of Marine Resources - Institutional Enhancement		BD88/D61	
E. Training in Geology; Pacific Island Countries		BD88/D62	
F. International Maritime Law Institute Scholarships (Global)		BD88/D63	
G. Nearshore Non-Fuel Mineral Resources Course - Indian Ocean		BD88/D68	
<b>9. OTHER BUSINESS</b>	11:45-12:00		
<b>10. DATES FOR NEXT BOARD MEETINGS</b>	12:00-12:15		

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
11. VISIT AND LUNCH AT THE BEDFORD INSTITUTE OF OCEANOGRAPHY	Departure at 12:30 Return at 15:00		

Discussions with ICOD staff, review of ICOD materials, etc.	15:00-
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**THURSDAY EVENING -**

ICOD reception for Board Members,  
ICOD staff and ICOD-sponsored  
students.



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

BD88/D45

CONFIDENTIAL  
1004.11

BOARD OF DIRECTORS MEETING  
HALIFAX, NOVA SCOTIA  
9, 10 JUNE 1988  
DRAFT MINUTES

PRESENT: Elisabeth Mann Borgese, Chairman  
John Vandermeulen, Vice-Chairman  
Roy Cheeseman  
Danielle de St-Jorre  
Mary Jo Duncan  
Gastien Godin  
Vaughan Lewis  
Ellen McLean  
Robert Maguire  
Moise Mensah  
Philip Muller  
François Pouliot  
Gary Vernon, President  
Garry Comber, Secretary-Treasurer  
Jeanne-Mance Côté, Administration Officer

ABSENT: Sharon Proctor

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1. A. CALL TO ORDER AND WELCOME TO BOARD MEMBERS

The Chairman welcomed Vaughan Lewis, Moise Mensah and François Pouliot to the ICOD Board.

1. B. REMARKS BY REGIONAL REPRESENTATIVES/NEW MEMBERS

Vaughan Lewis explained the importance of ocean resources to the small islands and other countries of the Caribbean Basin. ICOD has played an important role already in areas such as maritime boundary delimitation and the establishment of jurisdiction over their new economic zone through fishing agreements. He expressed his pleasure at being invited to serve on the Board of ICOD.



Moise Mensah congratulated the President on his reappointment. He indicated that he is the representative of 16 West African and 9 Central African countries with a total population of 215 million. Mr. Mensah gave an overview of regional fisheries (both inland and ocean) as well as a report on the potential for involvement in Mauritania. He recommended that ICOD assist with the management of the EEZ through surveillance and control projects.

He pointed out that many countries have significant unrealized resource potential due to lack of technical capacity and trained manpower. Often fish populations are declining due to overfishing by foreign vessels. Governments must determine how to improve domestic artisanal fisheries, and how to ensure that partnerships between local governments and foreign countries provides optimal results. He assured ICOD of his close cooperation and his willingness to be of assistance in carrying out ICOD's mandate and objectives.

François Pouliot elaborated on the Canadian Government's new ODA policy "Sharing Our Future". He felt that ICOD would be interested in CIDA's decentralization process, its attempt to double the number of scholarships over 5 years and its renewed attention to public awareness in Canada. Two major issues are presenting new challenges to the aid program: the urbanization process and the issue of job creation. A major issue which has an impact on all development is the debt crisis.

Danielle de St-Jorre gave an exposé on Seychelles inshore and offshore artisanal fisheries. All industrial fishing activities are carried out by foreign vessels with tuna being the main catch. Tourism is the main foreign exchange earner but Seychelles is looking to derive additional benefits from the fishery through purse seining and longlining. There is also ongoing offshore mineral prospecting. Marine parks have been created and strict laws enacted to protect the natural environment.

She also mentioned regional cooperation in fisheries with: a) South-West Indian Ocean Project (SWIOP); b) Indian Ocean Fishery Commission (IOFC); c) Indo-Pacific Tuna Development and Management Program (IPTP); d) European Community Micro-Project; and e) European Community Regional Tuna Project. Madame de St-Jorre left two documents on these subjects for the Board's information.

Philip Muller had presented a statement on the South Pacific fishery at the last meeting. He indicated that ICOD's very active fisheries involvement in the South Pacific was giving a major boost to development plans in the region.



In the discussion that followed the comments to the Board, Mr. Mensah indicated that a major need in Africa was to get improved gear and equipment to fishermen. Modern technology is available, but most countries lack the institutional framework to utilize it effectively. Concerning training, he felt that practical training of people already on jobs was preferable to academic training.

Madame de St-Jorre was asked about the impact of ICOD projects in the Indian Ocean region. She answered that ICOD could act as a catalyst for development and could undertake initial studies. Due to its size, the Centre has considerable flexibility and a capacity for quick action particularly for smaller projects that are often not considered by larger agencies. She noted that training assistance was crucial both within and outside the country. For instance, Seychelles does not have its own university. As for consultants, to her knowledge there had been no negative experiences with any Canadian consultants, but if such were to happen, a report would be submitted to ICOD.

Mr. Lewis and Mr. Muller were asked how they saw ICOD fitting into their broad regional approach--were there tangible results from ICOD aid, were there key development directions for ICOD or their region, and where should training take place?

Mr. Lewis elaborated on the need for statistics, data collection, management of foreign fleet licensing, upgrading of Caribbean artisanal fisheries and training in marine-related sciences. He felt that ICOD's small project fund with the OECS fisheries desk had been very worthwhile. He suggested that in order to avoid creating "white elephants", projects should be closely meshed to the stated needs of developing countries. As for training, he felt that 3 to 6 month attachments of people already on the job would be most beneficial.

Philip Muller indicated a need to expand inter-regional cooperation on boundary delimitation, surveillance, development of industrial fisheries, conservation of marine environment, recreational fisheries, processing of non-living coastal resources, and monitoring of technological developments. He said that ICOD could assist with training and technology transfer and added that ICOD already had the reputation of an honest broker. The results of ICOD assistance so far were positive. He considered that training should be undertaken within a region whenever possible and said that, in order to avoid creating "white elephants" one must carefully avoid too many consultant reports and adhere to practical requirements.

1. C. ADOPTION OF THE AGENDA

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

BD88/1/R1            THAT THE AGENDA BE ADOPTED AS PRESENTED WITH THE  
ITEM "CAPITAL EXPENDITURES ON PROJECTS" TO BE  
ADDED UNDER 3.H.

Motion carried unanimously.

2.            REVIEW OF MINUTES OF THE NOVEMBER 1987 BOARD MEETING,  
THE FEBRUARY 1988 EXECUTIVE COMMITTEE MEETING AND THE  
APRIL 1988 EXECUTIVE COMMITTEE MEETING

BD88/D01  
BD88/D24  
BD88/D25

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

BD88/2/R2            THAT THE MINUTES OF THE NOVEMBER 1987 BOARD  
MEETING, THE FEBRUARY 1988 EXECUTIVE COMMITTEE  
MEETING AND THE APRIL 1988 EXECUTIVE COMMITTEE  
MEETING BE ADOPTED.

Motion carried unanimously.

3. BUSINESS ARISING FROM MINUTES

3. A. Update on Yearly ICOD Seminar

BD88/D27

The President informed the Board that the speaker's contract had been issued. He asked Canadian directors in particular for a list of invitees. In discussing potential "responders" for the Seminar, only one of the four International Directors could confirm their presence at the Fall Board Meeting and Seminar.

The general consensus of the Board Members was that the seminar should be extended to a whole day, if possible, as out-of-town invitees would be reluctant to attend for only a few hours.



3. B. Conflict of Interest

In keeping with Article XIII of the ICOD By-Laws, International Directors were asked to abstain from voting on projects in their own region. A record of their abstention would be recorded in the Minutes. They will, however, be welcome to participate in preliminary discussions to give the Board the benefit of their advice. It was indicated that 3 Members had not yet signed the Conflict of Interest form.

3. C. Report on Total Value of Projects BD88/D28

The President advised Board members that the report was available for information and asked Members if this should be presented at each Board Meeting.

3. D. Ottawa Office Lease - Deferred to 4 B.

3. E. Paper on Ocean Bed Mining - Deferred to 4A.

3. F. Project Proposals - Deferred to 9.

3. G. Appointment of Directors and President BD88/D23

The President announced that the four Board Members whose tenure was up for renewal had been reappointed. The Board had been provided a copy of the Order in-Council concerning the President's reappointment.

3. H. Capital Expenditures on Projects BD88/D42

The above-mentioned document had been presented to the Executive Committee in February and was recommended by the Executive Committee to the Board for approval. **It was the consensus of the Board to accept a capital component of up to one third of project costs for Human Resources Development type projects.** It was noted that this type of capital expenditure was to be for equipment and not for buildings or construction.

4. **PRESIDENT'S REPORT**

4. A. General Update

Policy Directions

The President advised the Board that ICOD was at a juncture where it must decide if it would continue to operate within the same



parameters and guidelines or would forge ahead by; a) expanding policy thrusts, b) developing a role as executing agency, and c) playing a much greater role in the development of Canadian international aid policy.

Additional Funding from Parliament  
ICOD Corporate Program Plan 1988/89

BD88/D22

ICOD had been invited to participate in CIDA's Corporate Program Planning Exercise for 1988/89. This represented an opportunity to propose an increase in ICOD's core funding. If CIDA accepts ICOD's proposals, presented in May, they would recommend an increase for ICOD of \$29M over the next 5 years in a submission to the Cabinet over the summer. Such an increase in core funding would change the size, scope and response capacity of ICOD and, also, require additional staff. Some Members were wholly supportive while others questioned the role of the Board vis à vis this new approach, the additional administrative costs to the Centre, and ICOD's capacity for quick response to project proposals.

The President indicated that projects undertaken by ICOD on behalf of other donors would be handled separately within ICOD. In these projects the role of the Board would be to agree that ICOD should undertake a project or refuse such permission. Thereafter, the operation of the project would be in accordance with the objectives of the donor. The Board agreed with this approach and felt that such projects should not affect the internal structure of ICOD (including the staff) to any great extent. This would allow ICOD's core programs and its executing agency work to be reviewed separately.

Possible Contracts with CIDA and Other Donors

There have been discussions with CIDA on joint approaches or having ICOD act as an executing agent for the following: a) South Pacific Program - \$10 million over 5 years; b) Caribbean Resource Survey - \$10 million over 5 years; c) Sectoral Scholarships - \$10 million over 5 years; d) Indian Ocean - ICOD program from increased core funding in Islands and some coastal countries; e) West Africa - Regional program, and; f) Indonesian project - \$2.5 million over 2 years.

ICOD has also registered with a number of donors as a potential executing agent.

François Pouliot encouraged ICOD to look for alternate sources of funding as government budget cuts might affect the entire Canadian assistance program in future.

The President gave an overview of ICOD's program development by geographical areas.

GEOGRAPHICAL  
SOUTH PACIFIC

The signing of a joint project with CIDA is scheduled to take place in late summer resulting in the posting of an ICOD officer to Fiji in the fall. Document BD88/D44 - Authority to Open Two Bank Accounts in Fiji, was then tabled by the Secretary/Treasurer. One Member suggested ICOD should open offshore bank accounts in Canadian dollars and one local account with enough operating capital in Fijian dollars, if possible.

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

BD88/1/R3            **THAT ICOD BE AUTHORIZED TO SEEK APPROVAL FROM THE  
MINISTER OF FINANCE TO OPEN APPROPRIATE OFFSHORE  
BANK ACCOUNTS IN FIJI.**

Motion carried unanimously.

WEST AFRICA

One person is posted in Morocco under an ICOD project; he is developing statistics for artisanal fisheries; a regional course on stock assessment has been held in Senegal; a small information program for Mauritania and a non-fuel minerals course in Ghana have just been approved. During a recent FAO organized mission, there were also discussions on the possibility of looking at a regional approach for surveillance and enforcement for West Africa.

CIDA's Vice President of Francophone Africa has identified smaller West African countries not being serviced by CIDA, which might be suitable for ICOD activities. ICOD has been invited by the World Bank to participate in a mission to Guinea-Bissau.

CARIBBEAN BASIN

The President reaffirmed ICOD's focus on the OECS. He discussed the implications of additional core funding in broadening the ICOD program and the possibility of executing a large CIDA Marine Resource Survey project.



### INDIAN OCEAN

ICOD would like to replicate the South Pacific and Caribbean approaches in the Indian Ocean and has approached CIDA with two funding options for CIDA consideration: a program covering ocean and fisheries activities in the island states of the Indian Ocean or one covering the island states plus some of the states of the littoral of East Africa. It appears that CIDA will have administrative difficulties in addressing the proposal. Barring a CIDA response, ICOD will continue to develop programs in the area supported by its own core budget. In the meantime, ICOD has several projects underway in the Seychelles, Mauritius, Maldives and Sri Lanka.

### INFORMATION POLICY

The document entitled "ICOD Policy on Information Products"-BD88/D19 was submitted to the Board. The Centre's publications can be divided into three categories: a) Information about the Centre itself, b) Press publications and c) Adjuncts to ICOD activities. The President told members that ICOD needs input on developing countries' needs in order to develop a proposal for Board approval. A discussion followed with various suggestions from members. Board Members were asked to give their written comments to the Centre by 31 August 1988. Copies of the Directory of Marine Training in Canada and the ICOD Newsletter were made available for Board Members.

### TRAINING/SCHOLARSHIPS

i) ICOD and CIDA are holding discussions on the long-term development of teaching capabilities in Third World countries. ICOD may be selected to execute a CIDA project offering sectoral (ocean related) scholarships for study in Canada. In such an event, ICOD funds presently used for general scholarships could be redirected to training more closely connected to ICOD's Technical Assistance and Information programs.

ii) ICOD is examining the offer of scholarships for undergraduate training, and is undertaking to identify the demand from developing countries, appropriate training facilities in Canada and the Third World.

iii) ICOD is also involved in discussions with the Department of Fisheries and Oceans (DFO) on implementing a program whereby people from developing countries could get practical on-the-job experience in that Department.

iv) The President mentioned that ICOD would like to hire a Program Officer from a developing region, possibly on a two-year rotational basis, and asked Board members to submit the names of potential candidates.

#### ADMINISTRATIVE MATTERS

i) Board Remuneration - A comparative study will be undertaken with similar agencies and results will be brought to the Board.

ii) Staffing - There are presently 32 permanent staff at ICOD with two or three positions to be filled in the near future.

iii) Senior Advisor (BD88/D40) - ICOD now has an advisor on economic research working on country fisheries profiles and the analysis of development assistance programs.

iv) Bilingualism (BD88/D21) - A survey of the Centre indicates that ICOD currently exceeds Canadian Government requirements relating to the use of official second languages.

v) Administrative Costs - It was agreed at the Executive Committee meeting (and the Auditor General's Office concurred) that the current level of 18% of total budget for Corporate administrative expenses would be an acceptable level for the Centre's operations at the present stage of its development.

vi) Dental Plan - ICOD now pays the full premiums of the dental plan in keeping with a decision of the Treasury Board of Canada.

vii) Office Space - ICOD is seeking a short-term tenant for some extra office space it has taken over on the fourth floor in view of longer term requirements.

viii) Accommodation (Ottawa Lease BD88/D26) - In reviewing this document, it was agreed that an administrative matter of this nature could be dealt with by the President. The Board, therefore noted the President's decision to renew the Ottawa lease, as required.

5.           REPORT OF THE EXECUTIVE COMMITTEE -  
             FEBRUARY, APRIL AND JUNE MEETINGS.  
             AND
10.          MEMBERSHIP OF EXECUTIVE AND AUDIT  
              COMMITTEES FOR 1988/1989.

It was agreed to merge Items 5 and 10 on the Agenda.



Members discussed the evolving role of the Executive Committee and the need for it to meet more frequently. The President stated that the Committee played a key role in ICOD operations which supplemented that of the full Board. The Committee was asked to approve project proposals which fell within Corporate Plan guidelines. The Executive Committee was also used as a sounding board for new policy thrusts and initiatives prior to submitting them for full Board approval.

It was suggested that one additional member be named to the Committee to serve as an alternate or to fill a vacancy if needed.

Present members of the Executive Committee were asked if they were willing to serve another term; all answered in the affirmative.

It was moved by François Pouliot, seconded by Moise Mensah,

BD88/1/R3            **THAT THE PRESENT MEMBERS OF THE EXECUTIVE  
COMMITTEE BE REAPPOINTED FOR AN ADDITIONAL TERM.**

Motion carried unanimously.

Both Ellen McLean and Gastien Godin offered to act as alternates and it was agreed that the Chair reserved the right to make a decision on alternates as required.

#### AUDIT COMMITTEE

It was moved by Roy Cheeseman, seconded by François Pouliot,

BD88/1/R4            **THAT THE PRESENT MEMBERS OF THE AUDIT COMMITTEE BE  
REAPPOINTED FOR AN ADDITIONAL TERM.**

Motion carried unanimously.

6. **REPORT OF THE AUDIT/EXECUTIVE COMMITTEE  
JUNE 1988**

Gastien Godin advised the Board that the Auditor General's report indicated that ICOD's performance has been very good. They had discussed Administrative Costs which were at an acceptable level. Incorporation of CIDA projects would affect the administrative costs in ICOD's future financial reports. Recommendations were made to increase the number of staff in the financial section as one accountant was not sufficient.

6. A. **APPROVAL OF AUDITED STATEMENT FOR  
1987/88**

BD88/D33

The 1987/88 Audited Statement was tabled and the Board noted that it had been accepted by the Audit Committee.

Removal of "Contributed Surplus" from ICOD's  
Balance Sheet

EC88/D22

The Secretary/Treasurer's memo dated 8 June 1988 was tabled. It was noted that this procedure had been recommended by the Auditor and explained to the Audit/Executive Committee.

After discussion, it was moved by John Vandermeulen, seconded by Roy Cheeseman,

BD88/1/R5

**THAT THE MINISTER FOR EXTERNAL RELATIONS AND  
INTERNATIONAL DEVELOPMENT BE REQUESTED TO APPROVE  
THE TRANSFER OF THE CONTRIBUTED SURPLUS OF \$54,227  
TO THE DEFICIT ACCOUNT, THUS RESULTING IN A  
SURPLUS OF \$33,317 AS EQUITY AS OF MARCH 31, 1988.**

6. B. **REVIEW OF ICOD ANNUAL REPORT**

BD88/D34

The President advised the Board that the Annual Report was being printed and that a draft was available for their information.



**7. REPORT OF THE SECRETARY/TREASURER**

**7. A. CURRENT FINANCIAL STATEMENT**

BD88/D35

This document was submitted to the Board for information. The Secretary/Treasurer elaborated on the different expenditures for the current fiscal year. He then went over the divisional planning budgets. One Member pointed out the apparent discrepancy between divisions on the non-project expenditures. A report on this has been requested by the Executive Committee.

**7. B. FIVE YEAR FINANCIAL PROJECTIONS**

BD88/D36

This document will be prepared for Board members on a regular basis to give Members an idea of projections over a five-year period. A Member asked under what category ICOD reported the costs of holding Executive and Board meetings. The Secretary/Treasurer replied that this was covered by the Administration budget.

**7. C. DIRECTOR'S LIABILITY**

BD88/D20

A document from the Treasury Board of Canada was reviewed. This indicated that the Government accepted responsibility for any and all liability on behalf of Board Members discharging their duties. Therefore, ICOD did not require such liability insurance.

**8. PRESENTATION BY GALO CARRERA ON THE MARITIME  
DELIMITATION COMPUTER PROGRAM (DELMAR)**

A presentation on the Boundary Delimitation Computer Program was given to the Board by Phillip Saunders and Galo Carrera. This project has resulted in the preparation of a computer software package entitled DELMAR. Technical work on the package has been completed and a publications and distribution policy is being finalized. The package has been reviewed by many people and organizations and has been tested. It has been very well received to date.

**9. PROJECT APPROVALS**

**9. A. INVESTIGATION OF LAGOONAL HEALTH  
CHARACTERISTICS AND COASTAL POLLUTION,  
MAURITIUS**

BD88/D12

The Director from the Indian Ocean region indicated that she supported this project and felt that other countries in the Indian Ocean (such as her own) would at some point in time also require assistance of this nature. Concern was expressed as to which department within the Government of Mauritius would take the lead in implementing the project and undertaking the required follow-up action, such as the drafting of legislation.

It was moved by Roy Cheeseman, seconded by Philip Muller,

BD88/1/R6

**THAT FINAL APPROVAL BE GIVEN TO PROJECT #870135-  
INVESTIGATION OF LAGOONAL HEALTH CHARACTERISTICS  
AND COASTAL POLLUTION, MAURITIUS - TO A MAXIMUM  
ICOD CONTRIBUTION OF \$159,000 CANADIAN.**

Motion passed with one abstention.

**9. B. REEF FISHERIES MANAGEMENT PLANNING  
- JAMAICA/BELIZE**

BD88/D09

The Director from the Caribbean area indicated his support for the project. There was a discussion concerning the proposed methodology and the involvement of the fishing communities as well as the fisheries departments. There was also a discussion concerning cooperation between the Governments of Jamaica and Belize. The Director from the Caribbean felt that UWI would foster such cooperation and would also help to ensure that the cooperative mechanisms established in the project would be continued once the ICOD project finished. Concern was expressed over how the activities listed would actually result in a management plan at the end of the project.

It was suggested that the project document was not clear on what the cause of the problem is, i.e. the use of larger boats, motorized boats, certain types of fishing gear, etc. It was requested that ICOD approval documents always indicate whether project personnel were to be Canadian, local people, or otherwise.



It was requested that the wording on page 6 under "Constraints" be changed. The Member from the Caribbean indicated that Jamaica did not have a weak record with respect to its fisheries management capacity; however, this might be said about the actual management of the resource. Board members also asked what remedial action would be required of Jamaica before ICOD would proceed with the funding.

The President undertook to review the matters indicated above and incorporate them into the project as appropriate.

It was moved by Gastien Godin, seconded by Robert Maguire, -

BD88/1/R7

**THAT FINAL APPROVAL BE GIVEN TO PROJECT #870138-  
REEF FISHERIES MANAGEMENT PLANNING, JAMAICA/BELIZE  
- TO A MAXIMUM ICOD CONTRIBUTION OF \$278,500  
CANADIAN.**

Motion passed with one abstention.

**9. C. CARIBBEAN MARINE PARKS AND PROTECTED  
AREA MANAGEMENT PROGRAM**

BD88/D07

The Member from the Caribbean felt that Phase I was a crucial step in developing the concept further. One of the details which must be confirmed was that each Caribbean government would take responsibility for the management of their own marine parks. It was felt that the description of Phase II was vague. It was indicated that Approval in Principle was being requested for Phase II since Phase I itself would define the details of Phase II. It was requested that when Phase II approval was sought, a brief description of each of the small projects be given.

There was also a question as to who would decide which small projects would be funded under the ICOD project; would it be ICOD, the Caribbean Conservation Association, the workshop participants, or each individual government. The Board noted the estimated value of the recipient contribution and felt that if the figure were confirmed during Phase I, this would be a good indicator of local support for the project.

It was requested that ICOD work closely with the United Nations Environment Program based in Jamaica in pursuing this program. It was felt that rather than provide Approval in Principle for Phase II, the Board should just note the proposal for Phase II activities.

There was concern about the proposed training program of \$33,000, which seemed to relate directly to the preparation of a credit course at the University of the West Indies. The cost was considered too high for such an activity.

The President indicated that ICOD would take into account the comments of the Board when developing Phase II of the project.

It was moved by John Vandermeulen, seconded by Moise Mensah,

BD88/1/R8      **THAT FINAL APPROVAL BE GIVEN TO PHASE I OF PROJECT #870139 - CARIBBEAN MARINE PARKS AND PROTECTED AREA MANAGEMENT PROGRAM TO A MAXIMUM ICOD CONTRIBUTION OF \$24,000 CANADIAN.**

Motion carried with one abstention.

**9. D. SHORT TERM ATTACHMENTS PROGRAM**

BD88/D15

A number of Directors indicated that this type of program was exactly what was required to deal with many informal training situations.

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

BD88/1/R9      **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870184-SHORT TERM ATTACHMENTS PROGRAM - TO A MAXIMUM ICOD CONTRIBUTION OF \$290,000 CANADIAN.**

Motion carried unanimously.

**9. E. UPGRADING DIPLOMA IN MARINE AFFAIRS**

BD88/D16

This proposal elicited a great deal of discussion within the Board. Concern was expressed on whether or not the change to a Master's Degree program would affect the target group for the Marine Affairs Diploma program. It was pointed out that the diploma was already at the graduate level. Therefore, the change to a Master's Degree would not alter the basic entrance requirements which, in any event, were different for two universities involved (Dalhousie and University of Quebec at Rimouski).



Concern was also expressed that ICOD had not yet had an opportunity to undertake an evaluation of the program, since it had only been running for one year. Was this an appropriate time to consider upgrading the program or should ICOD wait one or two years? It was felt that ICOD should seek flexibility by supporting an upgrading to a Master's Degree on condition that some candidates could still obtain a diploma if that is what the recipient Government wanted. In discussing the possibility of having a lower level diploma program, it was indicated that the International Oceans Institute already had a well established ten week course which provided a recognized diploma. ICOD should not attempt to duplicate that type of diploma program.

Concern was raised about whether the current ICOD Graduate Diploma Program only educated the elite from various countries. However, one of the International Directors indicated that ICOD should, indeed, strive to train the top people in each country who would then be in a position to provide training to others.

Noting the comments concerning flexibility, and with the President's agreement to take this into account when pursuing this matter further,

It was moved by John Vandermeulen, seconded by Mary Jo Duncan,

BD88/1/R10

**THAT APPROVAL IN PRINCIPLE BE GIVEN ON PROJECT #860074 FOR A POSSIBLE INCREASE IN SCHOLARSHIP COSTS OF UP TO \$750,000 CANADIAN OVER THREE YEARS IN CONNECTION WITH THE PROPOSED UPGRADING OF THE DIPLOMA IN MARINE AFFAIRS TO THE MASTERS DEGREE LEVEL.**

Motion carried unanimously.

**9. F. GRADUATE PROGRAM IN (MARINE) RESOURCE  
AND ENVIRONMENT MANAGEMENT, UNIVERSITY  
OF WEST INDIES - CARIBBEAN REGION**

BD88/D17

This project was supported by the Director from the Caribbean. The size of the proposed recipient contribution was noted. It was indicated that the University of the West Indies normally proceeds with the establishment of programs in a very formal manner. Therefore, if the University committed itself to certain funding targets, it could be expected to honour them, unless there was a major shift in funding from member countries. A question was raised on how ICOD would manage a program of this nature. The Board noted that an evaluation of Component 1

(preparation for the Master's Degree program) would be available before a final decision was sought on Components 2 and 3.

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

BD88/1R11

ON PROJECT #880195 - GRADUATE PROGRAM IN (MARINE) RESOURCE AND ENVIRONMENT MANAGEMENT, UNIVERSITY OF WEST INDIES - CARIBBEAN REGION, FINAL APPROVAL BE GIVEN TO COMPONENT 1 TO A MAXIMUM ICOD CONTRIBUTION OF \$699,400 AND APPROVAL IN PRINCIPLE BE GIVEN TO COMPONENTS 2 AND 3 WITH AN ESTIMATED VALUE OF \$1,292,900 CANADIAN.

Motion carried with one abstention.

9. G. ENHANCEMENT OF FISHERIES INFORMATION  
HANDLING CAPABILITIES AT THE FORUM  
FISHERIES AGENCY

BD88/D02

A general background paper on the following three information projects in the South Pacific was presented. The Director from the South Pacific indicated the reasons for the proposals on information handling systems. There was a brief review of the expected outputs on the FFA project which seemed too numerous in relation to the inputs proposed.

It was moved by François Pouliot, seconded by Danielle de St. Jorre,

BD88/1/R12

THAT FINAL APPROVAL BE GIVEN TO PROJECT #880193- ENHANCEMENT OF FISHERIES INFORMATION HANDLING CAPABILITIES AT THE FORUM FISHERIES AGENCY - TO A MAXIMUM ICOD CONTRIBUTION OF \$358,000 CANADIAN.

Motion carried with one abstention.

9. H. DEVELOPMENT OF THE REGIONAL COORDINATION  
UNIT AT THE PACIFIC INFORMATION CENTRE,  
UNIVERSITY OF THE SOUTH PACIFIC, FOR  
PIMRIS

BD88/D04

The Director from the region indicated that this project dealt with the central coordinating agency for the PIMRIS Program.



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

BD88/1/R13      **THAT FINAL APPROVAL BE GIVEN TO PROJECT # 870130-  
DEVELOPMENT OF THE REGIONAL COORDINATION UNIT AT  
THE PACIFIC INFORMATION CENTRE, UNIVERSITY OF THE  
SOUTH PACIFIC, FOR PIMRIS - TO A MAXIMUM ICOD  
CONTRIBUTION OF \$367,540 CANADIAN.**

Motion carried with one abstention.

9.    I.    **STRENGTHENING TECHNICAL INFORMATION  
SERVICES IN MARINE GEOLOGY AND NON-  
LIVING RESOURCES FOR THE SOUTH PACIFIC  
REGION, CCOP/SOPAC**

BD88/D37

It was indicated that this was the third ICOD funded component of the PIMRIS program. The project had been initially reviewed by the Executive Committee on June 8 and Approval in Principle had been granted. There had been a question concerning the "miscellaneous program support cost" item of \$26,000. It was indicated that the Executive Committee had agreed to the payment of all costs directly attributable to the project. If, on the other hand, the amount for this line item was for core support to CCOP/SOPAC relating generally to the program, it was considered inappropriate for ICOD funding.

On this condition, it was moved by Vaughan Lewis, seconded by Gastien Godin,

BD88/1/R14      **THAT FINAL APPROVAL BE GIVEN TO PROJECT #870137-  
STRENGTHENING TECHNICAL INFORMATION SERVICES IN  
MARINE GEOLOGY AND NON LIVING RESOURCES FOR THE  
SOUTH PACIFIC REGION, CCOP/SOPAC - TO A MAXIMUM  
ICOD CONTRIBUTION OF \$326,700 CANADIAN.**

Motion carried with one abstention.

10.      **MEMBERSHIP OF EXECUTIVE COMMITTEE AND AUDIT  
COMMITTEE FOR 1988/89**

Please refer to Item 5 above.



**11. DATES FOR NEXT TWO BOARD MEETINGS**

The Fall Board meeting will take place on 30 November and 1 December 1988 in Halifax. The Annual Board meeting is scheduled for 15 and 16 June 1989.

A suggestion was made to hold one Board meeting in a recipient country. The President replied that a budget would be prepared to indicate the costs of such a meeting. The information will be presented to the next Board meeting for discussion.

John Vandermeulen extended an invitation to all Members for a visit to, and lunch to be hosted by, the Bedford Institute of Oceanography during the November/December Board meeting.

The Director for the South Pacific announced that International Directors will likely meet for one extra half day before future Board meetings and that other Members were welcome to attend.

The meeting was adjourned at 16:00.



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

BD88/D46

CONFIDENTIAL

Draft  
September 19, 1988

EXECUTIVE COMMITTEE MEETING  
HALIFAX, NOVA SCOTIA  
19 SEPTEMBER 1988

DRAFT MINUTES

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

---

1 CALL TO ORDER

The Chairman noted that this meeting had a quorum and the proposed agenda was adopted.

2 REVIEW OF MINUTES OF JUNE 8, 1988 EC88/D23

It was moved by Roy Cheeseman, seconded by Robert Maguire,

THAT THE MINUTES OF THE JUNE 8, 1988 MEETING (EC88/D23) BE  
ADOPTED AS PRESENTED.

Motion carried unanimously.



3                    **BUSINESS ARISING FROM THE MINUTES OF JUNE 8, 1988**

3                    **a)     Questionnaire to Crown Corporations (3.b.)**

The President advised the Committee that a report will be submitted at the November Board meeting.

Following this, a discussion took place on the present expense per diem for Board Members. It was thought insufficient to cover actual costs of meals and incidentals. A new figure of \$60.00 per day was considered as being more in keeping with actual expenses currently incurred by Members.

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

**THAT THE PER DIEM FOR ICOD BOARD MEMBERS WHILE ON BOARD BUSINESS BE ESTABLISHED AT \$60.00 WITH THE PROVISION THAT ANY UNUSUAL EXPENSES OVER AND ABOVE THAT AMOUNT MAY BE SUBMITTED FOR CONSIDERATION BY ICOD.**

Motion carried unanimously.

3                    **b)     Seychelles Fish Poster (6.c.)**

Members were referred to page 7 of the minutes of the June 8, 1988 Executive Committee meeting. The Editorial Note states that in accordance with instructions from the Executive Committee, the President approved an increase in the number of posters from 5,000 to 10,000 with a project cost increase of \$6,000. However, the cost per poster was reduced from \$9.40 to \$5.30. Assurances had been received that the additional posters would be put to good use.

4                    **PRESIDENT'S REPORT**

Core Funding - The President informed Members that a new core budget of \$96M over the next five years (representing an increase of \$27M) had been approved.

South Pacific - Several agreements have recently been signed in the South Pacific with regional organizations involved in CIDA's \$10 million project which ICOD will administer. ICOD is planning to open an office in Fiji in November 1988.

Caribbean - On her last visit to Halifax, the Minister for External Relations and International Development, Monique Landry, announced that up to \$15M over the next five years will be channeled through ICOD to manage CIDA's Fisheries Resource Assessment project. ICOD has agreed in principle to do the work and the first phase involves the redesign of the project.

Ongoing discussions with CIDA officials regarding the posting of an ICOD officer in the Caribbean are being held.

Scholarships - There is a strong possibility that a CIDA sectoral scholarship project of up to \$12M over the next five years will be given to ICOD shortly. This would allow ICOD to redirect its own scholarship funds to more targetted training, such as scholarships directly linked to Technical Assistance or Information programs.

Other - The new budget figures over the next five years can be divided in the following manner: Core Budget - \$96M; South Pacific - \$10M; Caribbean - up to \$15M; World Maritime University - \$650,000; Sectoral Scholarships (tentative) - \$12M; for a total of \$135M to \$140M representing a 500% increase over the first 5-Year projections of \$25M.

So as to be able to respond to the challenges ahead, the President told members that ICOD needs a better response capacity. A proposal will be put forth to hire, on a contractual or secondment basis, a group of special advisors who could provide in-house expertise. Our Central Corporate Services also need to be strengthened with the addition of a Personnel Officer, a Lawyer, a Treasurer, and some administrative and communications support.

As the President will be spending more time travelling on behalf of the Centre in his role of Chief Executive Officer, a recommendation was made to appoint a Vice-President as Chief Operating Officer. The President also indicated that he did not expect to stand for reappointment and, therefore, ICOD should be preparing for a smooth handover to his replacement.

A Divisional re-structuring is also proposed comprised of one Global Program Division and two Geographic Program Divisions.

Along with those internal changes, ICOD must look at expanding its list of recipient countries. In the Indian Ocean, this would mean the addition of Djibouti, Somalia, Tanzania (including Zanzibar), Kenya and Mozambique. In the Caribbean, where our present contacts are mainly with the Organization of Eastern Caribbean States, we will now add the Guyana-based organization CARICOM. In Africa, ICOD has been working with FAO to try and establish a regional organization. No changes are forecast in



the South Pacific with the exception of ongoing discussions with CIDA concerning the eligibility of the Federated States of Micronesia, the Marshall Islands and Palau.

ICOD will also continue to broaden its range of projects in the Marine Sector.

The document "Proposed Organizational Update" (EC88/D29) was distributed for review. A question was raised as to the use of an outside personnel agency to help with recruitment. Members were advised that we are now dealing with two firms: one in Ottawa with a network of contacts in international development and one in Montreal for francophone recruitment.

One member suggested that ICOD prepare introductory materials for new employees on the Centre's management philosophy and that the Centre try and maintain or improve its bilingual capacity. A case was made to hire a bilingual receptionist.

The President explained the Centre's position on bilingualism: ICOD should be able to deal with francophone clients in their language; it should be acceptable within ICOD for officers to write and speak in their own language if they can read in both languages.

Another member expressed the view that Canadian regional representation must be maintained in the hiring of both staff and consultants.

At the request of the Executive Committee, the President has agreed to draw a confidential list of positions with names of ICOD personnel who, in his opinion, would be qualified to fill those positions. This list will be presented at the next Executive Committee meeting.

The Executive Committee requested that a paper be prepared for discussion on the roles of the Board/Executive Committee/Chairman/President in the operation of the Centre.

A suggestion was made to involve one or two Board Members during the selection of candidates for key ICOD positions. The Chairman also mentioned that new managers be given training in issues of ocean management.

One Member also mentioned that, with the proposed increase in staff, ICOD should review its accommodation situation and look into leasing options.

ICOD was requested to prepare a two page paper on ICOD's role in developing indigenous training capacity in developing countries through both its training courses and its scholarship support.

## 5 SECRETARY/TREASURER'S REPORT

Document (EC88/D28B) entitled 'ICOD Five-Year Financial Projection' was distributed to Members. The Secretary/Treasurer pointed to the 1988-89 projection of \$8,448,200 compared with the current year allocation of \$8M stating that we are overplanned by 5 - 6 % and that this is ICOD's best performance at this stage of a Fiscal Year.

The Secretary/Treasurer added that a Fall Review document will be presented to the Treasury Board which shows ICOD's continued growth pattern. Our portion of the ODA budget will double from 0.2% to 0.4% over the next 3 years.

The next document presented to the Executive Committee (EC88/D28A) showed current disbursements of \$1,786,101 or 21% of the current year projection of \$8,448M with 42% of the year gone. The disbursement situation will be monitored very carefully to try to improve on last year's performance in which 50% of the budget was spent during the last quarter of the Fiscal Year.

At the request of Members, a column indicating the previous year's divisional spending at the comparable time of the year will be added to future reports for easy comparison.

## 6 REPORT ON ORGANIZATIONAL REVIEW EC88/D29

This item was discussed under item 4 above.

### 7 a) Report on ODA Eligibility Discussions With CIDA EC88/D30

### 7 b) Proposed Changes to ICOD's Recipient List

The Executive Committee was advised of CIDA's request that the word "eligibility" not be used to refer to a specific policy of the Government. Therefore, a document entitled "List of ICOD Recipient Countries" was distributed to Members. It was indicated that this document was substantively the same as the paper approved at the November 1987 Board meeting with editorial changes as requested by CIDA.

Members then discussed the memo of September 16, 1988 concerning changes to ICOD's list of Recipient Countries.

It was moved by Roy Cheeseman, seconded by Robert Maguire,



**THAT IN THE CARIBBEAN REGION, THE DOMINICAN REPUBLIC BE ADDED TO ICOD'S LIST OF TARGET COUNTRIES AND THE BAHAMAS BE ADDED TO THE LIST OF SECONDARY FOCUS COUNTRIES.**

Motion carried.

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

**THAT IN THE SOUTH AND WEST INDIAN OCEAN REGION, MOZAMBIQUE, TANZANIA, KENYA, SOMALIA AND DJIBOUTI BE ADDED TO ICOD'S LIST OF TARGET COUNTRIES.**

Motion carried.

#### **8 PROJECT APPROVALS**

The Executive Committee indicated that the objective and description of some submissions were buried in the middle of the Project Summaries. It was also noted that the heading "Components" on the cover sheet of some of the Project Summaries had been omitted. One Member asked for a one-line summary of the Project objectives on the cover page.

#### **8 a) Micro Computer Training and Systems Development; Pacific Island Fisheries Departments EC88/D21**

The apparent inconsistency in listing the recipient contribution of \$20,000.00 compared to ICOD funding support for tutor expenses (reimbursement of USP staff salaries) and travel expenses of FFA and SPC staff was questioned. It was indicated that the USP is not a recipient in this project, but rather will be the implementing agency; it was also pointed out that there is a difference between the salary costs of FFA and the SPC staff (listed as recipient contribution) and their travel costs (listed as an ICOD expense).

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

**THAT FINAL APPROVAL BE GIVEN TO PROJECT #880211 -- MICRO COMPUTER TRAINING AND SYSTEMS DEVELOPMENT; PACIFIC ISLAND FISHERIES DEPARTMENTS -- TO A MAXIMUM ICOD CONTRIBUTION OF \$135,000 CANADIAN.**

Motion carried.

8           b)     Lobster Assessment Program - Jamaica           EC88/D22

It was pointed out that this document did not show the components on the front page and was too long and convoluted. A question was raised concerning the cost of \$40 per trap for the sampling gear.

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

THAT FINAL APPROVAL BE GIVEN TO PROJECT #880212 -- LOBSTER ASSESSMENT PROGRAM - JAMAICA -- TO A MAXIMUM ICOD CONTRIBUTION OF \$227,000 CANADIAN, SUBJECT TO A POSSIBLE REDUCTION IN THE FIELD SURVEY COSTS.

Motion carried.

**c) Eastern Caribbean - Fisheries Monitoring, Control  
and Surveillance**

The President circulated a revised version of the document which had been sent to the Executive Committee. The President explained that the previous document was not sufficiently clear. Therefore, editorial changes were made to highlight the purpose and description of the project and to include project components on the cover page.

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

THAT FINAL APPROVAL BE GIVEN TO PROJECT #880214 -- EASTERN CARIBBEAN FISHERIES SURVEILLANCE, MONITORING AND CONTROL -- TO A MAXIMUM ICOD CONTRIBUTION OF \$155,200 CANADIAN.

Motion carried.

8           d)    Training Program in Computerized Geological Data  
              Management Systems - South Pacific                   EC88/D25

There was a discussion on constraint #4 which indicated that training in computer systems may result in trainees accepting private sector jobs.



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

THAT FINAL APPROVAL BE GIVEN TO PROJECT #880206 -- TRAINING PROGRAM IN COMPUTERIZED GEOLOGICAL DATA MANAGEMENT SYSTEMS-- SOUTH PACIFIC -- TO A MAXIMUM ICOD CONTRIBUTION OF \$135,000 CANADIAN.

Motion carried.

(Editorial Note: Following receipt of telex dated 15 September 1988 from CCOP/SOPAC, their contribution has been increased from \$35,000 to \$60,000. The training program will not begin before September 1989 as the EEC are now not expected to have the personal computers in place. Accordingly, the fiscal year disbursements for ICOD funding will be delayed one year).

- 8 e) Offshore Non-Fuel Marine Mineral Resources Course;  
Indian Ocean EC88/D26

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

THAT APPROVAL IN PRINCIPLE BE GIVEN TO PROJECT #880210 -- IOMAC-  
ICOD OFFSHORE NON-FUEL MARINE MINERAL RESOURCES COURSE -- WITH AN  
ESTIMATED ICOD CONTRIBUTION OF \$155,000 CANADIAN.

Motion carried.

- 8 f) Regional Fisheries Observer Program - South Pacific  
EC88/D27

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

THAT FINAL APPROVAL BE GIVEN TO PROJECT #880215 -- REGIONAL FISHERIES OBSERVER PROGRAM - FFA -- TO A MAXIMUM ICOD CONTRIBUTION OF \$110,000 CANADIAN.

Motion carried.

9                   **CORPORATE PLAN ISSUES**

The Secretary/Treasurer advised members that a draft of the Corporate Plan will be presented at the November Board meeting.

10                   **OTHER BUSINESS**

10                   i) A question was raised as to ICOD's position on staff exchanges with other organizations. The President replied that this is viewed favorably by the Centre and is being looked at very closely.

10                   ii) The President suggested (and it was agreed) that ICOD organize a party for Board members, ICOD staff and ICOD scholarship recipients on the occasion of the next Board meeting. This would give an opportunity for everyone concerned to establish contacts.

10                   iii) Both the Chairman and the Vice Chairman asked about the status of Dr. Orio Giarini's paper to be presented at the first ICOD Seminar in December. They were told that the first draft had been reviewed and that comments would be forwarded to Mr. Giarini. Joshua John will be travelling to Europe in the near future and will stop off for discussions with Mr. Giarini in Geneva.

The President noted that Mr. Giarini did not directly address issues raised by the Board in the suggested title: "The contribution of the marine sector to national and global GNP, with particular reference to food, energy (offshore oil), international trade, and tourism". It was considered by the Committee that the needs of all parties would be met through: a) a public presentation for a general audience which would raise fundamental questions; b) a more academic paper which ICOD could consider publishing; and c) notes for a discussion between Dr. Giarini and a selected group of academics to review his theories of the measurement of wealth.

10                   iv) Following Mr. Doug Lindores' appointment as Senior Vice-President at CIDA, the President agreed to draft a letter for the Chairman's signature to notify Board Members.



11

**NEXT MEETING**

The date for the next meeting of the Executive Committee has been set for 28 November 1988.



BD88/D64

Update of the ICOD Seminar  
(as of October 27, 1988)

Dr. Orio Giarini visited Halifax in August to attend the Pacem In Maribus conference. While in Halifax he met with the Senior Management of ICOD to brief them on the paper he will present in December to be titled "The Contribution of Ocean Resources to Wealth and Welfare".

Following the discussion with Dr. Giarini, Joshua John coordinated a response to him to clarify and define the theme of the Seminar. Mr. John later met with Dr. Giarini in Geneva while in Europe on business. A final paper and other details were brought back at that time.

At the request of the Board, the schedule of the Seminar was expanded to take the entire afternoon of December 2, 1988. The tentative schedule is as follows:

- 1:30 Chairman of ICOD welcomes audience and introduces concept of seminar.
- 1:40 President of ICOD introduces Dr. Giarini and Dr. Borlin
- 1:50 Presentation begins
- 3:00 Presentation concludes
- 3:00 Coffee Break
- 3:15 Official Response by Mr. Philipp Muller
- 3:25 Official Response by Dr. Vaughan Lewis
- 3:35 Panel Discussion
- 4:05 Questions from the Floor
- 4:50 Closing Statement by President of ICOD
- 5:00 Break
- 5:15 Reception begins
- 7:00 Reception ends
- 7:30 Dinner for ICOD Board, Speakers, Senior Management.

Invitations are expected from the printers October 31, 1988 and will be sent out immediately. R.S.V.P. is requested by telephone by November 15, 1988.

A meeting with the Board of Directors and Dr. Giarini is scheduled for the morning of December 2, and the seminar is to be followed by a breakfast meeting on December 3 with economists to further discuss the implications of the report.

The "Seminar" is now referred to as a "Forum on Ocean Development", so as not to imply a certain format that may not be followed.





Seminar cont'd

Page 2

In the coming weeks the format, arrangements for the venue and other details will be finalized. These will include simultaneous translation, AV equipment needed, catering details, etc. Input will be sought where needed.



Agence canadienne de  
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*love* *+ return ple*

BD88/D47

SEP 19 1988

September 12, 1988

Votre référence Your file

Notre référence Our file

T3773-1

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

*Dear Gary,*  
Dear Gary,

I am writing in response to the request made at the last Board meeting that Directors give some thought to ICOD's Publication and Information activities. I think the plan is quite complete and deals with most of the communications concerns that an organization like ICOD needs to consider.

With respect to communications activities within Canada, I would recommend that ICOD and CIDA's Public Affairs Branch develop their annual publications and audio-visual plans in coordination with each other. As you may be aware, CIDA also produces country profiles, maps, charts, posters, as well as training materials for use in schools.

ICOD's proposal to produce material and encourage its integration in Canadian school curricula coincides with CIDA undertaking negotiations with provincial departments of education as part of its global education strategy. This appears to be quite a sensitive area--one in which it may be important for ICOD and CIDA to cooperate closely. You may wish to contact Ruth Cardinal, Director General, Public Affairs Branch, for additional information concerning CIDA's public outreach programme.

As for the production of information material for Third World countries, in CIDA's experience it has often been one component of a larger training or technical assistance project. I believe that some Canadian non-governmental organizations may have relevant experience in fairly large-scale information material production. CUSO and the Canadian Organization for Development through Education (CODE) come to mind.

Canada



I hope that this information will be a useful contribution to your deliberations. Please do not hesitate to contact me should you require any clarification or additional information.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'F. Pouliot', written over the closing 'Yours sincerely,'.

François Pouliot  
Vice-President  
Policy Branch



# Memorandum

To: Board Members

Our File: 850014

From: Gary C. Vernon

Date: October 28, 1988

Re: Marine Affairs Diploma Update

Attached as Document BD88/D48 is a report on the considerations underway in Dalhousie and UQAR to restructure the Marine Affairs Diploma Program as a Master's Degree Program.

You will recall that this review was authorized by the Board in June 1988.

44





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

BD88/D48

UPDATING ON THE MARINE AFFAIRS DIPLOMA PROGRAMS

UP-GRADING TO M. Sc.

The Marine Affairs Diploma Programs were implemented considering the following assumptions:

- no specialized training was offered in Canada in Marine Affairs (i.e. multi and interdisciplinary examination of integrated Ocean Management;
- no Marine Affairs program existed which addressed the developing world's needs;
- training in this field is especially required for mid and senior administrative persons already involved in governmental agencies or expert in one field/discipline;
- the training was intended to be practical and problem oriented;
- as many feared that some of the students would not achieve the standard required for a Master's Degree, a graduate Diploma program was proposed for the initial years;
- the training was organized on a short term basis, on the assumption that targeted persons might not be able to obtain work leave for long term study programs.

After one year of operation, it became clear that the last assumption was not correct since the majority of students and governments both considered that Masters degree training was more useful even if it might involve a longer training period.

In June 1988, ICOD's Board agreed that the two universities involved (Dalhousie and UQAR) should study the upgrading of the present Diploma to a Masters Program, with the following restrictions:

- the upgrading should not increase the level of entry requirements ;
- the option of a one year Diploma should remain within the new programs.



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Dalhousie University

Dalhousie proposed that the program continue to be given over a one year period, starting in September. The IOI summer course would be removed from the compulsory course list. Courses would be conducted in Autumn and Spring (lectures and seminars), the Summer term being kept for the writing of a Project Paper.

No time schedule has been submitted to ICOD.

The new proposed program does not seem to present financial implications for ICOD.

Université du Québec à Rimouski

The University of Quebec network does not offer a Masters designed over a one year period. The option is to offer a "professional masters", with a minimum residence of 18 months, which means, realistically two years.

Given the current situation in Quebec, it is unlikely that a new Masters Programs would be accepted for UQAR. Instead it is proposed to incorporate the Diploma program as a stream in the "Masters in Marine Resource Management" program. Entry requirements would be less demanding for the "Marine Affairs" stream than for the stream in "Management", where a strong mathematics and economics knowledge base is required.

A Diploma would be granted for students unable to follow the entire program (present syllabus).

The expansion of the present M.Sc. is pending the final approval of the "Masters in Marine Program Management" program which is presently considered an "experimental" one. This approval is expected by June 1990.

Consideration of the integration of the two programs, however, has started and a document is to be prepared for ICOD by April 1989. Interim documents will be sent to ICOD for advice from time to time.

Considering the administrative delays, the new Masters Program may begin in September 1991. Therefore, there is no financial implication till 1992, which would coincide with the end of ICOD's present funding.





## Memorandum

To: Board of Directors

Our File: 1004.12  
BD88/D65

From: Gary C. Vernon

Date: October 28, 1988

Re: Proposed Amendment to the ICOD By-Laws

There are two proposals for the November Board meeting for amendments to the ICOD By-Laws. This proposal deals with changing the name of the Audit Committee to the Audit and Evaluation Committee.

Please find attached a retyped version of ICOD's By-Laws (Annex I) (French version to be circulated shortly).

Following discussions at a number of Board and Executive Committee meetings, it is proposed that the Audit Committee, referred to in Article VII of the By-Laws, be reconstituted as the Audit and Evaluation Committee. The amending proposal is simply to replace the words "Audit Committee" with the words "Audit and Evaluation Committee" in this article and any other article that makes reference to the Committee in the By-Laws. In places where the reference is to the "Audit and Other Committees" this would be changed to "Audit and Evaluation Committee and Other Committees". See Annex II attached.

A handwritten signature in cursive script, appearing to read "G. Vernon".

Gary C. Vernon  
President



As approved in  
June 1985.

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

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**BY-LAW NO. 1**

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

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

**I.           Short Title**

This By-Law may be cited as the ICOD General By-Law.

**II.           Definition and Interpretation**

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

**III.          Offices**

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



IV. Corporate Seal

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

V. Meetings of the Board

1. Subject to sub-section 2 of Section 13 of the Act, meetings of the Board shall be held at such times and places as the Board may from time to time decide.

2. In addition to the meetings called pursuant to the Act, the Chairman, after consultation with the members of the Executive Committee, shall call special meetings of the Board when he/she deems it necessary or when he/she receives a request in writing from the President, the Executive Committee or three or more directors.

3. The Chairman shall call the special meeting referred to in sub-section (2) not less than 30 days and not more than 60 days from the receipt of the written request for such meeting.

4. Notice of meetings of the Board shall be delivered or mailed or telegraphed or sent by any other form of transmitted or recorded message to each Director not less than fifteen (15) clear working days before the meeting is to take place, provided that:

- (a) meetings of the Board may be held at any time without the formal notice if all the Directors are present or those absent have waived notice or have signified their consent in writing to the meeting being held in their absence; and
- (b) notice of any meeting or any irregularity in any meeting or notice thereof may be waived by any Director.

5. Pursuant to Section 10 of the Act, the Chairman shall preside at all meetings of the Board. Subject to sub-sections (5) or (6) of Section 7 of the Act, if the Chairman is absent or unable to act or if the office of Chairman is vacant, the Vice-Chairman shall preside and if the Vice-Chairman is absent or unable to act or if the office of Vice-Chairman is vacant, the Board may authorize one of the directors who is not an officer of the Centre to act as Chairman of the meeting.

6. Questions arising at any meeting of the Board shall be decided by majority of the votes of the Directors present. In case of an equality of votes, the Chairman of the meeting, pursuant to sub-section (5) shall, in addition to his/her original vote, have a casting vote.

7. In the absence of a quorum at the time and place set for a meeting of the Board, those present may adjourn the meeting from time to time until a quorum is present.

8. Where he/she is unable to attend a meeting of the Board, the President may designate a representative to attend in his place but such representative shall have no vote.

9. An annual meeting of the Board shall be held on a day designated by the Board.

#### VI. Executive Committee

1. At its first meeting, the Board shall elect three directors to serve with the Chairman and the President on the Executive Committee of the Board, at least two of whom shall be Canadian citizens, and thereafter the membership of the Executive Committee shall be determined at each annual meeting of the Board.

2. A Director may resign from the Executive Committee by advising the Chairman of the Board of his resignation in writing.

3. Where for any reason a position on the Executive Committee becomes vacant during the term of the Director elected thereto, the remaining members of the Executive Committee may appoint another Director to that position for the remainder of that term.

4. (a) Subject to sub-section (5) and except as otherwise provided in this By-Law, the Executive Committee shall exercise and perform all of the powers and functions of the Board between meetings of the Board.

(b) The Board may approve the conduct of Executive Committee meetings by telephone conference call or other means when the members of the committee cannot assemble.



(c) No error or omission in giving notice of any meeting of the Executive Committee shall invalidate such meeting or make void any proceedings taken thereat and any member of such committee may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat.

5. The Executive Committee shall restrict its decisions to those matters which it considers require urgent action between Board meetings and which are consistent with the broad policies of the Centre as established by the Board. The Executive Committee is authorized to exercise all powers and capabilities and perform all duties of the Board except the following:

- (a) to approve the corporate plan;
- (b) to approve the operating budget;
- (c) to approve the annual report of the Centre;
- (d) to make, amend, or repeal any By-Laws.

6. Three members of the Executive Committee, one of whom shall be the Chairman or the President, and two of whom shall be Canadian citizens, shall constitute a quorum.

## VII. Audit and Other Committees

1. Section 150 of the Financial Administration Act requires the establishment of and prescribes the duties of an Audit Committee. There shall be an Audit Committee comprised of three Directors, the majority of whom shall be Canadian citizens and shall not be officers or employees of the Centre.

2. The Board may, from time to time, appoint from amongst its members one or more other committees to consider, review, monitor, or supervise on behalf of the Board and otherwise make recommendations to the Board, on such matters and under such terms of reference as the Board may determine from time to time. They shall be comprised of not less than three nor more than five Directors.

3. Members of the Audit and Other Committee shall hold office until the Centre's financial year end or the appointment of their successors, whichever is later.

4. A Director whose term of service as a member of the Audit and Other Committees has expired shall be eligible for reappointment.

5. One member of the Audit and Other committees shall be designated by the Board of Directors to be Chairman of such Committee.

6. Two members of Audit and Other Committees, one of whom shall be a Canadian citizen, shall constitute a quorum.

(a) Decisions of Audit and Other Committees are taken by a majority of votes by the members present. The Chairman of such a Committee may vote on any question unless he has declared a conflict of interest. He has no casting vote.

(b) Matters on which votes are equally divided shall be submitted to the Board for resolution.

7. The Audit and Other Committees shall meet as required in conjunction with meetings of the Board. Special meetings of Committees may only be called with the consent of the Board or, with the consent of the Chairman of the Board, when the Board is not meeting.

8. The Secretary of the Centre or his designate shall discharge such duties in connection with the Audit and Other Committees as are discharged for the Board.

9. The Audit and Other Committees may establish procedures for the conduct of their business.

10. All Audit and Other Committee decisions, other than decisions relating to the conduct of the committee's business, shall be expressed in the form of a recommendation to the Board of Directors and be accepted or approved by the majority of Committee members, except in circumstances where clause 6(b) is applicable.

11. Minutes of all proceedings of the Audit and Evaluation Committee and Other Committees of the Board shall be tabled at regular meetings of the Committees.



12. When not named to the Audit and Other Committees, the Chairman and the President shall receive notice and agenda of their meetings and shall have the right to attend all committee meetings, but, unless they have been designated as regular member of a committee, they shall be under no obligation to attend its meetings and shall not be counted to determine the number necessary to make a quorum or to determine whether or not a quorum is present. When not in attendance at the meetings, they shall be informed forthwith of their deliberations. In the absence or inability to act of the appointed Chairman, the other members of the committee may appoint a substitute member and from among them they may elect a Chairman pro tem.

#### VIII. Executive Officers

1. The Officers of the Centre are the Chairman, Vice-Chairman, President, Secretary, Treasurer and such other Executive Officers as the Board from time to time may deem expedient.

2. The Chairman of the Board shall preside at all meetings of the Directors.

3. 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.

4. (a) The Board may, on the recommendation of the President, appoint such Executive Officers of the Centre as it deems necessary to assist the President in carrying out the functions of the Centre.

(b) The Executive Officers of the Centre shall carry out such duties as are assigned to them by the President.

5. (a) There shall be a Secretary of the Centre, appointed by the Board on the recommendations of the President.

(b) The Secretary shall

(i) serve as Secretary to the Board;

(ii) keep the records of the Centre;

(iii) enter or cause to be entered into the books kept for that purpose of the minutes of proceedings at meetings of the Board, the Executive Committee and, with the exception of the Audit Committee, any other committees appointed by the Board;

(iv) give the required notice of all meetings of the Board, the Executive Committee and other committees;

(v) co-ordinate the preparation of the annual report relating to the activities of the Centre for each fiscal year;

(vi) keep the custody of the seal of the Centre;

(vii) carry out such other duties as are assigned to him by the President.

6. (a) There shall be a Secretary of the Centre, appointed by the Board on the recommendation of the President.

(b) The Treasurer shall

(i) manage the financial affairs of the Centre;

(ii) have custody of the funds and securities of the Centre;

(iii) co-ordinate the preparation of the budget of the Centre for each fiscal year;

(iv) prepare the financial statements required for the annual report of the Centre for each fiscal year;

(v) supervise the operation of any accounts established by the Centre for its operations;

(vi) provide for the Auditor General of Canada or his representatives such information relating to the accounts and financial transactions of the Centre as may be required;

(vii) carry out such other duties as are assigned to him by the President or the Audit Committee.



7. Where for any reason the office of the Secretary, Treasurer, or any other Executive Officer becomes vacant during the term of the person appointed to that position by the Board, the President may appoint a replacement to that office on the same terms and conditions, but such appointment shall not extend past the date of the next meeting of the Board.

IX. Terms and Conditions of Employment

1. The Board may, on the recommendation of the President, fix the salaries and the terms and conditions of employment of the Secretary, Treasurer and the other Executive Officers..

2. Subject to such limitations as the Board may impose, the President shall fix the remuneration and the terms and conditions of employment of any employee, consultant and advisor.

X. Bank Accounts, Cheques, Drafts and Notes

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

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

XI. Execution of Documents

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

XII. Requests and Donations

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

XIII. Conflict of Interest

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

XIV. Books and Records

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

XV. Amendments

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



PROPOSED REVISION TO THE ICOD BY-LAWS

VII. Audit and Evaluation Committee and Other Committees

1. Section 150 of the Financial Administration Act requires the establishment of and prescribes the duties of an Audit Committee.

There shall be an Audit and Evaluation Committee comprised of three Directors, the majority of whom shall be Canadian citizens and shall not be officers or employees of the Centre.

2. The Board may, from time to time, appoint from amongst its members one or more other committees to consider, review, monitor, or supervise on behalf of the Board and otherwise make recommendations to the Board, on such matters and under such terms of reference as the Board may determine from time to time. They shall be comprised of not less than three nor more than five Directors.

3. Members of the Audit and Evaluation Committee and Other Committees shall hold office until the Centre's financial year end or the appointment of their successors, whichever is later.

4. A Director whose term of service as a member of the Audit and Evaluation Committee or Other Committees has expired shall be eligible for reappointment.

5. One member of the Audit and Evaluation Committee and Other committees shall be designated by the Board of Directors to be Chairman of such Committee.

6. Two members of Audit and Evaluation Committee and Other Committees, one of whom shall be a Canadian citizen, shall constitute a quorum.

(a) Decisions of Audit and Evaluation Committee and Other Committees are taken by a majority of votes by the members present. The Chairman of such a Committee may vote on any question unless he has declared a conflict of interest. He has no casting vote.

(b) Matters on which votes are equally divided shall be submitted to the Board for resolution.

7. The Audit and Evaluation Committee and Other Committees shall meet as required in conjunction with meetings of the Board. Special meetings of Committees may only be called with the consent of the Board or, with the consent of the Chairman of the Board, when the Board is not meeting.

8. The Secretary of the Centre or his designate shall discharge such duties in connection with the Audit and Evaluation Committee and Other Committees as are discharged for the Board.

9. The Audit and Evaluation Committee and Other Committees may establish procedures for the conduct of their business.

10. All Audit and Other Committee decisions, other than decisions relating to the conduct of the committee's business, shall be expressed in the form of a recommendation to the Board of Directors and be accepted or approved by the majority of Committee members, except in circumstances where clause 6(b) is applicable.

11. Minutes of all proceedings of the Audit and Evaluation Committee and Other Committees of the Board shall be tabled at regular meetings of the Committees.

12. When not named to the Audit and Evaluation Committee and Other Committees, the Chairman and the President shall receive notice and agenda of their meetings and shall have the right to attend all committee meetings, but, unless they have been designated as regular member of a committee, they shall be under no obligation to attend its meetings and shall not be counted to determine the number necessary to make a quorum or to determine whether or not a quorum is present. When not in attendance at the meetings, they shall be informed forthwith of their deliberations. In the absence or inability to act of the appointed Chairman, the other members of the committee may appoint a substitute member and from among them they may elect a Chairman pro tem.





Agence canadienne de  
développement international

Cabinet de la Présidente

Hull (Québec)  
Canada  
K1A 0G4

Canadian International  
Development Agency

President's Office

Hull, Quebec  
Canada  
K1A 0G4

① EMB BD88/D66

② G.V.

③ C.C. to Board.

*h/c 26/10/88.*

October 19, 1988

Ms. Elizabeth Mann Borgese  
Chairman  
International Centre for  
Ocean Development  
5670 Spring Garden Road  
9th floor  
Halifax, Nova Scotia  
B3J 1H6

*Elizabeth*  
Dear Ms. Mann Borgese:

Many thanks for your letter of September 21, 1988 and the congratulations extended on my appointment as Senior Vice President of CIDA.

My new responsibilities are certainly challenging but I am looking forward to renewing old acquaintances and particularly to continuing the co-operation with the International Centre for Ocean Development.

Please convey my thanks to the ICOD Board.

Yours sincerely,

*Douglas Lindores*  
Douglas Lindores  
Senior Vice President

Canada



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

BD88/D50  
November 1988

Report to the Board of Directors  
on the  
Status of Active Projects  
as of September 30, 1988  
(By Region)

GLOBAL

Technical Assistance

86-0030 Research Vessel Operation - In cooperation with FAO and IOC, a multi-authored manual, associated training materials and regional workshops are being prepared on research vessel operation and management in order to maximize the use and benefit of research vessels in developing countries. ICOD is directly coordinating this program.

Budget: \$434,100 / 3 years

Approval: Board

Consultants: Reg Gilbert, Halifax, Nova Scotia  
(coordinator) and various contributors.  
Mr. John King, Cardiff, Wales.

Status: Ongoing.

87-0141 Boundary Delimitation (Computer Program): Phase II - During Phase I of this project, a set of programs was developed for the generation of national maritime boundaries using personal computers. Under Phase II of the project, an interface to enable graphic representation of results on screen will be developed and small revisions will be made to the manual. The software (manual and on line tutorial) will also be translated into French and Spanish and methods of projecting the graphic output on an overhead screen will be investigated and evaluated.

Budget: \$26,000 / 6 months

Approval: Presidential

Consultant: Mr. Galo Carrera, Dartmouth, Nova Scotia

Status: Ongoing





Training - Course Development

85-0014 Marine Affairs Diploma Course - A multi-disciplinary, one-year diploma program in Marine Affairs established at the Université du Québec à Rimouski and at Dalhousie University commenced in the 1987-88 academic year. The programs focus on the various uses of the oceans and the inter-relationships among sectors. Funding has been provided for the development of this program and to supplement university financing for six years. (See also Project #86-0074).

Budget: \$1,700,000 / 6 years  
Approval: Board  
Consultant: None  
Status: Ongoing.

85-0022 Marine Affairs Materials - Key background materials are being developed for reference use by students from developing countries. They are being developed in conjunction with the Marine Affairs Training Advisory Group (Project #86-0071) and with the ICOD sponsored Marine Affairs Courses in Canada (Project #85-0014).

Budget: \$140,000 / 3 years  
Approval: Board  
Consultant: None  
Status: Ongoing. The focus for developing background materials in marine affairs has been shifted to the universities cited in 86-0070 and to support recommendations which may be put forward by the Training Advisory Group (86-0071)

86-0070 Marine Affairs Diploma Materials - Assistance is being provided to the Université du Québec à Rimouski and to Dalhousie University for the preparation and publication of curriculum materials required for effective delivery of the Marine Affairs Diploma Program (Project #85-0014).

Budget: \$475,000 / 4 years  
Approval: Board  
Consultant: None  
Status: Ongoing

*Handwritten note:*  
Marine Affairs



86-0071 Marine Affairs Training Advisory Group - An international body of experts was convened in March 1987 to advise on the development of the materials in marine affairs (Project #85-0022) and to assist the Université du Québec à Rimouski and Dalhousie University (Project #86-0070) in the identification of teaching materials in marine affairs. A small "core group" of international advisors was convened in May 1988 to further advise the two universities on their teaching materials.

Budget: \$50,000 / 4 years

Approval: Board

Consultant: International Advisors

Status: Ongoing. Report ready for distribution.

87-0123 Erindale Maritime Boundary Delimitation Course - In order to create a nucleus of trained personnel in the technical aspects of Maritime Boundary Delimitation, a seven-week course has been designed in cooperation with the Survey Science Department, Erindale Campus, University of Toronto. Seven hydrographic surveyors from coastal and island states will be sponsored to attend this course each year. A course manual is being prepared and will be published in 1990.

Budget: \$197,500 / 3 years

Approval: Board: November 1987.

Consultant: None

Status: Year I completed. Course for Year II scheduled May 14 - June 30, 1989.





87-0127 Phase II: World Maritime University (WMU) Training Modules - Since May 1986, ICOD has supported the design, development and delivery of three training modules at WMU (Marine Affairs 85-0015, 86-0069, Maritime Law 85-0016 and Sea-Use Planning and Management 86-0027) together with accompanying course materials (85-0022). These modules are now a vital component in the M.Sc. curriculum. The three ICOD courses have been integrated into the two-year teaching program and will be supplemented by in-house lectures and other short courses, providing the students with a comprehensive overview of the maritime system within which they will work and ultimately administer. ICOD will continue to sponsor these modules until 1990.

Budget: \$190,000 / 3 years

Approval: Board: November 1987.

Consultant: None. Several Canadian lecturers participate in course delivery.

Status: Ongoing

#### Training - Scholarships

85-0018 IOI Scholarships (Halifax Course) - Up to four awards are granted annually to participants from ICOD eligible countries to attend the International Ocean Institute's (IOI) Summer Training Programme in the Management and Conservation of Marine Resources: The Exclusive Economic Zone. (See also Project #86-0081).

Budget: \$208,000 / 5 years

Approval: Board

Consultant: None

Status: Ongoing. Twelve awards have been granted to date (four per year) to attend the 1986, 1987 and 1988 programs.



- 85-0019 ICOD/World Maritime University Scholarship - Two scholarships are granted annually (one anglophone and one francophone) to candidates from developing countries for study leading to a Master's degree at the World Maritime University.

Budget: \$403,200 / 5 years

Approval: Board

Consultant: None

Status: Ongoing. Two ICOD-sponsored students graduated from WMU in December, 1987, two students began their second year of study in March 1988 and two students entered the first year class in March 1988.

- 86-0025 Regional University Scholarships - Up to six scholarships are granted annually to students from eligible countries for study at the Master's level in marine-related fields. Three scholarships are granted for study at the University of the West Indies and three are granted for study at either the University of Papua New Guinea or the University of the South Pacific.

Budget: \$576,000 / 5 years

Approval: Board; April, 1986

Consultant: None

Status: Ongoing.

- 86-0074 Marine Affairs Diploma Scholarships - Up to twenty scholarships are granted annually to government nominated candidates from developing countries to pursue the one-year Marine Affairs post graduate diploma program. Ten scholarships are available for study at Dalhousie University and ten are available for study at the Université du Québec à Rimouski. These scholarships support the Marine Affairs Diploma Course (project #85-0014).

Budget: \$2,080,000 / 5 years

Approval: Board

Consultant: None

Status: Ongoing.





86-0076     ICOD Scholarships Program - Up to twenty scholarships are granted annually to government nominated candidates from eligible countries for study at the Master's level in marine-related fields. Scholarships are tenable at Canadian universities.

Budget: \$2,984,700 / 5 years

Approval: Board; April 1986.

Consultant: None

Status: Ongoing.

87-0184     Short Term Attachments Program - This project provides umbrella funding to permit selected students, researchers and others associated with target country institutions/agencies to undertake short study periods or practical attachments in Canada or in other developing countries. This arrangement will allow ICOD to respond in a flexible and timely manner to specific requests for short term attachments.

Budget: \$290,000 / 3 years

Approval: Board, June 1988.

Consultant: None

Status: Ongoing. Individuals from Morocco, Seychelles, and Jamaica have received assistance to date.



CARIBBEAN BASIN

Technical Assistance

- 85-0010 OECS Fisheries Unit - A Fisheries Support Unit has been established within the Organisation of Eastern Caribbean States (OECS). This Unit provides the countries of the region with a permanent regional fisheries capability and promotes, coordinates, and facilitates regional cooperation in fisheries.

Budget: \$660,000 / 3 years

Approval: Board

Consultants: Dr. Carl Mitchell, Ottawa, Ontario  
Dr. A. Rosenberg, London, UK

Status: Ongoing. Staffed and operating, the Unit has identified a need for improving resource assessment capabilities. Several small projects have resulted from the OECS Fisheries Support Unit activities.

- 86-0072 Economic Analysis and Economic Policy Development (Costa Rica) - Economic policy recommendations for promoting the development of Costa Rican fisheries based on an economic analysis of existing and potential fisheries are being prepared for the Fisheries Division of the Ministry of Agriculture and Livestock, Costa Rica.

Budget: \$160,000 / 18 months

Approval: Board

Consultant: Local agency implementation

Status: Ongoing.

- 87-0132 Fisheries Data Management: Institutional Enhancement Program - In order to enhance the fisheries management capabilities of OECS member states, ICOD and the OECS Fisheries Unit are providing technical and advisory assistance to national Fisheries Divisions in the implementation of appropriate data collection systems which were designed during the ICOD/OECS Statistical Sampling Methods Workshop (86-0089). Under the terms of this project ICOD is providing computer hardware and software necessary for the analysis of relevant fisheries data.

Budget: \$195,000 / 1 year

Approval: Executive Committee: February 1988.

Consultant: OECS

Status: Ongoing





- 87-0138 Reef Fisheries Management Planning - Jamaica/Belize-  
In cooperation with the University of the West Indies, this project assists the Fisheries Division of Jamaica and Belize in establishing reef fisheries management plans. During the initial phase of this project, ICOD consultants will carry out a socio-economic survey of the fisheries in Jamaica and Belize and compile the data collected into reports which will be used for the management planning phase of the project.

Budget: \$278,500 / 3 years

Approval: Board, November 1987.

Consultant: To be selected.

Status: Implementation delayed due to Hurricane Gilbert.

- 87-0139 Caribbean Marine Parks and Protected Area Management Workshop - The Caribbean Conservation Association, with assistance from a Canadian consultant, will organize and host a workshop on Marine Park Development and Management for the OECS Member States, Barbados and Belize. Small project proposals will be prepared during this workshop for consideration by ICOD and other donor agencies.

Budget: \$24,000 / 2 weeks

Approval: Board, November 1988.

Consultant: To be selected.

Status: Commencing implementation.

- 87-0153 Technical Support for Nicaragua's Industrial Fisheries - In support of Nicaragua's efforts to rejuvenate its industrial fisheries, ICOD will be providing the advisory services of a refrigeration engineer, refrigeration technician, marine engineer and diesel mechanic. Working with Nicaraguan counterparts the advisors will assist in overseeing the repair of vessels and plant facilities, assist in establishing proper maintenance and repair procedures and provide on-the-job training for local plant and fleet personnel.

Budget: \$305,000 / 2 years

Approval: Executive Committee: February 1988.

Consultant: To be selected.

Status: Implementation pending assessment of damage caused by Hurricane Joan.



- 87-0158 Advisory Support for Fisheries Development: Dominica/OECS - ICOD is providing the services of an expert fisheries advisor to the Ministry of Agriculture of Dominica to assist Fisheries Division staff in the implementation of fisheries management and development plans prepared in Project 86-0098. This advisor is providing on-the-job training to new recruits to Dominica's Fisheries Division and, under the auspices of the OECS, will provide similar, but limited, assistance to other OECS member states.

Budget: \$50,000 / 14 months  
Approval: Presidential  
Consultant: Mr. Nigel Lawrence, St. Lucia  
Status: Ongoing

- 87-0175 Fisheries Surveillance - Eastern Caribbean - In support of regional efforts to control illegal foreign fishing in the OECS region, ICOD provided financial and advisory assistance to the OECS for a comprehensive regional fisheries surveillance program.

Budget: \$49,800 / 4 months  
Approval: Presidential: February 1988.  
Consultant: Jeremy Conway, Halifax  
Status: Completed. Several foreign vessels were arrested and fines collected.

- 87-0189 Eastern Caribbean Fisheries Marketing Strategy - ICOD will be providing advisory support to the member states of the OECS in order to develop a market strategy to improve the efficiency of marketing fish at the national, regional, and international levels. As part of this project the OECS Fisheries Unit will undertake surveys of the market requirements and potentials of the national, regional and selected export markets.

Budget: \$67,300 / 1 year  
Approval: Board, June 1988.  
Consultant: To be selected.  
Status: Implementation commencing.





- 88-0199 OECS Workshop on Fisheries Access, Monitoring, Control and Surveillance - Caribbean - This project assisted the OECS in establishing a regional policy on foreign fishing access and surveillance. During a six-day regional workshop in Dominica, representatives from the OECS Member States investigated elements of fisheries access, monitoring, control and surveillance and made recommendations to be presented to the Secretariat during the November meeting of the OECS Authority.

Budget: \$33,810 / 1 week  
 Approval: Presidential, June 1988.  
 Consultant: None  
 Status: Completed.

- 88-0207 OECS Participant - ICOD/FFA Boundary Delimitation Workshop - In order to assist the development of a regional negotiating committee ICOD provided support to send a representative of the OECS to the ICOD/FFA Boundary Delimitation Workshop in Western Samoa.

Budget: \$8,000 / 10 days  
 Approval: Presidential, July 1988  
 Consultant: None  
 Status: Completed.

- 88-0212 Lobster Assessment Program - Jamaica - ICOD will be providing financial support and advisory support to The Fisheries Division of the Ministry of Agriculture, Jamaica, to undertake a comprehensive survey of the lobster stocks of Pedro Bank. Information on the lobster will be collected, analysed and used in preparation of management plans for the fishery.

Budget: \$227,000 / 2 years  
 Approval: Executive Committee, September 1988.  
 Consultant: None  
 Status: Implementation pending an assessment of damage due to Hurricane Gilbert.



- 88-0214 Eastern Caribbean - Fisheries Monitoring, Control and Surveillance - ICOD will be providing financial and advisory support for a regional MCS (Monitoring, Control and Surveillance) program. During the one-year project the OECS will prepare detailed MCS plans and establish a regional fisheries observer program for implementation during 1988, under the direction of a regional Surveillance Coordinator.

Budget: \$155,200 / 1 year

Approval: Executive Committee, September 1988.

Consultant: To be selected.

Status: Implementation commencing.

Information

- 87-0125 Sea Moss Bibliography - As a contribution to efforts now underway in the Eastern Caribbean to cultivate and market seamoss, this project will support preparation, printing, and distribution of an annotated bibliography on the extant literature on seamoss in the Caribbean.

Budget: \$13,800 / 6 months

Approval: Presidential: November 1987

Consultant: Organisation of Eastern Caribbean States

Status: Ongoing. Final product at printers.

- 87-0142 Technical Publication Support (OECS) - This project will assist the OECS Fisheries unit to meet its mandate of coordinating fishery advice and information by analysing the need for publications and documentation, recommending a scientific publishing program, and supporting publication of the proceedings from two ICOD-sponsored major workshops on fisheries data collection, management, and development in the Eastern Caribbean.

Budget: \$20,000 / 6 months

Approval: Presidential: November 1987.

Consultant: Caribbean

Status: Ongoing, final product at printers.





- 88-0202 OECS Fisheries Newsletter - This project will assist the Fisheries Unit of the OECS to launch a newsletter dealing with issues facing the fishing industry in the region and the efforts that are being made to deal with them on a regional basis.

Budget: \$23,000 / 15 months  
Approval: Presidential, July 1988.  
Consultant: None  
Status: Ongoing

Training

- 88-0191 OECS Fisherman's Training Program - The three-year program is intended to train fishermen and to develop a training capacity within the OECS region. Training for fishermen, to be conducted at the Pictou Fisheries School in Nova Scotia, at the Caribbean Fisheries Training and Development Institute in Trinidad and at the community level in OECS countries, will focus on safety, navigation, engine maintenance and repair, fishing gear and business management skills. Individual fishermen who have completed the Fishermen's Training Course will be selected for further training as fisheries instructors. One Fisheries Instructor Course will be conducted in Nova Scotia and a second in Trinidad. These instructors will participate in the delivery of the community level workshops. See also Projects #860035, 860049, 870121.

Budget: \$271,000 / 3 years  
Approval: Executive committee, June 1988.  
Consultant: Nova Scotia Department of Fisheries,  
Caribbean Fisheries Training and  
Development Institute.  
Status: Ongoing. Year I training complete.



88-0195     Graduate Program in (Marine) Resource and Environmental Management, Phase I - University of the West Indies-  
In order to assist the region in combatting the continuous effects of environmental deterioration and the irreversible destruction of renewable resources, ICOD will provide support to strengthen a regional training centre in marine resource management at the Cave Hill Campus, University of the West Indies. This phase of the project comprises an initial two year period intended to strengthen the existing graduate diploma program including the provision of scholarships for the Diploma Program.

Budget: \$699,000 / 2 years  
Approval: Board  
Consultant: None  
Status: Ongoing





SOUTH AND WEST INDIAN OCEAN

Technical Assistance

- 86-0032     Study for a Regional Surveillance System for Southwest Indian Ocean Maritime Resources - An assessment of the regional requirements for a system of monitoring, surveillance, and control was being carried out for the Indian Ocean Commission. Pertinent economic and technical data, along with national and regional governmental policies was also collected for the Comoros, Seychelles, Madagascar and Mauritius which comprise the regional grouping. Project consultants have completed the investigation, and produced the report which was translated into French. English and French versions were forwarded to a regional counterpart in Mauritius for distribution in the region.

Budget: \$119,900 / 8 months

Approval: Board

Consultant: Mr. Fernand Doucet, RR# 1, Toledo, Ontario contracted for economic, statistical, political components. Technical consultant is Mr. T. Surette, seconded from Department of Fisheries and Oceans, Yarmouth, N.S.

Status: Final report completed.

- 86-0051     Economically Important Reef Fish (Maldives) - On behalf of the Ministry of Fisheries, the wide variety of economically important reef fish in the Maldives will be identified and catalogued with the help of taxonomic experts and underwater photography. The resulting species identification sheets will be used by marine scientists, fishermen and government officials. Consultant has undertaken regional visits and is making a final visit in November 1988.

Budget: \$92,200 / 10 months

Approval: Board

Consultant: Dr. J. Randall, Bishops Museum, Honolulu, Hawaii

Status: Memorandum of Agreement signed. Fieldwork underway from March 1988; photo selection and sheet printing phases to commence February 1989.



- 86-0100 Coastal Sand and Coral Removal - Effects on Lagoon Environment and Marine Life - Substantial amounts of sand and coral deposits are removed from Mauritian lagoons and beaches each year for use in the local construction industry. In cooperation with the Government of Mauritius, ICOD consultants assessed the environmental damage and likelihood of resource replenishment, and recommended alternative construction material sources in their report to ICOD.

Budget: \$70,000 / 9 months

Approval: Board

Consultant: Martec Limited, Halifax, Nova Scotia

Status: The Consultant's field visits were completed. Site observations and data collection were undertaken; field samples were evaluated. A final report was received in August.

- 86-0101 Feasibility Study: National Marine Resource Management Study - The Government of Mauritius is considering producing a National Marine Resource Management and Planning Policy. A consulting team will assist the Government in developing relevant study guidelines and considerations as groundwork for the eventual drafting of this Policy.

Budget: \$48,400 / 3 months

Approval: Board

Consultant: To be selected

Status: Memorandum of Agreement signed. Project commencement is to follow completion of both the Coral/Sand Removal Project (86-0100) now completed and the Lagoonal Health/Pollution investigation proposal now underway.

- 87-0135 Lagoonal Health Characteristics - Mauritius - This project will investigate land-based and other pollution or destructive mechanisms which threaten the lagoonal and coastal environments. A multidisciplinary team will examine biological, chemical, physical, and public health elements of the project and deliver follow-up recommendations to appropriate Mauritanian Government ministries.

Budget: \$159,000 / 18 months

Approval: Executive Committee, January 1988.

Consultant: LGL Consultants of Ontario

Status: Implementation stage. Consultants have planned regional visit for Nov/Dec 1988.





- 87-0146 Technical Training of Fishery Instructors (Maldives)-  
The Maldives' Ministry of Fisheries note significant benefits in a program to provide technical training to leading fishermen and selected Ministry staff. They, in turn, will undertake to train fishermen throughout the country. The training program, conducted in Maldives, will incorporate such aspects of onboard gear use and maintenance, onboard handling and preservation of catch, and recent equipment advances as they apply to Maldivian fishing activities. A Canadian technical training team will be sent to the Maldives to execute the work. Manuals and other training equipment will be provided as appropriate.

Budget: \$126,050 / 6 months

Approval: Board: November 1987.

Consultant: To be selected.

Status: Lack of counterparts delaying project MOA draft indefinitely.

- 87-0182 Production Assistance for Artemia salina - Mauritius-  
As a follow-up to 870180, a consultant will manage the establishment and early operation of a brine shrimp production facility. The shrimp, Artemia salina, is a feedstock for prawns and other aquaculture products. The Artemia salina is expensive and supply is inconsistent and of highly variable quality. An indigenous production capability will ensure adequate supply, high quality, and a significant foreign exchange savings.

Budget: \$56,500 / 9 months

Approval: Executive Committee

Consultant: Artemia Canada

Status: Commencing implementation.



87-0183 Fishing Vessel Evaluation (Seychelles) - A Master Fisherman and Naval Architect will be supplied by ICOD to evaluate performance of four prototype artisanal vessels. The consultants will also deliver expert advice vis-a-vis modifications to the vessels, gear, or catch methods. Recommendations, when implemented, will facilitate Seychelles access to African Development Loan funds to modernize the artisanal fleet.

Budget: \$121,000 / 12 months

Approval: Executive Committee, April 1988.

Consultant: Master Fisherman - E.Y.E. Consultants  
Naval Architect - GTA Consultants

Status: Naval architect to go into the field in November 1988; Master fisherman to go in January 1989.





Information

86-0037 Marine Information (Sri Lanka) - The establishment of a Marine Affairs and Aquatic Resources Information System (MAARIS) at the National Aquatic Resources Agency is co-funded by the International Development Research Centre and ICOD. ICOD funding is focussed on the establishment of an Extension Unit as part of MAARIS.

Budget: \$88,000 / 2 years

Approval: Board

Consultant: None

Status: The full implementation of both ICOD and IDRC projects is underway as of January 1988. An initial delay was caused due to budget difficulties in Sri Lanka which delayed release of the funds to the project. This problem has now been rectified.

87-0174 Seychelles Fish Poster - This project will enable the production of a wall poster of 50 to 60 of the most commonly utilized and commercially important fish species in Seychelles waters. Each species will be identified with its Latin and Creole, English and French common names. These posters will be used as part of a national program to improve the general knowledge and awareness of the importance of the fishery.

Budget: \$47,000 / 6 months

Approval: Board, June 1988

Consultant: Dr. R. Winterbottom, Toronto, Ontario

Status: Ongoing. Consultant will be in Seychelles during late 1988, early 1989.



Training - Scholarships

88-0218     International Ocean Institute (IOI) Scholarships:  
Indian Ocean 1988 - IOMAC/IOI requested scholarship support for four individuals from the Indian Ocean region to participate in the 1988 IOMAC/IOI Training Program in Marine Affairs. The 1988 program will be held October 10 to December 16, 1988 in Kuala Lumpur, Malaysia. This course is being co-sponsored by the IOMAC Secretariat and the Government of Malaysia, through its official training institute, INTA.

Budget: Up to \$50,000

Approval: Presidential, September 1988.

Consultant: None

Status: 10-week course in progress.





WEST AFRICA

Technical Assistance

86-0055 Management of Inshore Fisheries Statistics, Morocco-  
This activity will enable the Office national des pêches (ONP) to conduct a critical review of the present system for collecting statistics on the inshore fishery and an evaluation of the procedures and methods being used to process these data. Two Canadian specialists are assigned for this purpose to the Institut scientifique des pêches maritimes (ISPM), which is under the jurisdiction of the ONP. As a result of changes and improvements that have been recommended by one specialist and that have been agreed upon by the Moroccan authorities, the other specialist will assist ISPM in their implementation, particularly by training the Moroccan personnel responsible for gathering and processing statistical data.

Budget: \$150,000 / 18 months

Approval: Board

Consultants: Serge Pilote, Sainte Foy, Québec  
Normand Côté, Québec

Status: Ongoing. Consultant (Pilote) returned from post in August 1988. Consultant (Côté) posted in August 1988, for three months.

Information

87-0145 Information Brochure (CRODT) - The Centre de Recherche Océanographique de Dakar-Thiaroye (CRODT) already conducts several oceanographic research projects in West African countries and maintains a well-supplied resource centre that could offer more services to the region. In order to expand the scope of its services in the region, CRODT has requested support for the preparation and publication of a brochure promoting its activities and services to the region.

Budget: \$10,000 / 2 months

Approval: Presidential: November 1987.

Consultant: Senegalese - local services

Status: Ongoing. Final transcript expected shortly.



- 88-0198 Mauritania Documentation and Information Services Assistance (CNROP) - The Centre national de recherches océanographiques et des pêches (CNROP) was established to conduct the biological, physical, chemical, socio-economical and technical research necessary for the development of the marine fisheries and the protection of the marine environment in Mauritania. The CNROP library lacks the resources and capacity to meet the growing need for documentation required to carry out CNROP's research programs. This project will enable CNROP to develop library and information services in support of its research programs.

Budget: \$138,600 / 18 months

Approval: Board, June 1988.

Consultant: None

Status: MOA in approval stage at ICOD.

Training

- 87-0133 West Africa Offshore Non-Fuel Mineral Course - As a follow-up to the Non-Fuel Mineral Course held in Halifax in March 1987 (860028) a bilingual regional training program is being designed for geologists from coastal states in West and Central Africa. This two week course will be held in November 1989 in Accra, Ghana in cooperation with the Ghana State Minerals Commission. Simultaneous translation will be provided and technical course materials will be prepared in both English and French.

Budget: \$170,000 / 18 months

Approval: Board, April 1988.

Consultant: EMR and UNOALOS

Status: Ongoing. Course in preparation.





88-0192    Computer and Data Analysis Training - Fisheries Research Station - Cameroon - The Minister of Higher Learning and Scientific Research (MESRES) has requested specialized on-the-job training for fisheries scientists in the use of computerized scientific data related to fisheries management. A Senegalese consultant will train the Fisheries Research Station (SRHL) scientists to use existing software in fisheries biology and stock assessment; will develop and implement a statistics data base and assist in the analysis of the data.

Budget: \$12,000 / 1 month  
Approval: Presidential, June 1988.  
Consultant: Senegalase scientist.  
Status: Ongoing.



SOUTH PACIFIC

Technical Assistance

85-0011 FFA Surveillance - This project enables the South Pacific Forum Fisheries Agency (FFA) to enhance the surveillance and enforcement capabilities of its independent member states. The specific objectives include the establishment of a regional surveillance and enforcement advisory service, support for its related operations and the training of surveillance officers. A Canadian surveillance advisor was posted to FFA for a two year period. His term finished in December 1987. A replacement has been posted to continue this project. A 1-year project extension has been approved to begin in 1989.

Budget: \$600,000 for 3 years approved: \$360,000 extension approved.

Approval: Board

Consultant: None. FFA staff member - Andrew Armstrong, Ottawa, Ontario.

Status: Ongoing, interim report received.

86-0041 Regional Marine Geology Program (CCOP/SOPAC) - The Committee for Co-ordination of Joint Prospecting for Mineral Resources in South Pacific Offshore Areas (CCOP/SOPAC) is developing a program for the identification and management of nearshore mineral resources in the South Pacific. A Canadian geologist has been posted to the CCOP/SOPAC Secretariat in Fiji for two years.

Budget: \$250,000 / 2 years

Approval: Board

Consultant: None: Staff at CCOP/SOPAC - Dr. J. Harper, Halifax, N.S.

Status: Ongoing - staff posted April '87





87-0116 Research Coordination Unit - Forum Fisheries Agency  
 - A Research Coordination Unit is being established within the Forum Fisheries Agency, with the objective of providing advice on the planning, formulation and implementation of national and regional fisheries research projects. This Unit will also facilitate the provision of funding through other agencies for the conduct and monitoring of research activities, and encourage transfer of expertise to national research scientists on attachment to the Agency. A coordinator was posted in January 1988.

Budget: \$490,000 / 3 years

Approval: Board

Consultant: None. FFA staff posted (Andrew Wright).

Status: Ongoing. Interim report received.

87-0144 Tradition and Inshore Fisheries Development - South Pacific  
 - In most countries of the South Pacific, the traditional base for inshore fisheries is still of social importance. In recognition of this, the Forum Fisheries Agency plans to establish a program of assistance for member governments wishing to examine, document and utilize tradition in developing their inshore fisheries. This project will make it possible to retain the best elements of traditional inshore fisheries while using modern management principles and stock assessment methods. The Solomon Islands will be the first to survey its traditional methods and a report of the findings will be produced.

Budget: \$16,500 / 7 months

Approval: Presidential

Consultant: None. FFA/Solomon Islands

Status: Draft report received.

87-0150 Rural Fishing Groups - Solomon Islands - This project will support the development of four small-scale fishing groups in Gizo Province, Solomon Islands, through assistance in boat-building, fisheries extension and marketing. ICOD will support a project officer/advisor, boat-building materials and working capital on a loan basis.

Budget: \$73,000 / 2 years

Approval: Board: November 1987

Consultant: Patrick Purcell, Halifax.

Posted April 1988.

Status: Ongoing



- 87-0161 Vanuatu Fisheries Extension Advisor - this project will assist the development of a rural fisheries extension service in Vanuatu through the provision of advisory assistance by an experienced fisherman from Canada. The extension service will provide advice and support to small scale fishing enterprises created under the Vanuatu Village Fisheries Development Programme (VFDP).

Budget: \$92,000 / 2 years

Approval: Executive Committee: February 1988.

Consultant: Staff at Vanuatu Fisheries; Neil Crysler, Duncan, B.C.

Status: Ongoing.

- 87-0162 Regional Fisheries Database Implementation - This project improved the capacity of the Forum Fisheries Agency's (FFA) computer services section. A series of three short-term consultancies assisted in the implementation of new software on FFA's minicomputer. The focus was the integration of the regional fishing register, log sheet data, the mapping system, licensing data and the United States tuna treaty system in one database. This integration will improve the efficiency and effectiveness of FFA's data management systems. Computer consultants' reports received.

Budget: \$32,000 / 3 months

Approval: Presidential: February 1988.

Consultant: FFA hired APT Computer Consultants.

Status: Complete.

- 87-0164 South Pacific Prosecutions Procedures Study - The ICOD/FFA Prosecutions Workshop (Project 87-0115) recognized the need for proper prosecutions procedures. This project provided a consultant to draft standard fisheries offenses and penalties; prepare supplementary regulations; establish evidentiary provisions and prepare a procedures manual for prosecutors. Manual was received satisfactorily at FFA.

Budget: \$48,500 / 5 months

Approval: Presidential: February 1988.

Consultant: Roger Coventry, UK

Status: Complete.





- 87-0165 Western Samoa Boundary and Legislation Assistance-  
This project provides assistance in a review of marine legislation and maritime boundary issues in Western Samoa. Two consultants (one legal and one technical) advise the Western Samoan government on these issues.

Budget: \$29,000 / 2 months  
Approval: Presidential: February 1988.  
Consultant: Don McRae, Ottawa  
                    Galo Carrera, Halifax  
Status: Complete. Reports of both consultants received.

- 87-0169 Vanuatu Fisheries Extension Program - Monitoring System  
- A Canadian consultant assisted the Vanuatu Fisheries Department in establishing a data collection and analysis system for the monitoring of inshore fisheries and artisanal fisheries extension services. Draft report received.

Budget: \$ 9,300 / 1 month  
Approval: Presidential: February 1988.  
Consultant: Michael Shepard Associates  
                    Victoria, B.C.  
Status: Ongoing

- 87-0170 Support for Inshore Fishery Resource Workshop - South Pacific - The Inshore Fisheries Research Project (IFRP), established by the South Pacific Commission conducted a workshop for regional scientists in March 1988, in cooperation with FFA. This workshop facilitated the exchange of research information in the region and featured several key note speakers who are experts in their field. ICOD support under this project allowed the participation of five Island national experts in the workshop. Ref. #87-0157.

Budget: \$20,000 / 2 weeks  
Approval: Presidential, February 1988.  
Consultant: None  
Status: Final report not yet received.



87-0173    Legal Affairs Unit - Forum Fisheries Agency - Interim salary and program support for the FFA legal unit was provided by this project. The legal officer provides legal advisory services in fisheries matters to FFA member governments, supports fisheries access negotiations, reviews fisheries legislation, provides legal training and prepares policy papers and briefs for FFA member governments.

Budget: \$49,000 / 5 months

Approval: Presidential: February 1988.

Consultant: None. FFA staff Judy Swan, Honiara.

Status: Ongoing.

87-0176    Small Projects Fund - FFA - Assistance was provided to the FFA to undertake six discrete sub-projects within its approved regional work program. These included economic analysis of national project proposals, legal consultancies and computer development in fisheries departments.

Budget: \$30,500 / 2 months

Approval: Presidential: March 1988.

Consultant: None

Status: Awaiting final report.

87-0178    Vessel Surveillance System Feasibility Study - A Canadian consultant reviewed technical options and feasibility for a proposed Vessel Surveillance System based on onboard data transponders, utilizing Canadian technology.

Budget: \$40,000 / 4 months

Approval: Presidential: March 1988

Consultant: FFA selected SeaConsult, Newfoundland.

Status: Awaiting final report.





- 88-0186 Maritime Boundary Delimitation Workshop - South Pacific  
- In cooperation with the FFA, a regional workshop on maritime boundary delimitation issues was developed and implemented. Policy makers from all countries in the region assessed regional needs and identify areas for potential cooperation at the regional level. Report received from FFA.

Budget: \$111,000 / 2 weeks

Approval: Executive Committee, April 1988.

Consultant: Allan Willis, Ottawa  
Galo Carrera, Dartmouth  
Aldo Chircop, Malta  
Ian Townsend Gault, Halifax  
David VanderZwaag, Halifax

Status: Complete.

- 88-0215 Regional Fisheries Observer Program - The regional tuna treaty in the South Pacific provides for the placement of fisheries observers on board vessels, to ensure compliance with access terms and to further collection of scientific data on the tuna resource. The observer program is to be operated on a regional basis, with observers placed on vessels for the duration of trips encompassing several national fishing zones.

Budget: \$110,000 / 2 years

Approval: Executive Committee, September 1988.

Consultant: FFA to choose observers.

Status: Ongoing.



Information

- 87-0130     Development of the Regional Coordination Unit at the Pacific Information Centre (PIC) for a Pacific Islands Marine Resources Information System (PIMRIS) - A marine resources information system in the South Pacific has been identified as a crucial factor in providing access to information in the Region. PIMRIS is expected to provide that access. It will consist of a coordinating centre at PIC, and three focal points, one each at the Forum Fisheries Agency (FFA), the South Pacific Commission (SPC) and Committee for the Coordination of Joint Prospecting in South Pacific Offshore Areas (CCOP/SOPAC). This project supports the coordinating unit at PIC. See also Project #870137 and #880193.

Budget: \$367,500 / 3 years  
Approval: Board, June 1988.  
Consultant: To be selected.  
Status: Ongoing, MOA signed August 1988.

- 87-0137     Strengthening Technical Information Services in Marine Geology and Non-Living Resources for the South Pacific Region - As one of the focal points of PIMRIS, CCOP/SOPAC requires upgrading of its library and publication services. This project will provide a trained librarian, a well organized library, an effective publication service, and increased information services that are not now available. All of these aspects will improve the effectiveness of researchers and other users of the information system and support CCOP/SOPAC's Technical Secretariat. See also Project #870130 and 880193.

Budget: \$326,700 / 3 years  
Approval: Board, June 1988.  
Consultant: To be selected.  
Status: Ongoing. MOA signed August 1988.





- 87-0168      Publication: Management of Marine Resources in Kiribati - A book, entitled Management of Marine Resources in Kiribati and authored by Mr. Roniti Teiwaki, is expected to contribute to the understanding of marine resources management. It provides an account of past developments, major problems of evolving an effective fisheries management system and the problems of ocean mineral and security interests.
- Budget: \$ 8,000 / 3 months  
 Approval: Presidential, February 1988.  
 Consultant: None  
 Status: Ongoing. Book will be published by the Institute of Pacific Studies, University of the South Pacific. Book expected to be received at ICOD November 1988.
- 87-0179      Environmental Education Kit on Coastal Zone Protection - ICOD will assist the South Pacific Regional Environmental Programme (SPREP) by supporting this project to develop education material relating to coastal zone protection. An information kit consisting of booklets, posters, a fact sheet and case study leaflet will be put together by a consultant writer and a Noumea based graphic artist.
- Budget: \$39,500 / 7 months  
 Approval: Presidential, June 1988.  
 Consultant: Local writers and graphic artists to be selected.  
 Status: Ongoing.
- 88-0193      Enhancement of Fisheries Information Handling Capabilities at the Forum Fisheries Agency (FFA) - This focal point for PIMRIS at FFA requires staff, publication and information services support. The project will assist the FFA to collect, synthesize and distribute information on fish marketing, legal matters, statistics and industry intelligence. An Information Officer and a librarian will staff the information centre and carry out the Agency's role as a clearing house for information between member states and outside sources. See also Project #870130 and #870137.
- Budget: \$358,000 / 3 years  
 Approval: Board, June 1988.  
 Consultant: None  
 Status: Ongoing. MOA signed August 1988.



- 88-0196 Fisheries Training Videos on Fish Chilling - A recognized need for a series of training videos that will demonstrate technical aspects of onboard and onshore fish handling, processing and storage methods will be met through ICOD's support of the South Pacific Commission on this project. Three 10 to 15 minute videos on fish chilling will be produced. Subjects to be covered are handling and storage on board a vessel, handling and storage onshore and exporting chilled fish.

Budget: \$29,500 / 10 months  
Approval: Presidential, May 1988.  
Consultant: SPC staff  
Status: Ongoing.

- 88-0205 Marketing Studies of Marine Products (FFA) - Since 1983 various market studies on specific products (Tuna loins, Giant Clams, Precious coral, Marine aquarium fish, Eucheuma seaweeds, Specimen shells, Pearl and trochas shells, Beche-de-mer, and Fresh fish transport and marketing in Japan, Australia, Hawaii and New Zealand) were conducted by, or in collaboration with, the FFA. This project will support the publication of a consolidated volume of these market studies and disseminate the results of these studies as widely as possible, within the South Pacific region. The FFA is responsible for the compilation and preparation of the final text, and the Institute of Pacific Studies at the University of the South Pacific will edit, typeset, publish and market the book.

Budget: \$20,000 / 6 months  
Approval: Presidential, September 1988.  
Consultant: None  
Status: Ongoing. MOA signed October 1988.





Training - Course Development

86-0057    CCOP/SOPAC Non-Fuel Marine Mineral Resources Management Course - As a follow-up to the Non-Fuel Mineral Course held in Halifax in March, 1987 (Project #86-0028), a regional training program was designed in cooperation with CCOP/SOPAC for geologists and senior decision-makers. This course, held in SavuSavu, Fiji, in October 1988, was tailored to the particular needs and interests of the South Pacific island nations. Member country participants were provided with the basic skills and theoretical background to assess the potential non-fuel mineral resources of their nearshore areas and to formulate appropriate plans and policies to develop and manage mining in their coastal and economic zones. ICOD provided sponsorship for 10 participants to attend the course.

Budget: \$80,000 / 1 year

Approval: Board

Consultant: Peter Hale, Energy Mines & Resources,  
Ottawa, to assist CCOP/SOPAC.

Status: Course completed. Final report expected.

87-0111    SPC Fisheries Extension Skills Course - A South Pacific Commission (SPC) survey of member countries indicated that training in the area of fisheries extension work was considered a priority. In response, SPC developed a course in Fisheries Extension Skills and Communication Techniques for senior Pacific Island Fisheries Officers. The regional course, conducted in Fiji, was intended to "train trainers" so that similar courses could be conducted for national fisheries departments.

Budget: \$88,000 / 1 month

Approval: Board, June 1987.

Consultant: SPC selected.

Status: Complete.



- 87-0113    FFA Observer Training Course - The provisions of the Fisheries Treaty between the Forum Fisheries Agency (FFA) and the United States permit the placement of member country observers on foreign fishing vessels. In order to train observers, the FFA will conduct two two-week courses which will cover legal, scientific and marine aspects of observer duties.

Budget: \$46,200 / 9 months

Approval: Presidential, June 1987

Consultant: None

Status: Ongoing. The first course was held September 8 - 18, 1987 at the Marine Training Center in Apia, Western Samoa. The second course will be conducted from November 14-28, 1988 in Suva, Fiji.

- 87-0128    Mariculture Training: Micronesia - Over a two year period, a total of twelve trainees from The Republic of Palau, The Federated States of Micronesia and the Republic of the Marshall Islands will attend a one-month training course in giant clam cultivation methods. Giant clams are a highly valued food source. Training will be conducted by the Micronesian Mariculture Demonstration Centre in Palau. The project will promote the production of clams for the purposes of resource enhancement and food production.

Budget: \$65,000 / 2 years

Approval: Executive Committee: June 1988.

Consultant: None

Status: Ongoing.





- 87-0131 University of Papua New Guinea, Law Faculty Assistance  
 - The Law Faculty of the University of Papua New Guinea is being assisted in the development of its Law of the Sea course. A Canadian specialist will teach the one semester Law of the Sea course at UPNG in 1989 and 1990. In order to ensure future capacity in this field, a scholarship for post graduate training in Canada will be provided to a Papua New Guinean who is a teaching fellow at the UPNG.

Budget: \$136,000 / 20 months

Approval: Executive Committee: February 1988..

Consultant: Hugh Williamson, Montreal, Canada

Status: The consultant will complete the first LOS course in November 1988. The Papua New Guinean teaching fellow commenced his LLM program in September 1988 at Dalhousie University.

- 88-0188 Fisheries Extension Training Courses; Pacific Island Countries - To enhance the effectiveness of fisheries extension services, Fisheries Extension courses will be conducted for Fisheries Department personnel in up to six Pacific Island countries. These national level courses were developed and prepared by fisheries officers who attended the regional Fisheries Extension Skills and Communication Techniques course conducted this year by the South Pacific Commission (SPC). The in-country courses are being delivered by national fisheries officers with the assistance of a tutor from the regional level course. The draft "Fisheries Extension Manual for Trainers and Extension Workers for the South Pacific", developed during the Fiji course, is being utilized by instructors conducting in country courses. The Manual will be finalized for publication. See also Projects #860026, 870111.

Budget: \$130,000 / 1 year

Approval: Executive Committee, June 1988.

Consultant: SPC selected.

Status: Ongoing. Tuvalu course complete.



- 88-0201 Papua Region Women's Training Course on Fish Processing and Marketing - The Provincial Councils of Women, with support from the Department of Home Affairs and Youth, Division of Women's Affairs, Papua New Guinea are trying to involve women in viable enterprises which will generate income. This project provides training in fish processing and marketing to selected women leaders. At the end of the course, participants were able to prepare an action plan for small scale fish processing and marketing for their home area.

Budget: \$22,400 / 2 weeks  
Approval: Presidential, September 1988.  
Consultant: None  
Status: Ongoing.

- 88-0204 Regional Women's Conference, Participant Sponsorship-Resource women from the Cook Islands, Niue, Papua New Guinea, Solomon Islands, and Vanuatu were sponsored by ICOD to attend the Regional Women's Conference September 19-23, 1988 and to prepare a report on the conference. Their report is to include recommendations on how the role of women in fisheries could be developed in their respective countries.

Budget: \$6,500 / 1 week  
Approval: Presidential, July 1988.  
Consultant: None  
Status: Complete, final reports to be received.

- 88-0206 Training Program in Computerized Geological Data Management Systems - CCOP/SOPAC has requested ICOD funding to support a regional project to train island member nationals in the operation of computerized geological data and information management system presently being developed at Techsec and the subsystems utilizing personal computers (PC's) in each member country. The training will commence immediately upon the installation of the PC's provided to Techsec by the EEC.

Budget: \$135,000 / 3 years  
Approval: Executive Committee, September 1988.  
Consultant: To be selected by CCOP/SOPAC.  
Status: Ongoing.





88-0211 Micro Computer Training and Systems Development; Pacific Island Fisheries Departments - This project consists of two computer training courses, one introductory and one intermediate; and a Fisheries System Workshop to be conducted at the University of the South Pacific Computer Training Centre in 1989. These courses will provide specialized computer training for Pacific Island Fisheries Department personnel and will develop the databases necessary to manage fisheries resources. \$135,000 Cdn. (6 months).

Budget: \$135,000 / 6 months

Approval: Executive Committee, September 1988.

Consultant: SPC selected

Status: MOA in progress.

Training

88-0222 Institute of Marine Resources; Program Review - The Institute of Marine Resources (IMR) offers a Diploma in Tropical Fisheries (DTF) to officers of Pacific Island Fisheries departments and industry personnel. The recently created University of the South Pacific (USP) Marine Studies Coordinating Committee has recommended a review of IMR teaching programs. The review consists of a regional survey of the effectiveness of the DTF program and will also identify other training requirements related to the development of marine resources in the South Pacific region.

Budget: \$11,500 / 7 months

Approval: Presidential, October 1988.

Consultant: To be selected.

Status: MOA in progress.

Training - Scholarships

86-0062 Tropical Fisheries Diploma - Seven scholarships were granted to students from the South Pacific Region to pursue the three-year Tropical Fisheries Diploma Program offered by the University of the South Pacific.

Budget: \$232,300 / 3 years

Approval: Board

Consultant: None

Status: Ongoing. Five students from the Federated States of Micronesia will complete their second year of study in November 1988, two students withdrew from the program.



- 87-0112 CCOP/SOPAC Fellowship Scheme - Given the shortage of national technical expertise, the Committee for Coordination of Joint Prospecting for Mineral Resources in South Pacific Offshore Areas (CCOP/SOPAC) and ICOD have established a fellowship scheme to permit the secondment of member country nationals to the CCOP/SOPAC Technical Secretariat. Seconded personnel will work with the Secretariat's professional staff on projects related to their own country. The fellowship scheme assists member countries by training a group of technically qualified personnel capable of conducting simple offshore surveys, gathering environmental baseline data and preparing project reports.

Budget: \$58,000 / 3 years  
Approval: Board  
Consultant: None  
Status: Ongoing

- 87-0160 Tropical Fisheries Diploma Scholarships (University of the South Pacific); Republic of Palau - Four Palauans will be selected to attend the three-year Tropical Fisheries Diploma program offered by the University of the South Pacific. The requirement for specialized fisheries training is one component of the Marine Resource Division's human resource development program which is designed to improve the technical capacity of the Division to develop and manage Palau's marine resources.

Budget: \$120,000 / 3 years  
Approval: Executive Committee, January 1988  
Consultant: None  
Status: Students commence study in February 1989.





BD88/D50

Completed Approved Projects as of September 30, 1988  
(by Region)

GLOBAL

Technical Assistance Division

860093 Boundary Delimitation (Computer Program)

Information Division

850020 Marine Affairs Bibliography  
850021 Ocean Training Directory  
860023 World Fisheries Map  
860063 Ocean Training Directory Phase II

Training Division (Course Development)

850015 WMU Marine Affairs Course  
850016 WMU Maritime Law Course  
860027 Sea-Use Planning and Management Training Module  
860028 Non-Fuel Mineral Course (Halifax)  
860059 Ocean Boundary Making (SEAPOL)  
860069 WMU Marine Affairs Course  
860078 Maritime Boundary Delimitation (Erindale College)  
860102 Maritime Boundary Delimitation (Erindale College)  
870140 Observers to the CECAF Stock Assessment Training Course

Training Division (Scholarships)

850017 ICOD Scholarships Program ('85-'87)  
860097 CIDA World Maritime University Scholarships

CARIBBEAN BASIN

Technical Assistance Division

860033 Fish Marketing (Costa Rica)  
860034 Fisherman's Assistance Program (Dominican Republic)  
860035 Fisheries training (Pictou, N.S.)  
860036 Sea Moss Cultivation Program (Eastern Caribbean)  
860048 Dominica Licensing System  
860089 Statistical Sampling Methods Workshop  
860091 Maritime Boundary Workshop (OECS)  
860098 Consultancy in Fisheries Management Operation (Dominica)  
870122 OECS Participant - SEAPOL Ocean Boundary Course  
870124 OECS - Workshop on Regional Fisheries Access



Training Division (Course Development)

- 860049 Caribbean Fisherman's Training Phase II
- 870121 CFTDI Institutional Enhancement - Trinidad & Tobago
- 870126 Course in Navigation and Seamanship - Barbados

Training Division (Scholarships)

- 850024 Short Term Academic Exchange
- 870172 IOI (International Ocean Institute) Scholarships:  
Caribbean 1988

**SOUTH AND WEST INDIAN OCEAN**

Technical Assistance Division

- 860092 Indian Ocean - South Pacific Exchange
- 860094 Marine Surveillance - Maldives
- 860107 Establishment of a Fish Quality control and Inspection  
System - Seychelles
- 870180 Production Workshop for Artemia salina - Mauritius

Information Division

- 860064 Indian Ocean Newsletter
- 860077 Regional Compendium (Indian Ocean)

Training Division (Scholarships)

- 860081 IOI Scholarships (Indian Ocean) '87

**WEST AFRICA**

Technical Assistance Division

- 860053 Morocco Marine Science Advisory Mission
- 860054 Morocco Fisheries Investigation

Training Division (Course Development)

- 860060 Stock Assessment Training (CECAF)

Training Division (Scholarships)

- 860103 Séminaire sur l'organisation de la gestion des  
coopératives de pêches





**SOUTH PACIFIC**

Technical Assistance Division

850012 Vanuatu Fisheries Extension Centres  
850013 Fisheries Research Needs Assessment  
860047 Coastwatchers Pilot Project  
860075 Fisheries Research Needs Assessment  
860079 Communicationc Study (FSM)  
860082 VFDP Evaluation  
860083 Vanuatu Fisherman's Study/Training Tour  
860085 Fisheries Short Courses  
860086 Research Institute Feasibility  
860087 Kiribati Boundary  
870120 Surveillance Statistics consultancy  
870163 Cook Islands Boundary Delimitation Assistance

Information Division

860065 Study of Information Systems (South Pacific)  
860096 Representatives to Regional fisheries Information  
Meeting  
870106 Preparatory Study for the Establishment of the Pacific  
Islands Marine Resources Information System

Training Division (Course Development)

870115 FFA Fisheries Enforcement Workshop  
870157 SPC workshop on Inshore fisheries Resources; Expert and  
Participant Sponsorship

Training Division (Scholarships)

860026 Fishing Skills Course (SPC)  
870117 FFA Surveillance Fellowship



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

BD88/D51

CONFIDENTIAL

28 October 1988

LIST OF PROJECTS APPROVED UNDER PRESIDENTIAL AUTHORITY

20 November 1987 to 25 October 1988

<u>Project #</u>	<u>Title</u>	<u>Division</u>	<u>Budget</u>
87-0157	SPC Workshop on Inshore Fisheries Resources - Expert and Participants Sponsorship	Training	21,000
87-0158	Advisory Support for Fisheries Development Dominica/OECS	T.A.	49,940
87-0162	Regional Fisheries Database Implementation	T.A.	32,000
87-0163	Cook Islands Boundary Delimitation Assistance	T.A.	30,500
87-0164	South Pacific Prosecutions Procedures Study	T.A.	48,500
87-0165	Western Samoa Boundary to Legislative Assistance	T.A.	29,000
87-0168	Publication: Management of Marine Resources in Kiribati	Info	8,000
87-0169	Vanuatu Fisheries Extension Program - Monitoring System	T.A.	9,300
87-0170	Support for Inshore Fishery Resource Workshop - S.P.	T.A.	20,000
87-0172	International Ocean Institute Scholarships - Caribbean 1988	Training	16,170
87-0173	Legal Affairs Unit - FFA South Pacific	T.A.	49,000

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<u>Project #</u>	<u>Title</u>	<u>Division</u>	<u>Budget</u>
87-0175	Fisheries Surveillance - Eastern Caribbean	T.A.	49,800
87-0176	Small Projects Fund: Forum Fisheries Agency, South Pacific	T.A.	30,500
87-0178	Vessel Surveillance System Feasibility Study - South Pacific	T.A.	40,000
87-0179	Environmental Educational Kits	Info	39,500
87-0180	Production Workshop for <u>Artemia Salina</u> - Mauritius	T.A.	9,000
88-0192	Institut de Recherches Zootechniques - (Limbe) Cameroun	Training	14,000
88-0196	Fisheries Training Videos on Fish Chilling	Info	29,500
88-0199	OECS Workshop on Fisheries Access, Monitoring, Control and Surveillance	T.A.	33,800
88-0201	Papua Region Women's Training Course on Fish Processing and Marketing	Training	22,400
88-0202	OECS Fisheries Unit Newsletter	Info	23,000
88-0204	Regional Women's Conference Participant Sponsorship	Training	6,500
88-0205	Marketing Studies of Marine Products (FFA)	Info	20,000
88-0207	OECS Participant - ICOD/FFA Boundary Delimitation Workshop	T.A.	8,000
88-0220	OECS and Seychelles Participants FFA Regional Surveillance Officers' Meeting	T.A.	16,000
88-0221	Regional Mapping System Vessel Register Upgrade	T.A.	15,000



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

BD88/D52

**Confidential**

28 October 1988

**COST OVERRUNS APPROVED UNDER PRESIDENTIAL AUTHORITY**

**(December 1987 - October 1988)**

<u>Project #</u>	<u>Title/Increase</u>
860082	Evaluation of Village Fisheries Development Programs (VFDP) Increased from \$56,900.82 to \$57,559.39
870113	FFA Observer Training Courses Increased from \$40,000 to \$46,200
870120	FFA Surveillance Statistics Increased from \$12,760 to \$15,232.40
870150	Establishment of Rural Fishing Groups - Solomon Islands Increased from \$73,000 to \$83,500
870161	Vanuatu Fisheries Extension Advisor Increased from \$92,000 to \$106,000
870107	Establishment of Guidelines for a Fish Quality Control and Inspection System - Seychelles Increased from \$85,750 to \$99,000



Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

DIVISION	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
TECHNICAL ASSISTANCE DIVISION	11996.3	3680.6	2880.8	2394.0	1314.6	1062.3	664.0	
INFORMATION DIVISION	7644.1	1014.9	1508.9	1475.5	1398.9	1438.9	807.0	
TRAINING DIVISION	20446.3	3868.5	3036.7	4677.6	3763.2	3452.5	1370.3	277.5
FINANCE and ADMINISTRATION	9350.2	2959.2	1200.0	1225.0	1250.0	1325.0	1391.0	
TOTAL ICD	49436.9	11523.2	8626.4	9772.1	7726.7	7278.7	4232.3	277.5
CORPORATE PLAN TOTALS			8000.0	9500.0	11500.0	13500.0	15700.0	16800.0
ADDITIONAL FORECAST BREAKDOWN								
SOUTH PACIFIC	6455.4	1687.5	1767.7	1464.0	650.8	408.3	199.6	277.5
CARIBBEAN BASIN	5999.1	1339.6	1167.3	1250.1	924.5	680.9	636.7	
SOUTH and WEST INDIAN OCEAN	1497.3	418.0	579.3	500.0				
WEST AFRICA	1068.7	453.1	209.9	289.3	68.7	47.7		
GLOBAL PROGRAMS	11707.2	2728.8	1673.2	2789.7	2380.7	2134.8		
INFORMATION SERVICES	1782.3	104.3	377.0	405.0	422.0	474.0		
NON-PROJECT EXPENDITURE	20926.9	4791.9	2852.0	3074.0	3280.0	3533.0	3396.0	

Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TECHNICAL ASSISTANCE DIVISION										
-----										
SOUTH PACIFIC										
-----										
850011	FFA Surveillance	A	960.0	517.9	162.1	260.0	20.0			
850012	Vanuatu Fisheries Extension Centres	C	21.4	21.4						
850013	Fisheries Research Needs & Assessment	C	55.0	55.0						
860041	CCDP/SOPAC-Regional Marine Geology Programme	A	250.0	151.0	99.0					
860047	Coastwatcher Pilot Programme-Solomon Islands	C	15.9	15.9						
860075	South Pacific Research Needs-Phase II	C	22.5	22.5						
860079	Federated States of Micronesia (FSM)- Communications Study	C	7.3	7.3						
860082	Village Fisheries Development Program Evaluation - Vanuatu	C	54.0	53.4	0.6					
860083	Vanuatu-Fisherman's Tour	C	37.0	33.0	4.0					
860085	Fisheries Short Courses-South Pacific	C	2.3	2.3						
860086	Research Institute Evaluation-South Pacific	C	48.7	48.7						
860087	Kiribati Boundary	C	26.6	26.6						
870116	Research Coordination Unit	A	490.0	50.0	163.0	163.0	114.0			
870120	FFA Surveillance Statistics	C	15.2	15.2						
870144	Tradition and In Shore Fisheries Development - South Pacific	A	16.5	15.0	1.5					
870150	Establishment of Rural Fishing Groups - Solomon Islands.	A	80.0		44.0	36.0				
870161	Vanuatu Fisheries Extension Advisor	A	106.0		53.0	53.0				
870162	Regional Fisheries Database Implementation	A	32.0	28.0	4.0					
870163	Cook Islands Boundary Delimitation Assistance	C	27.7	27.7						
870164	South Pacific Prosecutions Procedures Study	A	48.5	42.0	6.5					
870165	Western Samoa Boundary & Legislative Assistance	A	29.5	21.0	8.5					
870169	Vanuatu Fisheries Statistics	A	9.3	7.5	1.8					
870170	Support for Inshore Fishery Resource Workshop - South Pacific	A	20.0	19.0	1.0					
870173	Legal Affairs Unit - Forum Fisheries Agency, South Pacific	A	49.0	43.0	6.0					
870176	Small Projects Fund - FFA	A	30.5	24.0	6.5					
870178	VSS Feasibility Test	A	40.0	30.0	10.0					
880186	Maritime Boundary Delimitation Workshop (FFA)	A	111.0		111.0					
880215	Regional Fisheries Observer Program - SOUTH PACIFIC	A	110.0		24.0	48.0	38.0			
880220	OECs and Seychelles Participants - FFA Regional Surveillance Officers' Meeting	A	16.0		16.0					
880221	Regional Mapping System and Regional Vessel Register Upgrade - South Pacific	A	15.0		15.0					
880226	Training in Fish Quality Control and Inspection - SEYCHELLES, S.W. INDIAN OCEAN	D	87.5		40.5	47.0				
Subtotal - SOUTH PACIFIC			2834.4	1277.4	778.0	607.0	172.0	0.0	0.0	0.0



Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TECHNICAL ASSISTANCE DIVISION ( CONTINUED )										
-----										
CARIBBEAN BASIN										
-----										
850010	DECS Fisheries Desk	A	660.0	575.8	84.2					
860033	Fish Marketing Costa Rica	C	18.7	18.7						
860034	Fisherman's Assistance - Dominican Republic	C	70.0	70.0						
860035	Fisherman's Training-Pictou	C	63.9	63.9						
860036	Sea Moss Cultivation Program									
	- Eastern Caribbean	C	128.0	128.0						
860048	Dominica Licensing Scheme	C	9.0	9.0						
860072	Economic Analysis of Costa Rica									
	Fisheries & Development									
	of a Fisheries Policy	A	160.9	106.4	54.5					
860089	DECS Statistical Sampling Methods Workshop	C	16.0	16.0						
860091	DECS Boundary Workshop	C	18.0	18.0						
860098	Consultancy in Fisheries Management									
	Operation - Dominica	C	25.5	25.5						
870122	DECS Participant to SEAPOL Boundary Delimitation	C	4.1	4.1						
870124	DECS Workshop on Regional Fisheries Access	C	26.2	26.2						
870132	Fisheries Data Management, Institutional Enhancement Program									
	- Eastern Caribbean	A	195.0	63.9	131.1					
870138	Reef Fisheries Management Planning - Jamaica/Belize	A	278.5		62.0	100.0	70.0	46.5		
870139	Caribbean Marine Parks and Protected	A,D	286.8		67.8	87.6	87.6	43.8		
870153	Technical Support for Nicaragua's Industrial Fisheries	A	305.0		200.0	105.0				
870158	Advisory Support for Fisheries Development Dominica/DECS	A	49.9	15.2	34.7					
870175	Fisheries Surveillance - Eastern Caribbean	A	49.8	24.1	25.7					
880189	Eastern Caribbean Fisheries Marketing Strategy	A	67.3		37.0	30.3				
880199	DECS Workshop on Fisheries Monitoring Control and Surveillance	A	33.8		33.8					
880207	DECS Participant - ICOD/FFA Maritime Boundary Delimitation Workshop	A	8.0		8.0					
880212	Lobster Assessment Program - JAMAICA	A	227.0		35.0	117.0	75.0			
880214	Eastern Caribbean - Fisheries Monitoring,									
	Control and Surveillance	A	155.2		78.5	76.7				
880227	DECS Small Projects Funding Program	D	675.0		75.0	200.0	200.0	200.0		
Subtotal - CARIBBEAN BASIN			3531.6	1164.8	927.3	716.6	432.6	290.3	0.0	0.0
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STATUS: A = APPROVED AP = APPROVED IN PRINCIPLE C = COMPLETED D = IN DEVELOPMENT W = WITHDRAWN OR CANCELLED

Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TECHNICAL ASSISTANCE DIVISION ( CONTINUED )										
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SOUTH and WEST INDIAN OCEAN										
-----										
860032	Fisheries Surveillance - SW Indian Ocean	A	120.0	51.3	68.7					
860051	Economically Important Reef Fish - Maldives	A	94.7	12.3	82.4					
860092	Indian Ocean-SOPAC Exchange									
	Surveillance Workshop	C	4.8	4.8						
860094	Maldives Surveillance	C	78.0	78.0						
860100	Coral/Sand Removal Mauritius	A	70.0	50.0	20.0					
860101	National Marine Resource Policy Study									
	- Mauritius	A	48.4			49.4				
870107	Guidelines Fish Quality Control-Seychelles	C	99.0	78.6	20.4					
870135	Investigation of Lagoonal Health Characteristics									
	and Coastal Pollution - Mauritius	A	159.0		70.0	89.0				
870180	Production Workshop for Artemia Salina - Mauritius	C	7.7	7.7						
870182	Production Assistance for Artemia Salina - Mauritius	A	56.5		45.0	11.5				
870183	Fishing Vessel Evaluation - SEYCHELLES	A	121.0		80.0	41.0				
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Subtotal - SOUTH and WEST INDIAN OCEAN			859.1	275.0	394.2	189.9	0.0	0.0	0.0	0.0
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WEST AFRICA										
-----										
860053	Morocco Advisory Mission	C	11.7	11.7						
860054	Morocco Fisheries Investigation	C	9.4	9.4						
860055	Morocco Fisheries Data Management	A	150.0	49.5	72.6	27.9				
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Subtotal - WEST AFRICA			171.1	70.6	72.6	27.9	0.0	0.0	0.0	0.0
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ICOD FIVE YEAR FINANCIAL PROJECTION  
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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TECHNICAL ASSISTANCE DIVISION ( CONTINUED )										
-----										
GLOBAL PROGRAMS										
-----										
860030	Research Vessel Operation	A	403.4	83.9	115.9	203.6				
860056	Master Fisherman's Programme	C	26.7	26.7						
860093	Boundary Delimitation Computer Programme	C	18.9	18.9						
870141	Computerized Boundary Delimitation Phase II	A	24.7	21.9	2.8					
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Subtotal - GLOBAL PROGRAMS			473.7	151.4	118.7	203.6	0.0	0.0	0.0	0.0
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NON-PROJECT EXPENDITURE										
-----										
401.1	Staff Salaries	+	2172.9	349.9	325.0	344.0	365.0	387.0	402.0	402.0
411.1	Staff Travel	+	1327.4	215.4	175.0	200.0	225.0	250.0	262.0	262.0
TAPD	Programme Development	+	626.1	176.1	90.0	105.0	120.0	135.0		
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Subtotal - NON-PROJECT EXPENDITURE			4126.4	741.4	590.0	649.0	710.0	772.0	664.0	0.0
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GRAND TOTAL - TECHNICAL ASSISTANCE DIVISION			11996.3	3680.6	2880.8	2394.0	1314.6	1062.3	664.0	0.0
=====										

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ICOD FIVE YEAR FINANCIAL PROJECTION  
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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
INFORMATION DIVISION										
-----										
SOUTH PACIFIC										
-----										
860065	Information Systems, South Pacific	C	19.8	19.8						
860096	Regional Fisheries Information Meeting South Pacific	C	17.8	17.8						
870106	Preparatory Study for the Establishment of the Pacific Islands Marine Resources Information System	C	20.0	20.0						
870130	Pacific Islands Marine Resources Information System (PIMRIS)	A	367.5		110.0	114.1	70.0	73.4		
870137	Strengthening Technical Information Services	A	326.7		100.0	89.1	80.0	57.6		
870168	Publication: Management of Marine Resources in Kiribati.	A	8.0	6.4	1.6					
870179	Environmental Educational Kit on Coastal Zone Protection South Pacific	A	39.5		39.5					
880193	PIMRIS: Enhancement of Fisheries Information Handling Capabilities at the Forum Fisheries Agency (FFA)	A	358.0		85.0	109.1	100.0	63.9		
880196	Fisheries Training Videos on Fish Chilling - SPC	A	29.5		29.5					
880205	Publication of Marketing Studies	A	20.0		20.0					
Subtotal - SOUTH PACIFIC			1206.8	64.0	385.6	312.3	250.0	194.9	0.0	0.0
-----										
CARIBBEAN BASIN										
-----										
870125	SEAMOSS Bibliography	A	13.8	11.0	2.8					
870142	Publication Support OECS	A	20.0	16.0	4.0					
880202	OECS Fisheries Unit Newsletter	A	23.0		12.0	11.0				
Subtotal - CARIBBEAN BASIN			56.8	27.0	18.8	11.0	0.0	0.0	0.0	0.0
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ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
INFORMATION DIVISION ( CONTINUED )										
-----										
SOUTH and WEST INDIAN OCEAN										
860037	Marine Information Sri Lanka	A	88.0	50.0	26.0	12.0				
860064	Indian Ocean Newsletter	C	8.1	8.1						
860077	Regional Compendium of Fisheries Legislation-Indian Ocean	C	35.0	35.0						
870174	Fisheries Posters, Seychelles	A	47.0		47.0					
880208	COMOROS Fish Posters	D	47.0		15.0	32.0				
Subtotal - SOUTH and WEST INDIAN OCEAN			225.1	93.1	88.0	44.0	0.0	0.0	0.0	0.0
-----										
WEST AFRICA										
-----										
870145	Information Brochure, CRODT	A	10.0	5.0	5.0					
880198	Mauritania Documentation and Information Services Assistance (CNRDP)	A	138.6		57.5	60.2	20.9			
Subtotal - WEST AFRICA			148.6	5.0	62.5	60.2	20.9	0.0	0.0	0.0
-----										
GLOBAL PROGRAMS										
-----										
850020	Marine Affairs Bibliography	C	19.1	19.1						
850021	Ocean Training Directory	C	37.6	37.6						
860023	World Fisheries Map	C	69.8	69.8						
860063	Training Directory - Phase II	C	50.1	50.1						
880209	Participants to PACEM in MARIBUS XVI	A	25.0		25.0					
Subtotal - GLOBAL PROGRAMS			201.6	176.6	25.0	0.0	0.0	0.0	0.0	0.0
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ICOD FIVE YEAR FINANCIAL PROJECTION  
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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
INFORMATION DIVISION ( CONTINUED )										
-----										
INFORMATION SERVICES										
-----										
860039	Annual Report	C	20.1	20.1						
860040	Brochure	C	11.8	11.8						
INFO	Public Affairs	+	723.8	10.8	143.0	168.0	188.0	214.0		
INFO	Information Resource Centre	+	116.3	15.3	24.0	23.0	26.0	28.0		
INFO	Publications & A/V	+	910.3	45.3	210.0	214.0	208.0	232.0		
Subtotal - INFORMATION SERVICES			1782.3	104.3	377.0	405.0	422.0	474.0	0.0	0.0
-----										
NON-PROJECT EXPENDITURE										
-----										
401.2	Staff Salaries	+	2347.9	320.9	337.0	388.0	411.0	435.0	456.0	456.0
411.2	Staff Travel	+	675.4	84.4	90.0	105.0	120.0	135.0	141.0	141.0
INFOGEN	Programme Development	+	999.6	139.6	125.0	150.0	175.0	200.0	210.0	210.0
Subtotal - NON-PROJECT EXPENDITURE			4022.9	544.9	552.0	643.0	706.0	770.0	807.0	0.0
-----										
GRAND TOTAL - INFORMATION DIVISION			7644.1	1014.9	1508.9	1475.5	1398.9	1438.9	807.0	0.0
=====										

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Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TRAINING DIVISION - Course Development										
-----										
SOUTH PACIFIC										
-----										
870111	SPC Fisheries Extension Skills Course	A	88.5	80.0	8.5					
870113	Observer Training Course FFA	A	50.0	23.8	26.2					
870115	Fisheries Enforcement Workshop, FFA	C	55.3	55.3						
870128	Mariculture Training, Micronesia	A	65.0		32.5	32.5				
870131	UPNS Law Faculty Development	A	144.0		40.3	103.7				
870157	SPC Workshop on Inshore Fisheries Resources - Technical Specialists and Participant Sponsorship	C	21.0	18.0	3.0					
880188	Fisheries Extension Training Courses; Pacific Islands Countries	A	115.0		115.0					
880201	PAPUA Region Women's Training Course on Fish Processing and Marketing - PAPUA NEW GUINEA	A	22.4		22.4					
880204	Regional Women's Conference - Participant Sponsorship	A	6.5		6.5					
880206	Training Program in Computerized Geological Data Management	A	135.0		46.0	40.5	48.5			
880211	Micro Computer Training and Systems Development; Pacific Island Fisheries Departments	A	135.0		80.0	55.0				
880222	Institute of Marine Resources; Program Review	A	11.5		9.0	2.5				
880229	Institute of Marine Resources; Institutional Enhancement	D	70.0		6.0	24.0	24.0	16.0		
880230	Training in Geology; Pacific Island Countries	D	833.3			49.5	116.3	190.4	199.6	199.6
Subtotal - SOUTH PACIFIC			1752.5	177.1	395.4	307.7	188.8	206.4	199.6	277.5
-----										
CARIBBEAN BASIN										
-----										
860049	Caribbean Fisheries Training - Phase II	C	92.3	92.3						
870126	Course for Fisherman in Navigation and Seamanship	C	3.7	3.7						
880191	OECS Fishermen's Training Program	A	271.0		90.0	108.0	73.0			
880195	Graduate Program in (Marine) Resource and Environment Management - University of the West Indies - Caribbean Region	A,AP	1991.9		131.2	414.5	418.9	390.6	636.7	636.7
Subtotal - CARIBBEAN BASIN			2358.9	96.0	221.2	522.5	491.9	390.6	636.7	0.0
-----										

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Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TRAINING DIVISION - Course Development ( CONTINUED )										
-----										
SOUTH and WEST INDIAN OCEAN										
-----										
B70146	Technical Training of Fishery Instructors - Maldives	A	126.1			126.1				
B80209	Visiting Professor - Marine Resources Studies Unit University of MAURITIUS	A	32.1		32.1					
B80210	Nearshore Non-Fuel Marine Mineral Resources Course - INDIAN OCEAN	AP	155.0		15.0	140.0				
Subtotal - SOUTH and WEST INDIAN OCEAN			313.2	0.0	47.1	266.1	0.0	0.0	0.0	0.0
-----										
WEST AFRICA										
-----										
B60060	Stock Assessment - CECAF	C	330.6	330.6						
B70133	West Africa Offshore Non-Fuel Mineral Course Assessment and Management Course	A	170.0		24.6	145.4				
B80192	Computer and Data Analysis Training - Fisheries Research Station	A	14.0		14.0					
B80216	Atelier de Perfectionnement en Statistique et Informatique, (CNROP) - Mauritanie	D	36.2		36.2					
B80231	Programme de Cooperation entre l'ISSTH (MAURITANIE)	D	151.3			55.8	47.8	47.7		
Subtotal - WEST AFRICA			702.1	330.6	74.8	201.2	47.8	47.7	0.0	0.0
-----										
GLOBAL PROGRAMS										
-----										
B50014	Marine Affairs Diploma Course Dal/UDAR	A	1700.0	447.3	310.0	310.0	310.0	322.7		
B50015	MMU Marine Affairs Course (5/86 & 8/87)	C	40.2	40.2						
B50016	MMU Maritime Law Course	C	27.1	27.1						
B50022	Marine Affairs Materials	A	56.5	56.5						
B60027	MMU Sea Use Planning Course	C	33.1	33.1						
B60028	Non-Fuel Minerals Course - Halifax	C	31.3	31.3						
B60059	SEAPOL Ocean Boundary Making	C	80.2	80.2						
B60069	MMU Marine Affairs - (11/86)	C	16.4	16.4						
B60070	Marine Affairs Diploma Materials	A	475.0	220.9	129.4	124.7				
B60071	Marine Affairs Training Advisory Group	A	50.0	26.5	23.5					
B60078	Maritime Boundary Delimitation Course - Erindale College	C	30.7	30.7						

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Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TRAINING DIVISION - Course Development ( CONTINUED )										
-----										
GLOBAL PROGRAMS - cont'd										
-----										
B60102	Maritime Boundary Delimitation - Phase II - Erindale College	C	38.5	38.5						
870123	ERINDALE Maritime Boundary Delimitation Course	A	197.5	52.8	57.7	64.0	23.0			
870127	World Maritime University (WU) Training Modules PHASE II	A	190.0	52.6	60.5	76.9				
680233	International Maritime Law Institute Scholarships	D	250.0			64.0	73.6	112.4		
Subtotal - GLOBAL PROGRAMS			3216.5	1154.1	581.1	639.6	406.6	435.1	0.0	0.0
-----										
GRAND TOTAL - TRAINING DIVISION - Course Development			8343.2	1757.8	1319.6	1937.1	1135.1	1079.8	836.3	277.5
=====										

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Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TRAINING DIVISION - Scholarships										
-----										
SOUTH PACIFIC										
-----										
860026	SPC Fishing Skills Course	C	7.8	7.8						
860057	Non-Fuel Minerals Resource Management Course - CCOP/SOPAC	A	80.0	0.1	79.9					
860062	Tropical Fisheries Diploma	A	239.2	129.2	36.0	74.0				
870112	CCOP/SOPAC Fellowships	A	58.0	19.1	19.5	19.4				
870117	FFA Surveillance Fellowship	C	156.7	12.8	40.3	103.6				
870160	Training at the University of the South Pacific	A	120.0		33.0	40.0	40.0	7.0		
Subtotal - SOUTH PACIFIC			661.7	169.0	208.7	237.0	40.0	7.0	0.0	0.0
-----										
CARIBBEAN BASIN										
-----										
860024	Short-Term Academic Exchange	C	22.1	22.1						
870121	CFTDI Institutional Enhancement	C	13.5	13.5						
870172	IOI Scholarships/ Caribbean 1988	C	16.2	16.2						
Subtotal - CARIBBEAN BASIN			51.8	51.8	0.0	0.0	0.0	0.0	0.0	0.0
-----										
SOUTH and WEST INDIAN OCEAN										
-----										
860081	IOI Scholarships (Indian Ocean)	C	49.9	49.9						
880218	IOI Scholarships: Indian Ocean 1988	A	50.0		50.0					
Subtotal - SOUTH and WEST INDIAN OCEAN			99.9	49.9	50.0	0.0	0.0	0.0	0.0	0.0
-----										

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Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
TRAINING DIVISION - Scholarships ( CONTINUED )										
-----										
WEST AFRICA										
-----										
B60097	CIDA/MMU Africa Scholarships	A	279.1	135.1	109.0	35.0				
B60097*	Recoveries: CIDA/MMU Africa Scholarships	A	-279.1	-135.1	-109.0	-35.0				
B60103	Cooperation des Peches	C	46.9	46.9						
-----										
Subtotal - WEST AFRICA			46.9	46.9	0.0	0.0	0.0	0.0	0.0	0.0
-----										
GLOBAL PROGRAMS										
-----										
B50017	ICOD Scholarship Programme (85-87)	C	499.3	493.5	5.8					
B50018	IOI Scholarships (Halifax Course)	A	208.0	77.7	43.2	43.0	44.1			
B50019	MMU Scholarships	A	403.2	138.6	84.6	83.8	84.8	11.4		
B60025	Regional University Scholarships	A	576.0	84.8	57.0	131.6	131.6	171.0		
B60074	Marine Affairs Diploma Scholarship (formerly B50014B)	A	2080.0	335.7	460.0	480.0	480.0	324.3		
B60074*	Marine Affairs Diploma Scholarship	AP	750.0			250.0	250.0	250.0		
B60076	ICOD Scholarship Programme (1987-1991)	A	2984.7	92.2	237.8	846.1	890.6	918.0		
B70140	Observers to the CEEAF Stock Assessment Training Course	C	24.2	24.2						
B70167	CIDA Fellowships	A	350.0	34.7	105.1	105.1	105.1			
B70167*	RECOVERIES : CIDA Fellowships	A	-350.0	-34.7	-105.1	-105.1	-105.1			
B70184	Short Term Attachments Program	A	290.0		60.0	112.0	93.0	25.0		
-----										
Subtotal - GLOBAL PROGRAMS			7815.4	1246.7	948.4	1946.5	1974.1	1699.7	0.0	0.0
-----										
GRAND TOTAL - TRAINING DIVISION - Scholarships			8675.7	1564.3	1207.1	2183.5	2014.1	1706.7	0.0	0.0
=====										

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Friday, October 28, 1988

ICOD FIVE YEAR FINANCIAL PROJECTION  
( 000's )

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PROJECT NUMBER	PROJECT TITLE	STATUS	TOTAL BUDGET	ACTUAL 1985-88	1988-89	1989-90	1990-91	1991-92	1992-93	1993-94
*****										
	TRAINING DIVISION - Administration									
	-----									
	NON-PROJECT EXPENDITURE									
	-----									
401.3	Staff Salaries - Training Division	+	2141.9	493.9	300.0	320.0	350.0	375.0	393.0	393.0
411.3	Staff Travel	+	693.2	102.2	90.0	105.0	120.0	135.0	141.0	141.0
SCHOLAR	Scholarship Programme - (Related Expense)	+	63.3	11.3	10.0	12.0	14.0	16.0		
TRAINPD	Programme Development (Training)	+	529.0	29.0	110.0	120.0	130.0	140.0		
	-----									
	GRAND TOTAL - TRAINING DIVISION - Administration		3427.4	546.4	510.0	557.0	614.0	666.0	534.0	0.0
	=====									
	-----									
	GRAND TOTAL - TRAINING DIVISION		20446.3	3868.5	3036.7	4677.6	3763.2	3452.5	1370.3	277.5
	=====									

STATUS: A = APPROVED AP = APPROVED IN PRINCIPLE C = COMPLETED D = IN DEVELOPMENT W = WITHDRAWN OR CANCELLED



ICCO  
REVENUE & EXPENSE BUDGET  
April 1, 1988 to March 31, 1989  
(\$ Cdn)

SEPTEMBER 1988

BD88/D55

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	1988/89 ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 ACTUALS YEAR-TO-DATE	1988/89 CHANGE
REVENUE					
Gov't Appropriations	8,000,000	2,650,000	33.12%	2,225,000	425,000
Other Confirmed Funding	210,000	100,220	47.72%	0	100,220
Subtotal: FUNDING	8,210,000	2,750,220	33.50%	2,225,000	525,220
Other Income (Interest Revenue Estimate)	10,000	8,261	82.61%	3,900	4,361
>> TOTAL REVENUE	8,220,000	2,758,481	33.56%	2,228,900	529,581
PROJECTED EXPENDITURES					
Current Commitments	8,438,700	2,580,671	30.58%	2,192,496	388,175
Projects for Approval (1988/89 Expenses only)	187,700	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
Subtotal: GROSS PROJECTED EXPENDITURES	8,626,400	2,580,671	29.92%	2,192,496	388,175
OVERCOMMITMENT AUTHORITY	10%	-800,000		6,558,355	TOTAL 87/88
LESS: REMAINING OVERCOMMITMENT AUTHORITY		393,600			
Subtotal: PROJECTED OVERCOMMITMENTS		-406,400			
>> TOTAL NET PROJECTED EXPENDITURES	8,220,000		31.40% =====>	33.43%	PERCENT YTD
** EXCESS (-DEFICIT) OF REVENUES OVER EXPENSES		177,810			

ICOD  
DIVISIONAL PLANNING BUDGETS  
TECHNICAL ASSISTANCE

SEPTEMBER 1988

(2)

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	1988/89 ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	2,400,000				
- OVERPLANNING AUTHORITY	280,000				
- OTHER FUNDING/INCOME					
** Subtotal: FUNDING	2,680,000			2,000,000	680,000
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	325,000	133,064	40.94%	104,359	28,705
Travel	175,000	29,383	16.79%	47,028	-17,645
Program Development (Consulting Fees & Travel)	90,000	6,619	7.35%	25,480	-18,861
Other Divisional Activities					
>> Subtotal: NON-PROJECT EXPENDITURE	590,000	169,066	28.66%	176,867	169,066
APPROVED PROJECTS	2,175,300	416,517	19.15%	470,195	-53,678
PROJECTS FOR APPROVAL	115,500	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	2,290,800	416,517	18.18%	470,195	-53,678
>> FUNDS PRESENTLY ALLOCATED	2,880,800	585,583	20.33%	647,062	-61,479
REMAINING PLANNING BUDGET	-200,800				
** TOTAL PLANNING TARGET	2,680,000				



ICOD  
DIVISIONAL PLANNING BUDGETS  
INFORMATION DIVISION

SEPTEMBER 1988

3

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1988/89 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	1,250,000				
- OVERPLANNING AUTHORITY	150,000				
- OTHER FUNDING/INCOME					
<b>** Subtotal: FUNDING</b>	<b>1,400,000</b>			<b>900,000</b>	<b>500,000</b>
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	337,000	132,322	39.26%	97,180	35,142
Travel	90,000	27,576	30.64%	20,914	6,662
Program Development (Consulting Fees & Travel)	125,000	0	0.00%	0	0
Other Divisional Activities	377,000	85,336	22.64%	96,788	-11,452
<b>&gt;&gt; Subtotal: NON-PROJECT EXPENDITURE</b>	<b>929,000</b>	<b>245,234</b>	<b>26.40%</b>	<b>214,882</b>	<b>30,352</b>
APPROVED PROJECTS	564,900	206,112	36.49%	20,935	185,177
PROJECTS FOR APPROVAL	15,000	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
<b>&gt;&gt; Subtotal: PROJECT EXPENDITURES</b>	<b>579,900</b>	<b>206,112</b>	<b>35.54%</b>	<b>20,935</b>	<b>185,177</b>
<b>&gt;&gt; FUNDS PRESENTLY ALLOCATED</b>	<b>1,508,900</b>	<b>451,346</b>	<b>29.91%</b>	<b>235,817</b>	<b>215,529</b>
REMAINING PLANNING BUDGET	-108,900				
<b>** TOTAL PLANNING TARGET</b>	<b>1,400,000</b>				

ICOD  
DIVISIONAL PLANNING BUDGETS  
TRAINING DIVISION

SEPTEMBER 1988

4

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	1988/89 ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	3,150,000				
- OVERPLANNING AUTHORITY	370,000				
- OTHER FUNDING/INCOME	210,000				
** Subtotal: FUNDING	3,730,000			2,785,000	945,000
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	300,000	168,779	56.26%	107,795	60,984
Travel	90,000	32,497	36.11%	26,382	6,115
Program Development (Consulting Fees & Travel)	120,000	1,621	1.35%	883	738
Other Divisional Activities					
>> Subtotal: NON-PROJECT EXPENDITURE	510,000	202,897	39.78%	135,060	67,837
APPROVED PROJECTS	2,469,500	702,189	28.43%	692,567	9,622
PROJECTS FOR APPROVAL	57,200	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	2,526,700	702,189	27.79%	692,567	9,622
>> FUNDS PRESENTLY ALLOCATED	3,036,700	905,086	29.80%	827,627	77,459
REMAINING PLANNING BUDGET	693,300				
** TOTAL PLANNING TARGET	3,730,000				



ICOD  
DIVISIONAL PLANNING BUDGETS  
ADMINISTRATION DIVISION

SEPTEMBER 1988

(5)

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	1,200,000				
- OVERPLANNING AUTHORITY	-10,000				
- OTHER FUNDING/INCOME	10,000				
** Subtotal: FUNDING	1,200,000			950,000	250,000
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	600,000	290,616	48.44%	225,711	64,905
Travel	50,000	22,631	45.26%	9,536	13,095
Program Development (Consulting Fees & Travel)	0	0	0.00%	0	0
Other Divisional Activities	550,000	325,414	59.17%	246,743	78,671
>> Subtotal: NON-PROJECT EXPENDITURE	1,200,000	638,661	53.22%	481,990	156,671
APPROVED PROJECTS					
PROJECTS FOR APPROVAL	XXXXXXXXXXXXXXXXXXXXXXXXXXXX			XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	0	0	0.00%	0	0
>> FUNDS PRESENTLY ALLOCATED	1,200,000	638,661	53.22%	481,990	156,671
REMAINING PLANNING BUDGET	-0				
** TOTAL PLANNING TARGET	1,200,000				

ICOD  
REVENUE & EXPENSE BUDGET  
April 1, 1988 to March 31, 1989  
(\$ Cdn)

AUGUST 1988 (REVISED)

6

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	1988/89 ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 ACTUALS YEAR-TO-DATE	1988/89 CHANGE
REVENUE					
Gov't Appropriations	8,000,000	1,700,000	21.25%	1,675,000	25,000
Other Confirmed Funding	210,000	0	0.00%	0	0
Subtotal: FUNDING	8,210,000	1,700,000	20.71%	1,675,000	25,000
Other Income (Interest Revenue Estimate)	10,000	4,644	46.44%	3,013	1,631
>> TOTAL REVENUE	8,220,000	1,704,644	20.74%	1,678,013	26,631
PROJECTED EXPENDITURES					
Current Commitments	8,069,000	1,786,101	22.14%	1,610,656	175,445
Projects for Approval (1988/89 Expenses only)	379,200	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
Subtotal: GROSS PROJECTED EXPENDITURES	8,448,200	1,786,101	21.14%	1,610,656	175,445
				6,558,355	TOTAL 87/88
OVERCOMMITMENT AUTHORITY	10%	-800,000			
LESS: REMAINING OVERCOMMITMENT AUTHORITY		571,800			
Subtotal: PROJECTED OVERCOMMITMENTS		-228,200			
>> TOTAL NET PROJECTED EXPENDITURES	8,220,000		21.73% =====>	24.56%	PERCENT YTD
** EXCESS (-DEFICIT) OF REVENUES OVER EXPENSES		-81,457			



ICOD  
DIVISIONAL PLANNING BUDGETS  
TECHNICAL ASSISTANCE

AUGUST 1988 (REVISED)

7

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	1988/89 ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	2,400,000				
- OVERPLANNING AUTHORITY	280,000				
- OTHER FUNDING/INCOME					
** Subtotal: FUNDING	2,680,000			2,000,000	680,000.00
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	325,000	114,491	35.23%	86,865	27,626
Travel	175,000	21,914	12.52%	36,043	-14,129
Program Development (Consulting Fees & Travel)	90,000	6,619	7.35%	22,830	-16,211
Other Divisional Activities					
>> Subtotal: NON-PROJECT EXPENDITURE	590,000	143,024	24.24%		143,024
APPROVED PROJECTS'	1,995,100	355,478	17.82%	264,631	90,847
PROJECTS FOR APPROVAL	137,500	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	2,132,600	355,478	16.67%		355,478
>> FUNDS PRESENTLY ALLOCATED	2,722,600	498,502	18.31%	410,369	88,133
REMAINING PLANNING BUDGET	-42,600				
** TOTAL PLANNING TARGET	2,680,000				

ICOD  
DIVISIONAL PLANNING BUDGETS  
INFORMATION DIVISION

AUGUST 1988 (REVISED)

8

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1988/89 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	1,250,000				
- OVERPLANNING AUTHORITY	150,000				
- OTHER FUNDING/INCOME					
** Subtotal: FUNDING	1,400,000			900,000	500,000.00
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	337,000	110,467	32.78%	81,790	28,677
Travel	90,000	17,978	19.98%	20,257	-2,279
Program Development (Consulting Fees & Travel)	125,000	0	0.00%	0	0
Other Divisional Activities	377,000	45,943	12.19%	86,480	-40,537
>> Subtotal: NON-PROJECT EXPENDITURE	929,000	174,388	18.77%	188,527	-14,139
APPROVED PROJECTS	539,900	24,560	4.55%	20,144	4,416
PROJECTS FOR APPROVAL	15,000	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	554,900	24,560	4.43%	20,144	4,416
>> FUNDS PRESENTLY ALLOCATED	1,508,900	198,948	13.18%	208,671	-9,723
REMAINING PLANNING BUDGET	-108,900				
** TOTAL PLANNING TARGET	1,400,000				



ICOD  
DIVISIONAL PLANNING BUDGETS  
TRAINING DIVISION

AUGUST 1988 (REVISED)

9

	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	1988/89 ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	3,150,000				
- OVERPLANNING AUTHORITY	370,000				
- OTHER FUNDING/INCOME	210,000				
** Subtotal: FUNDING	3,730,000			2,785,000	945,000
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	300,000	142,153	47.38%	91,725	50,428
Travel	90,000	26,640	29.60%	18,665	7,975
Program Development (Consulting Fees & Travel)	120,000	1,054	0.88%	883	171
Other Divisional Activities					
>> Subtotal: NON-PROJECT EXPENDITURE	510,000	169,847	33.30%	111,273	58,574
APPROVED PROJECTS	2,280,000	388,025	17.02%	475,888	-87,863
PROJECTS FOR APPROVAL	226,700	XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	2,506,700	388,025	15.48%	475,888	-87,863
>> FUNDS PRESENTLY ALLOCATED	3,016,700	557,872	18.49%	587,161	-29,289
REMAINING PLANNING BUDGET	713,300				
** TOTAL PLANNING TARGET	3,730,000				

ICOD  
DIVISIONAL PLANNING BUDGETS  
ADMINISTRATION DIVISION

AUGUST 1988 (REVISED)

10

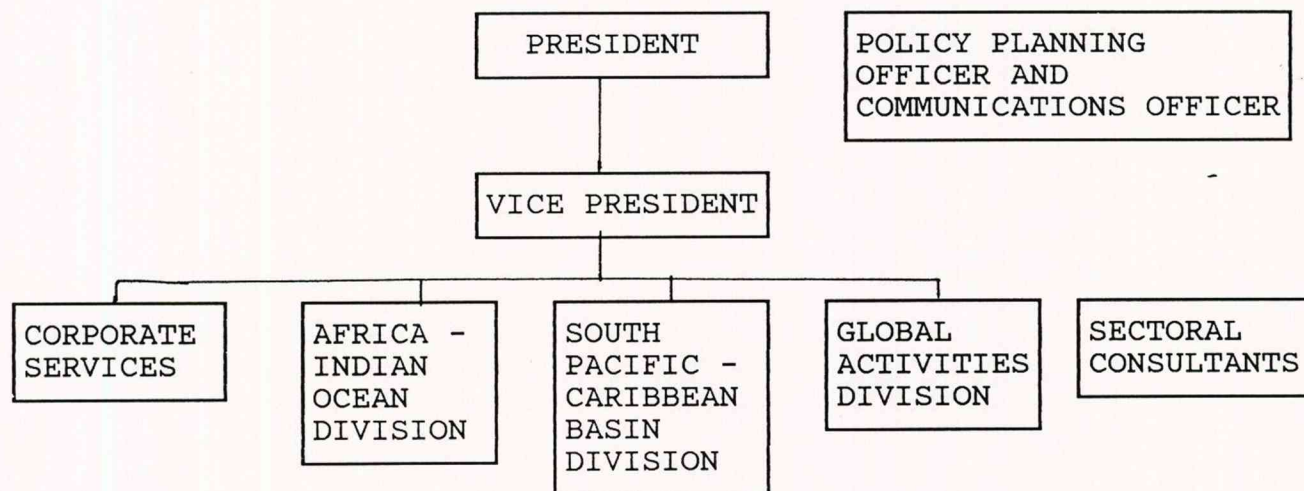
	*** CURRENT YEAR ***			*** PRIOR YEAR ***	
	1988/89 BUDGET	ACTUALS YEAR-TO-DATE	PERCENT ACTUAL YEAR-TO-DATE	1987/88 YEAR-TO-DATE	1988/89 CHANGE
TOTAL FUNDING - APPROPRIATIONS	1,200,000				
- OVERPLANNING AUTHORITY	-10,000				
- OTHER FUNDING/INCOME	10,000				
** Subtotal: FUNDING	1,200,000			950,000	250,000
ESTIMATED PLANNING AUTHORITY					
Staff Salaries	600,000	248,369	41.39%	191,418	56,951
Travel	50,000	16,151	32.30%	6,887	9,264
Program Development (Consulting Fees & Travel)	0	0	0.00%	0	0
Other Divisional Activities	550,000	266,259	48.41%	206,150	60,109
>> Subtotal: NON-PROJECT EXPENDITURE	1,200,000	530,779	44.23%	404,455	126,324
APPROVED PROJECTS					
PROJECTS FOR APPROVAL		XXXXXXXXXXXXXXXXXXXXXXXXXXXX		XXXXXXXXXXXXXXXXXXXXXXXXXXXX	
>> Subtotal: PROJECT EXPENDITURES	0	0	0.00%	0	0
>> FUNDS PRESENTLY ALLOCATED	1,200,000	530,779	44.23%	404,455	126,324
REMAINING PLANNING BUDGET	-0				
** TOTAL PLANNING TARGET	1,200,000				





# PROPOSED ICOD ORGANIZATION

## SIMPLIFIED STRUCTURE AND SAMPLE RESPONSIBILITIES



### Treasurer

Legal Officer  
Contact  
Officer  
Personnel/  
Administrative  
Officer

Regional  
Programs

Regional  
Programs

Scholarships  
Training  
Materials  
Other  
Global  
Programs  
Pilot  
Projects  
New Concepts  
Data Collection  
and Analysis  
Library and  
Information  
Services

Environment  
Fisheries  
Management  
Evaluation  
Economics  
Ocean  
Sciences

Field - 4  
Ottawa - 1

Present Staff 34  
Target (2 yrs) - up to 60 full time (including field personnel)



## PROPOSED ORGANIZATIONAL STRUCTURE

### ISSUE FOR BOARD CONSIDERATION

During its first three and one half years, ICOD has dealt with three major challenges:

create an organization;

develop a "niche";

secure adequate levels of core and outside funding.

These objectives have now been met. ICOD's presence in the developing world has expanded over the past years. At the same time the Centre's core funding has been increased and ICOD has been contracted to manage major regional programs for CIDA.

Now, in order to manage its expanded resources and to respond to increased participation in ocean development, organizational adjustments are required. The purpose of this proposal, then, is to seek approval to:

establish an updated organization to manage expanded ICOD programs and responsibilities.

### BACKGROUND

Since its inception, ICOD has sought to marshall ocean development expertise for the benefit of the developing world. The Centre has organized itself to be as flexible and responsive as possible while ensuring management efficiency.

Initially the Corporation was expected to disburse \$25 million over 5 years. By April 1988, ICOD's own 5 year budget had increased to \$64.5 million and the Centre had agreed to administer some \$10.6 million in funding from other agencies. By September, 1988, funding for the Centre has risen to some \$120.0 million over the next five years. A further \$10 million may be approved by CIDA for administration by ICOD before the end of the calendar year.

The rapid increase in budgets and responsibilities requires that the Centre enhance its ability to provide essential services and to expand its reporting functions. It also increases the need for expertise. Finally, the Centre's expanding role in the international development field and in ocean development has placed greater demand on senior managers to interact with agencies in Canada and abroad.

With increased responsibilities has come a need to re-assess and re-orient ICOD's activities. As the Centre reviews its experiences over the past 3½ years, it becomes clearer that it should re-define its list of eligible countries (Attachment I). Further, more attention must be directed to improved program planning and management (Attachment 2). Finally, ICOD must ensure that both the structure and depth of personnel will continue to provide the required response capacity.

Against this background, ICOD managers have recently reviewed their operations. In undertaking this review, managers were conscious of the need to minimize the administrative costs of the Centre and maintain an orderly and phased approach to organizational change.

Based on this review, recommendations follow on organizational and staffing requirements for the Centre over the next two years.

#### **RECOMMENDED ACTION**

##### **Recommendation I**

ICOD should restructure and strengthen its corporate administration and sectoral expertise in the following manner.

##### **A. VICE PRESIDENT (Attachment 3)**

In order to strengthen the senior management function within the Centre, creation of the position of Vice President and Chief Operating Officer is recommended. While the focus of the Vice President would be on the Centre's operations, the President's attention could be turned increasingly to policy development and management of the Centre's agenda outside the Corporation. It is recommended that the Vice-President also serve as Secretary to the Board. (By-Law No. 1, Section VIII .4).

##### **B. TREASURER (Attachment 4)**

A critical element in the coming years will be the management of ICOD's finances. To meet this need, it is recommended that a senior finance officer be selected for appointment as Treasurer of the Corporation. The recommendation is consistent with the Centre's By-Laws which allow for such an appointment, the incumbent would be an executive officer of the Centre (By-Law No. 1, Section VIII .6) subject to appointment by the Board on recommendation of the President.



C. CORPORATE SERVICES (Attachment 5)

In order to meet the projected increase in activity over the coming period, corporate administration will need considerable strengthening. Most of ICOD's administrative services are performed by existing staff, with inputs as required from contract personnel. The strengthening of key functions such as legal services, financial reporting and personnel management is required on a priority basis.

D. SECTORAL CONSULTANTS (Attachment 6)

As ICOD's workload has expanded, the demand for expertise has increased and is anticipated to grow even more dramatically as new funding comes on stream. ICOD must ensure that a broad range of expert resources is available when required and that they are acquired at the lowest possible cost to ICOD's program budgets and administrative resources. Such expertise will be acquired under several arrangements such as term contracts, secondments and standing offers. Experts will provide advice at the Corporate level as well as directly to divisions in support of project analysis, program management and evaluation.

Recommendation II

ICOD's capacity to deal with programs involving a mix of activities must continue, but its organization should better reflect geographical and regional considerations.

A. SOUTH PACIFIC - CARIBBEAN BASIN DIVISION

B. AFRICA - INDIAN OCEAN DIVISION

A geographical focus is recommended in order to integrate the Centre's efforts in particular regions. Two divisions are recommended for the first stage, to be reviewed in two years. The two divisions mentioned above would be responsible for developing and managing ICOD's programs in their respective geographical regions. The divisions would draw advice from their regular staffs and from Sectoral Consultants. The essential criterion for staffing would be program management ability with geographical and subject matter experience as desirable elements. Personnel would be drawn from existing program staff where appropriate, augmented by additional staff as requirements demand.

#### D. GLOBAL ACTIVITIES DIVISION (Attachment 7)

This division would consolidate responsibility for ICOD's global programs - ie scholarships, training programs, some information programs and others which are conducted in several regions or apply to all of ICOD's eligible countries. Additionally it would be responsible for other international initiatives, development of new concepts, pilot projects, materials development, data gathering and analysis and, at least temporarily, for the library and information services. This division would draw heavily on Sectoral Consultants for assistance.

### SEQUENCING

#### A. ACTIONS UNDERWAY

Staffing actions to strengthen Corporate Services are underway for a legal officer and a personnel/administrative officer.

An economist has been hired on a limited term executive interchange to do economic analysis. A short-term contract will be let to an environmental consultant to assist in developing ICOD programming in that field. Standing offer contracts will shortly be let to help undertake evaluations. The type of expertise will be aggregated under the Sectoral Consultants.

#### B. ACTIONS TO FOLLOW BOARD APPROVAL

If the Board approves the recommendations in this memorandum staffing measures will be undertaken to appoint a Treasurer and Vice President.

Directors of the two Regional Divisions and the Global Activities Division will be staffed internally where appropriate or through competition.

Contractual arrangements will be made with experts to cover ICOD sectoral needs. These will fall within the Sectoral Consultants category.

Where appropriate in any division, positions will be staffed internally through re-assignment. Where in-house expertise does not exist or where performances have not come up to standards, competitions will be held.

✓ If approved, the target for establishing the basic structure of the organization will be May 1, 1989.

✓ The overall structure including the role and functioning of all divisions will be reviewed in the Spring of 1991.



**ADMINISTRATIVE COSTS** (Attachment 8)

To effect the proposed changes, ICOD managers project that up to 21 additional staff plus 4 field program staff may be necessary. This represents a 58% increase in staff resources to administer budgets that are now 500% greater than originally planned for.

To assess the impact of these changes on ICOD's core administrative budgets, we have undertaken calculations which are illustrated in Attachment 8. First, we have reviewed the last fiscal year's expenditures and adjusted them as recommended by the Auditor General's staff. This adjustment lowers ICOD's core administrative expenditures from 18.5% to 10.57%.

Second, we have summarized the core administrative budget (restated) for the next five year planning period (6.88%) and compared it to last fiscal year's percentage (10.57%). Finally, we have provided a summary of costs for the next five year planning period to show the percentage of corporate administrative costs (6.88%), the program division administrative costs (11.32%) and the direct program funding (81.80%) and compared this to 1987/88.



ATTACHMENT I

## Memorandum

Confidential

7007/1003.10

To: Board Members

Our File:

From: Gary C. Vernon

Date: October 24, 1988

Re: List of ICOD Recipient Countries

In November 1987, the Board reviewed and approved a document entitled "Country Eligibility" as part of the background information presented with the Corporate Plan. (Annex A)

The paper is being resubmitted for Board consideration. Proposed changes involve: 1) several "housekeeping" amendments to keep our overall eligibility framework in line with Canadian government policy and 2) substantive amendments to increase ICOD's scope of operations. The latter recommendations are a direct response to the increase in ICOD core funding.

At the request of CIDA, we undertook some editorial changes in that document to avoid the use of the term "Country Eligibility" which has a specific meaning within Canada's Official Development Assistance program. The amended document is attached as Annex B and is entitled "List of ICOD Recipient Countries".

PROPOSED AMENDMENTS

1) Based on discussions with CIDA and internal discussions concerning ICOD programming, the following housekeeping amendments are proposed:

Caribbean: Target Countries - add Dominican Republic

Secondary Focus - delete Dominican Republic

- add Bahamas

Non-Recipients - delete Bahamas;

South Pacific: Target countries - delete the Federated States of Micronesia, the Marshall Islands and Palau which are to be considered as eligible for regionally executed projects only.



2) In view of increased ICOD funding, the range of ICOD target countries should be expanded. The following additions are recommended for the Board's consideration:

South and West Indian Ocean:

Target Countries - add Mozambique, Tanzania, Kenya, Somalia, Djibouti

Secondary Focus - delete above countries

A new list of ICOD Recipient Countries which incorporates the above changes is attached as Annex B. It is recommended that the Board approve these amendments.



Gary C. Vernon  
President

GCV/amd

## Annex A

Confidential

7007

Approved  
November 1987COUNTRY ELIGIBILITY

ICOD proposes to categorize developing countries in its four areas of concentration as:

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

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 ineligible 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 PacificA. Target Countries

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

i.e. Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Marshall Islands, Niue, Palua, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, Vanuatu, Western Samoa.

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

B. Ineligible

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



## 2. Caribbean

### A. 1) Target Countries

- Central American States: Costa Rica, Nicaragua
- Commonwealth Countries:  
O.E.C.S. countries (independent): Grenada, St. Vincent and the Grenadines, St. Lucia, Dominica, Antigua and Barbuda, St. Kitts and Nevis, Barbados, Jamaica, Guyana, Belize

### 2) Secondary Focus

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

### B. Ineligible

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

## 3. South and West Indian Ocean

### A. 1) Target Countries

- Island States: Sri Lanka, Maldives, Seychelles, Mauritius, Comoros, Madagascar.

### 2) Secondary Focus

- East African Coastal States: Mozambique, Tanzania, Kenya, Somalia.
- Gulf of Aden States: Djibouti, Yemen Arab Republic.

### B. Ineligible

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

#### 4. West Africa

##### A. 1) Target Countries

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

##### 2) Secondary Focus

- Gambia, Sierre Leone, Liberia, Ghana, Nigeria
- Guinea-Bissau
- Equatorial Guinea
- Gabon

##### B. Ineligible

- Zaire, Angola, Namibia, South Africa.

Eligibility will be reviewed from time to time based on ICOD experience. It should be assumed that all states not specifically mentioned above would be in the ineligible category.



ConfidentialLIST OF ICOD RECIPIENT COUNTRIES

ICOD proposes to categorize 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.

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

B. Non-recipients

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

South East Asian States (bilateral programs)

## 2. Caribbean

### A. 1) Target Countries

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

### 2) Secondary Focus

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

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

### 2) Secondary Focus

- Yemen Arab Republic.

### B. Non-recipients

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



#### 4. West Africa

##### A. 1) Target Countries

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

##### 2) Secondary Focus

- Gambia, Sierra Leone, Liberia, Ghana, Nigeria
- Guinea-Bissau
- Equatorial Guinea
- Gabon

##### B. Non-recipients

- Zaire, Angola, Namibia, South Africa.

This list will be reviewed from time to time based on ICOD experience. It should be assumed that all states not specifically mentioned above would be in the non-recipient category.

**PROGRAM PLANNING AND MANAGEMENT IN ICOD**

During the first phase of its development, ICOD established the following three principles to guide its program development:

- a) responding quickly and efficiently to requests from developing countries or regions;
- b) concentrating on the development of human resources and management capacity in developing regions;
- c) limiting geographical focus and building on specific areas of expertise.

ICOD's activities in this early phase were almost entirely "market driven" - i.e. they responded directly to requests from developing countries or regions. Projects were often of an experimental nature and ICOD's role was sometimes that of a subsidiary funder to support small elements of development programs funded by larger agencies.

The experience gained in that phase has enabled ICOD to better choose its areas of concentration for the future. In our submission to CIDA, this year, the Centre delineated the larger program areas upon which it would focus in the coming years.

The program areas were identified as follows:

- a) Integrated Ocean Management;
- b) Fisheries Management;
- c) Implementing of the Law of the Sea;
- d) Support for Artisanal Fisheries;
- e) Non living Resource Development;
- f) Public Information;
- g) Marine Environmental Protection;
- h) Women in Fisheries;
- i) Technology Development;
- j) Marine Transportation;
- k) Coastal Development;
- l) Community Education;
- m) Mariculture.

These program elements are now included in the Corporate Plan. Their implementation requires a greatly increased effort to coordinate projects in the context of geographic regions since many if not all of the program elements involve technical assistance, training and information. The re-organization of ICOD's divisions along geographical lines will facilitate this process.



Attachment IIIPOSITION DESCRIPTIONICOD Vice-PresidentScope of Work

Reporting to the President, the Vice President is the Corporation's Chief Operating Officer and assumes responsibility for the efficient and effective management and administration of the Centre's programs and projects. In addition, the Vice-President is the Secretary to the Board of Directors of ICOD.

Terms of Reference

More specifically, the Vice President is responsible for:

- (a) ensuring that the Centre's systems and procedures are developed and maintained;
- (b) directing the administrative activities of the Centre;
- (c) managing the selection and allocation of expert resources within ICOD;
- (d) managing and participating in the planning processes within the Centre and ensuring that the Centre responds to the requirements of central agencies and regulatory bodies;
- (e) participating in the long range planning, forecasting and defining of corporate goals and objectives;
- (f) guiding the development of the Centre's personnel and formulating plans for the enhancement of the Centre's human resources;
- (g) assisting the President in the conduct of the Centre's affairs;
- (h) overseeing ICOD's undertakings on behalf of outside funding agencies.

Attachment IVPOSITION DESCRIPTIONICOD TreasurerScope of Work

Reporting to the Vice President, the Treasurer is the Corporation's Chief Financial Officer and assumes responsibility for the effective management of the Centre's financial resources. In addition, the incumbent is an officer of ICOD, responsible to the Board of Directors.

Terms of Reference

More specifically, the Treasurer is responsible for:

- (a) ensuring that the Centre's financial systems and procedures are developed, documented and maintained;
- (b) directing the financial activities of the Centre;
- (c) supervising the planning and implementation of the Centre's budgets, and maintaining disbursement and commitment schedules;
- (d) preparing financial reports for Divisions, the Board of Directors, the Treasury Board and for other government agencies;
- (e) supervising the planning and implementation of audits;
- (f) contributing to the selection and allocation of financial expertise for ICOD programs and projects;
- (g) managing the financial planning processes within the Centre and ensuring that the Centre's financial records and procedures respond to the requirements of central agencies and regulatory bodies;
- (h) guiding the development of the Centre's financial personnel;
- (i) assisting the Vice President in the conduct of the Centre's affairs.

### CORPORATE SERVICES

Corporate services within ICOD are the nerve center of the organization. They ensure that personnel functions are administered, files and records maintained, payments made and recorded, contracts prepared, travel arranged, supplies purchased and essential services are available. To meet the administrative requirements pertaining to significantly increased core funding, ICOD must enhance these services.

Added to the increase in core funding is the increasing amount of contractual activities that ICOD will undertake on behalf of other donors. This, in itself, will require enhanced corporate services. The personnel officer in ICOD will participate in obtaining the contractual staff for the execution for such projects. The Treasurer will become increasingly involved in estimating financial requirements, controlling large sums of money flowing through ICOD, meeting stringent financial reporting requirements and establishing the necessary audits for such projects. In addition, legal services will play an important role in the negotiation of agreements with the donor agencies, as well as agreements with recipient countries, and individuals or institutions working on such projects.

In future contractual projects of this nature, ICOD will negotiate cost recovery for such corporate services, either as directly billable items or as part of the overhead to be charged to the donor during the implementation of the project. Thus, some of the costs required for the enhanced corporate services will be recovered through donor contracts.



Attachment VI**SECTORAL CONSULTANTS**

It is clear that ICOD cannot attempt to hire "full time" experts in all relevant areas. Up to this point in staffing competitions for program officers, grounding in subject matter related to ICOD has been given equal weight to program management experience or direct development assistance experience. The hiring of sectoral consultants on a shorter term or a "needs" basis will enable the Centre to focus on recruiting additional staff with more extensive experience in program development and management regardless of their formal training.

Consultants will be hired to provide expertise on ICOD's main areas of interest. They will work directly with Program Officers on the assessment of project proposals and the development of programs. Some will be hired on a short-term basis; others can be taken on staff for up to 24 months while others can be kept on retainer for consultations as required.

This system should ensure maximum flexibility in providing advice when it is required and ensuring that ICOD has continued access to relevant expertise.

The areas of environment, fisheries management, geo-sciences and evaluation are high on the priority list. ICOD already has an advisor on staff responsible for economic analysis, data collection and the development of ICOD's relations with international funding agencies.

Attachment VIIGLOBAL ACTIVITIES

In addition to regional initiatives, ICOD has a number of programs which are global in nature. These include training programs, scholarships, information programs etc. These activities, which go beyond strictly regional boundaries, should be administered by a separate division within ICOD.

ICOD is also charged with developing new initiatives and concepts related to ocean development. Lessons learned from these activities will form the basis for expansion of new types of programs and projects. The Global Activities Division would be the appropriate vehicle to develop pilot projects, examine new concepts, provide a focus for data gathering and analysis.

As the nucleus of the Centre's efforts to innovate and refine ocean development efforts, the Division would have a broader perspective than would normally be possible in a regional division. This broader perspective would enable ICOD to experiment without disrupting regional programs and strategies. Drawing on sectoral experts when required would also add to the flexibility of the Global Activities Division.

The Division would be a home (possibly temporary) for certain other corporate functions of ICOD such as library and information services. The latter functions may well be broken off at a later date to form the nucleus of a policy planning and information division.

Attachment VIIIADMINISTRATIVE COSTS

In June 1988, Officials of the Auditor - General's Office recommended that ICOD attribute all non-core administrative expenses to program division budgets. The following chart indicates the original figures shown in ICOD's latest Annual Report for Administrative Expenditures and the figures as restated in accordance with the recommendation of the auditors.

CHART # 1

RESTATEMENT OF CORE ADMINISTRATIVE EXPENDITURES  
1987/88

	ORIGINAL	RESTATED
Employee and Contact Staff		
Salary and Benefits	\$474,506.00	\$305,632.00
Accommodation and Leasehold		
Improvements	\$222,399.00	\$ 67,393.64
Office Equipment	\$118,135.00	\$ 35,798.48
Communications and Postage	\$ 82,883.00	\$ 25,116.06
Recruitment and Relocation	\$ 71,708.00	\$ 71,708.00
Office Supplies and Services	\$ 59,328.00	\$ 17,978.18
Travel and Hospitality	\$ 48,969.00	\$ 48,969.00
Directors' Honoraria, Travel		
and Meetings	\$ 48,096.00	\$ 48,096.00
Professional Services	\$ 40,259.00	\$ 40,259.00
Miscellaneous Services and		
Expenses	\$ 18,296.00	\$ 18,296.00
 TOTAL	 \$1,184,579.00	 \$679,246.36
 % of total ICOD Budget	 18.43%	 10.57%



(Attachment VIII cont'd)

Taking the restated corporate administrative expenses for 1987/88, we have extrapolated these figures into the new five year planning period 1989/90 to 1993/94 taking into account the growth in corporate services staff and inflation.

CHART # 2ESTIMATED ICOD CORE ADMINISTRATIVE BUDGETS1989/90 - 1993/94

(As restated)

<u>Year</u>	<u>Budget</u>
89/90	\$ 1.49 million
90/91	\$ 1.57 million
91/92	\$ 1.65 million
92/93	\$ 1.73 million
93/94	<u>\$ 1.82 million</u>
<b>TOTAL</b>	<b>\$ 8.26 million</b>

This amount over the five year period would represent a core administrative budget of 6.88%, as compared to the 1987/88 core administrative budget (restated) of 10.57%.

(Attachment VIII cont'd)

The following chart provides comparisons between last fiscal year and the total for the 5 year planning period for the restated figures for corporate administrative costs, program division administrative costs and direct program funding.

CHART # 3**SUMMARY OF COSTS**

## 1987/88 VS 5 YEAR PLANNING PERIOD TOTAL

	<u>1987/88</u>		<u>1989/90 to 1993/94</u>	
	RESTATED	PERCENTAGE	ESTIMATED	PERCENTAGE
Corp. Admin. Costs	\$ 679,246	10.57%	\$ 8,257,178	6.88%
Program Admin. Costs	\$1,449,214	22.54%	\$13,578,481	11.32%
Direct Program Funding	\$4,300,194	66.89%	\$98,164,341	81.80%
 TOTAL	 \$6,428,654		 \$120,000,000	

ASSUMING: inflation of 5% per year, 21 core staff, 39 program staff. (11 sectoral consultants will be charged to project budgets.)



## Memorandum

Board of Directors

1004.12

Our File: BD88/D67

To:

Gary C. Vernon

From:

October 28, 1988

Date:

Proposed Amendment to the ICOD By-Laws

Re:

This proposal results from the recommended reorganization of ICOD and, specifically, the creation of the position of Vice-President.

If the documentation submitted relating to organizational changes at ICOD is approved, it is proposed that Article VIII - Executive Officers - be amended to include a reference to the Vice-President in sub-section 1 of Article VIII and to provide a new sub-section 5 defining in general terms the duties of the Vice-President. Article VIII, Sub-sections 5, 6 and 7 would therefore be renumbered as 6, 7, 8.

Revised Articles VIII and IX with the above changes are attached as Annex I for ease of reference.

A handwritten signature in dark ink, appearing to be "G. Vernon", with a long horizontal line extending to the right.

Gary C. Vernon  
President



PROPOSED REVISION TO THE ICOD BY-LAWS

VIII. Executive Officers

1. The Officers of the Centre are the Chairman, Vice-Chairman, President, Vice-President, Secretary, Treasurer and such other Executive Officers as the Board from time to time may deem expedient.

2. The Chairman of the Board shall preside at all meetings of the Directors.

3. 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.

4. (a) The Board may, on the recommendation of the President, appoint such Executive Officers of the Centre as it deems necessary to assist the President in carrying out the functions of the Centre.

(b) The Executive Officers of the Centre shall carry out such duties as are assigned to them by the President.

5. (a) There shall be a Vice-President of the Centre, appointed by the Board on the recommendations of the President.

(b) The Vice-President shall

(i) ensure that the Centre's systems and procedures are developed and maintained;

(ii) direct the administrative activities of the Centre;

(iii) manage the selection and allocation of expert resources within ICOD;

(iv) manage and participate in the planning processes within the Centre and ensure that the Centre responds to the requirements of central agencies and regulatory bodies;

(v) participate in the long range planning, forecasting and defining of corporate goals and objectives;

(vi) guide the development of the Centre's personnel and formulate plans for the enhancement of the Centre's human resources;

(vii) assist the President in the conduct of the Centre's affairs;

(viii) oversee ICOD's undertaking on behalf of outside funding agencies.

6. (a) There shall be a Secretary of the Centre, appointed by the Board on the recommendation of the President.

(b) The Secretary shall

(i) serve as Secretary to the Board;

(ii) keep the records of the Centre;

(iii) enter or cause to be entered into the books kept for that purpose the minutes of proceedings at meetings of the board, the Executive Committee and, with the exception of the Audit and Evaluation Committee, any other committees appointed by the Board;

(iv) give the required notice of all meetings of the Board, the Executive Committee and other committees;

(v) co-ordinate the preparation of the annual report relating to the activities of the Centre for each fiscal year;

(vi) keep the custody of the seal of the Centre;

(vii) carry out such other duties as are assigned to him by the President.

7. (a) There shall be a Treasurer of the Centre appointed by the Board on the recommendation of the President.

(b) The Treasurer shall

(i) manage the financial affairs of the Centre;

(ii) have custody of the funds and securities of the Centre;

(iii) co-ordinate the preparation of the budget of the Centre for each fiscal year;

(iv) prepare the financial statements required for the annual report of the Centre for each fiscal year.

(v) supervise the operation of any accounts established by the Centre for its operations;

(vi) provide for the Auditor General of Canada or his representatives such information relating to the accounts and financial transactions of the Centre as may be required;

(vii) carry out such other duties as are assigned to him by the President or the Audit and Evaluation Committee.

8. Where for any reason the office of the Vice-President, Secretary, Treasurer, or any other Executive Officer becomes vacant during the term of the person appointed to that position by the Board, the President may appoint a replacement to that office on the same terms and conditions, but such appointment shall not extend past the date of the next meeting of the Board.

#### IX. Terms and Conditions of Employment

1. The Board may, on the recommendation of the President, fix the salaries and the terms and conditions of employment of the Vice-President, Secretary, Treasurer and the other Executive Officers.

2. Subject to such limitations as the Board may impose, the President shall fix the remuneration and the terms and conditions of employment of any employee, consultant and advisor.



1st Draft based on current  
ICOD Structure - October 28, 1988

If proposed changes in ICOD's structure are approved, Sections of this Corporate Plan will be completely rewritten and submitted to the Executive Committee in January 1989.

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

CORPORATE PLAN  
1989/90 - 1993/94

OPERATING BUDGET  
1989/90

CAPITAL BUDGET  
1989/90

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## I. EXECUTIVE SUMMARY

### A. Summary

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

In fulfilling this mandate, ICOD has adopted principles and strategies to guide the three programme divisions: Technical Assistance, Information, and Training. ICOD focuses on human resources development projects relating to the management of ocean resources. Programmes are concentrated in four geographic regions: the South Pacific, the Caribbean Basin, the South and West Indian Ocean, and West Africa.

In fiscal year 1989/90, the proposed allocation of funding by division is: Technical Assistance - 31%; Information - 17%; Training - 41%; Finance and Administration - 11%.

For indicative planning purposes, projected expenditures of \$96,000,000 have been forecast for the five year period rising from \$11,500,000 in 1989/90 to \$27,500,000 in 1993/94.

In addition, ICOD is projecting a flow-through of funds from other donors of up to \$35,000,000 over the five year period based on current planning activities. This amount could increase if non-Canadian donor funding is directed through ICOD for overseas projects.

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



International Centre for Ocean Development  
Corporate Plan  
Pro Forma Statement of  
Sources and Uses of Funds

For the Seven Years 1986/87 to 1992/93

	<u>1987/88</u>	<u>1988/89</u>	<u>1989/90</u>	<u>1990/91</u>	<u>1991/92</u>	<u>1992/93</u>	<u>1993/94</u>
<u>Sources of Funds</u>							
Government of Canada- Appropriations	6,400,000	8,000,000	11,500,000	15,000,000	18,500,000	23,500,000	27,500,000
Interest Income	<u>11,979</u>						
<u>Uses of Funds</u>							
Technical Assistance	2,440,276	2,500,000	3,600,000	4,700,000	6,000,000	7,500,000	8,800,000
Information	540,630	1,350,000	2,000,000	2,500,000	3,450,000	4,870,000	5,880,000
Training	2,257,119	3,250,000	4,400,000	6,130,000	7,400,000	9,400,000	11,000,000
Finance & Administration	<u>1,184,579</u>	<u>900,000</u>	<u>1,500,000</u>	<u>1,570,000</u>	<u>1,650,000</u>	<u>1,730,000</u>	<u>1,820,000</u>
Total Uses	\$ 6,422,604	\$ 8,000,000	\$11,500,000	\$15,000,000	\$18,500,000	\$23,500,000	\$27,500,000
(Deficit)/Surplus	<u>0</u> (10,625)	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Funds managed on behalf of other organizations (Flow-through funds)							
	\$ 135,750	\$ 750,000	\$ 2,750,000	\$ 4,000,000	\$ 7,000,000	\$ 8,000,000	\$ 8,000,000

**Note:** 1. Use of funds - figures with related core administration expenses for 1988/89 onwards.  
2. Funds managed on behalf of others: Figures based on 3 CIDA projects only with value of + \$35 Million over 5-6 years.

## 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.

### III. CORPORATE ORGANIZATION

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

Section 7 of the incorporating statute provides for a Board of Directors consisting of a Chairman, the President and Chief Executive Officer, and not more than 12 other Directors. The functions and power of the Board are as set out in Part XII of the Financial Administration Act and S.14 of the ICOD Statute. 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)). The Chairman, President and at least seven other directors must be Canadian citizens (S.8(1)).

The Board of Directors has the following membership:

CHAIRMAN:	ELISABETH MANN BORGESE
DIRECTORS:	ROY CHEESEMAN
	MARY JO DUNCAN
	GASTIEN GODIN
	VAUGHAN LEWIS
	ROBERT MAGUIRE
	MOISE MENSAH
	ELLEN MCLEAN
	PHILIP MULLER
	FRANÇOIS POULIOT
	SHARON PROCTOR
	DANIELLE DE ST. JORRE
	JOHN H. VANDERMEULEN, <u>VICE-CHAIRMAN</u>
	GARY VERNON, <u>PRESIDENT</u>

The Executive Committee consists of:

Elisabeth Mann Borgese, CHAIRMAN  
 Roy Cheeseman  
 Robert Maguire  
 John Vandermeulen  
 Gary Vernon

The Audit Committee consists of:

Ellen McLean, Chairman  
 Gastien Godin  
 Sharon Proctor  
 Elisabeth Mann Borgese, Ex Officio  
 Gary Vernon, Ex Officio



The Officers of the corporation are as follows:

Chairman:	Elisabeth Mann Borgese
Vice-Chairman:	John Vandermeulen
President:	Gary Vernon
Secretary-Treasurer:	Garry Comber

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. A telephone link and information distribution service is maintained in Vancouver, British Columbia.

Under the supervision and control of the President, as Chief Executive Officer (S.11 of the incorporating statute), the Centre is comprised of three programme divisions (Technical Assistance, Information, and Training) and the Finance and Administration Division. As of December 1988, there are 34 employees.

#### IV. OPERATIONAL ENVIRONMENT AND CORPORATE ASSESSMENT

The advent of the new Law of the Sea and the massive expansion of coastal state jurisdiction over marine space has presented many developing countries with a significant new resource base and potential increases in national wealth. Coastal states now have 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 135 coastal states, and worldwide implementation of EEZs promises to place a significant new portion of ocean under the economic control of coastal states. This has occurred at a time when technological advances are intensifying human use of the most productive zones of the ocean.

The task of formulating and implementing national ocean policies and plans for rational and sustained resource development is one which all coastal states, developed and developing, continue to confront. Canada, for example, has successfully achieved a level of sophistication in managing particular resource sectors, but has yet to adopt a national ocean policy.

Canada's position at the Law of the Sea Conference reflected its interest as a coastal state as opposed to the maritime powers with shipping or distant fishing interests. Accordingly, throughout the protracted negotiations at the Law of the Sea Conference, this country and developing countries found common cause on many issues. This enhanced Canada's reputation for active involvement in Third World development, a reputation already established over a period of more than thirty years.

Prior to the establishment of ICOD, there was no Canadian agency charged specifically with development assistance in the marine sector. Canadian aid to the marine sector was part of the programmes of three major organizations - the Canadian International Development Agency (CIDA), the International Development Research Centre (IDRC), and the Petro-Canada International Assistance Corporation (PCIAC). Since its inception, CIDA has undertaken major ocean-related projects involving capital assistance and training. IDRC, with a much more limited budget and narrowly defined objectives, has focussed on discrete research and development projects. PCIAC was established to assist developing countries in oil and gas exploration and related activities, both on land and in offshore areas.



In addition to these agencies, several federal government departments, universities and related research institutions, provincial governments and private consultants have also been involved in ocean-related development assistance for many years.

Apart from Canada and other technologically advanced maritime nations, a number of multilateral organizations and some non-governmental organizations have been active in the marine sector.

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 lack the most rudimentary ocean management expertise and infrastructure, as well as the financial resources to exploit their new resource base, many of these LDCs are effectively precluded from realizing any substantial benefit from their potential gains. Nor are they, in most cases, capable of fulfilling their accompanying management responsibilities.

ICOD was created as the Canadian response to the 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 in 1982. Initially established in October 1983 as a Part II Corporation under the Canada Corporations Act (a non-governmental organization), 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 opportunities arising from the Third United Nations Conference on the Law of the Sea (UNCLOS III). Canada was the only country 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.

In March 1988, the Government tabled its new strategy of Official Development Assistance entitled Sharing our Future. At the invitation of the Canadian International Development Agency, and as indicated in last year's Corporate Plan, ICOD reviewed its program in light of the new strategy and presented a paper to illustrate how ICOD's activities were in harmony with the new policy. ICOD also proposed funding increases in keeping with the priorities established in the new ODA strategy. ICOD is well suited to support the four basic tenets of the ODA Charter: Putting poverty first; Helping people help themselves; Development priorities must prevail; Partnership is the key. ICOD also supports four of the six major themes: Poverty alleviation, Environmentally sound development, Food security, and Increased participation of women. The other two themes-



Structural adjustment and Energy availability - do not fit with ICOD's mandate and, in any event, are best handled by other Canadian ODA partners. ✓

In responding to the ODA strategy, ICOD identified thirteen activities or initiatives which are found in Section 8 below. These activities will be monitored and evaluated during the five year planning period.

## V. PHILOSOPHY AND STRATEGIES

ICOD's philosophical approach is based on the following premises:

1. The oceans offer considerable potential for economic returns to developing countries;
2. Ocean resources should be managed in a rational way with due respect for conservation and preservation of the environment;
3. Responsibility for management of economic zones should be assumed by coastal countries;
4. Effective management strategies must incorporate scientific, social, and economic considerations;
5. Adequate management of ocean resources can only be achieved through information, education and the development of trained personnel;
6. Regional and global cooperation are necessary for sound ocean management.

The primary objectives of ICOD were established by statute and are set out in the "Mandate" section above. In addition, ICOD adopted the following three operating principles to guide its program development:

1. responding quickly and efficiently to requests from developing countries or regions;
2. concentrating on the development of human resources and management capacity in developing regions;
3. limiting geographical focus and building on specific areas of expertise.

Within the context of ICOD's objectives and principles, the Centre has adopted the following approaches and strategies:

- 1) ICOD will continue to concentrate on Human Resource Development and will focus its effort on three general types of programming: Technical Assistance (aimed primarily at institutional development), Information, and Training. Capital-intensive projects will be avoided as they are beyond ICOD's financial resources and better dealt with by other agencies. The Centre will concentrate on smaller, discrete projects which often fall below the threshold of concern of major funding agencies.

- 2) ICOD's programmes will encompass all aspects of ocean resources development and management through environmentally sound projects. Many of ICOD's initial projects have been within the fisheries sector and, while such projects will continue to form an important portion of ICOD's activities, ICOD is actively pursuing a more diversified programming base.
- 3) ICOD's programme selection is designed to provide for a mix of projects which are aimed at a wide range of people within recipient countries from fishermen or technicians to senior level government officials.
- 4) ICOD is cognizant of the role of women in developing countries and tries to ensure that this role is given particular consideration, wherever possible, in the development of projects.
- 5) Similarly, ICOD will endeavour to assist disadvantaged groups and the poorest people in target countries, wherever possible.
- 6) ICOD intends, where possible, to 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.
- 7) ICOD will undertake pilot projects involving new initiatives and/or experimental approaches to the management or development of marine resources.
- 8) ICOD will concentrate on countries and regions in which the development of ocean resources will have maximum economic impact and in which the scale of operations will be small enough to permit the greatest possible results from the Centre's limited funds. This has led to geographic concentration in the Caribbean Basin, the South Pacific, the South and West Indian Ocean, and West Africa and includes 17 of the 22 Least Developed Countries which are coastal states. Several of the countries, especially in the South Pacific and South and West Indian Ocean, have not been major recipients of other Canadian Development Assistance programmes. Thus, the ICOD projects permit a Canadian presence in these areas which would otherwise be lacking.



November 29, 1988

\*\*\*\*\* ICOD CONTRACT SUMMARY \*\*\*\*\*

B088/D53

PAGE 1

	PRIVATE SECTOR	OTHER SECTORS	TOTAL
BRITISH COLUMBIA	165,785.00	28,900.00	194,685.00
NEW BRUNSWICK	73,850.00	12,000.00	85,850.00
NEWFOUNDLAND	22,755.00	64,430.00	87,185.00
NOVA SCOTIA	1,616,398.32	1,444,882.00	3,061,280.32
ONTARIO	459,952.00	508,966.00	968,918.00
QUEBEC	150,054.00	1,199,153.00	1,349,207.00
SASKATCHEWAN	56,500.00		56,500.00
DEVELOPING COUNTRIES	71,557.50	76,700.00	148,257.50
OTHER DEVELOPED COUNTRIES	45,800.00	343,965.00	389,765.00
-----			
TOTAL CONTRACTS	2,662,651.82	3,678,996.00	6,341,647.82
=====			

- 9) ICOD will undertake projects at the bilateral, regional, and global levels. Global projects are undertaken where there is a worldwide commonality of needs, where the nature of the problem lends itself to global solutions, and where it is more efficient to undertake the project at a global level. Bilateral projects are undertaken to meet country specific needs and priorities, especially when such projects can be replicated in other countries or are pilot projects involving new initiatives and/or experimental approaches. Regional programming is ICOD's preferred approach as many oceans issues are of a regional nature and such an approach allows for a wide range of projects designed to fill identified needs within the broad mosaic of regional development.
- 10) ICOD will deal directly with government bodies and regional intergovernmental organizations and will require that projects be submitted or endorsed at this level. In this manner, it will be possible to ensure that projects have the full support of local authorities and contribute to the national and regional marine priorities and objectives.
- 11) ICOD will pursue active and continuing coordination with Canadian and other aid programmes in order to ensure: (a) the avoidance of unnecessary duplication or conflict of activities; and (b) the creation of complementary programmes whenever possible. Such an approach will permit ICOD to extend the effective impact of its limited funding, and to improve its own general expertise and awareness as an information source on ocean resources development projects.
- 12) ICOD will act, where possible, as an "aid broker" between developing countries/regions and major aid agencies. This approach may involve ICOD as an implementing agency, a partner involved in joint funding, or a facilitator linking donors and aid recipients.
- 13) When implementing programmes either on behalf of the Canadian Government or other donors, ICOD will utilize Canadian expertise to the greatest degree possible in the planning, implementation, and evaluation of projects and programmes.



## VI. PERFORMANCE INDICATORS AND PROGRAM EFFECTIVENESS

### Evaluation Activities

ICOD's evaluation approach, systems and procedures were introduced to staff over the past year. Training programs have been initiated and are scheduled to continue over the next year to ensure that evaluation becomes an integral part of the Centre's management efforts.

Effective and efficient systems require ICOD's evaluation efforts be integrated into the Centre's program and project planning efforts. Towards that end, ICOD's new Program and Project Management Manual provides the tools for this integration. Implementation will follow a period of training to ensure that all new programs and projects reflect this approach. As indicated elsewhere in this document, existing projects are presently being reviewed to ensure that proper evaluations can take place in future.

### A. Program Evaluation

Three levels of ICOD programs can be identified at present, ie. Corporate Programs, Geographic Programs, and Sub-sectoral Programs. During the coming year, planning documents setting out the scope and objectives of these three levels of programs will be issued. They will include performance indicators for each category and indicate how information respecting performance can be measured.

### Corporate Programs

These programs reflect ICOD's total effort and investments. Corporate initiatives directed to environmental protection and enhancement, law of the sea, women in development and other areas are presently under review. ICOD expects that in its next Corporate Plan, strategies for directing its efforts in these and other areas will be fully documented. Systems will also be in place to identify and report information on projects and their impact on each category.



### Geographic Programs

With the proposed reorganization of ICOD, managers will be expected to develop and manage programs on a geographic basis. During the coming year, staff will develop strategies directed at specified regions which contribute to the Centre's Corporate Programs. In the process each group will identify indicators and performance measurement approaches to facilitate reporting on the impact of ICOD's investments on each region.

### Sub-sectoral Programs

ICOD has identified a number of sub-sectoral programs which it intends to pursue (see Section VIII). As with other program levels, definition of these programs will include development of indicators and evaluation plans which will permit ICOD managers to monitor and report progress.

### B. Project Evaluations

As indicated earlier, each ICOD project approval document will in future identify criteria to establish the effectiveness, efficiency and impact of project investments. These will be formulated to enable program managers to identify how projects will contribute to each of the Centre's program level objectives.

To the extent possible, evaluation tools will facilitate internal evaluation of projects. This can be assisted by ensuring, to the extent possible, that project reports from co-operants, trainees, contractors and/or recipients will generate the kind of information needed for the Centre to assess the impact of its investments. Termination reports will be prepared by ICOD staff for all completed projects. These will provide information respecting the impact of projects as it relates to the project's objectives, regional objectives, corporate objectives and sub-sectoral objectives. Supplementary analysis will be provided using contracted resources as required to ensure that the information available is sufficient to meet the Centre's needs.

This information will be co-ordinated by the Centre's Policy Planning Officer and will form the basis for a Corporate Data Base (CDB). It is managements intention to make use of this CDB to assist in preparation of reports, review of programs, development of plans, and generation of background information respecting ICOD's experiences. Computerization of this historical record will likely be necessary and it is ICOD's intention to review the most efficient way to streamline this work.

### C. Evaluation and Audit Committees

To optimize the impact of finding from ICOD's evaluative efforts, it is necessary for managers and the Board of Directors to be familiar with information drawn from the Centre's experiences. Moreover, both groups must be involved in directing the Centre's evaluation efforts to ensure that it produces the information required. Towards this end, all evaluations and related documents must be reviewed by these two groups. For these reasons, an internal Evaluation and Audit Group (EAG) consisting of the Centre's managers will be established to complement the work of the proposed Audit and Evaluation Committee (AEC) of the Board.

The EAG, chaired by the Vice President will report to the President and will provide recommendations or report changes stemming from lessons learned. The Secretary of this group will be the Policy Planning Officer. The AEC, chaired by a member of the Board of Directors, will consist of a rotating membership drawn from the Board and will report to the full Board. ICOD's Secretary will provide secretariat services to the AEC.

### D. Timing of Evaluation System Installation

#### 1 to 36 Months

#### **Key Activities:**

- Implement Multi-year Evaluation Plan
- Undertake Selected Programme Orientation Evaluations
- Undertake Selected Project Evaluations
- Present Evaluation Findings and Recommendations
- Define and Install Mechanisms for Long-term Performance Measurements

#### 36 Months and On

#### **Key Activities:**

- Maintain and Update Ongoing Evaluation Systems and Plans
- Present Annual Effectiveness Assessment
- Present Planned Program and Project Evaluations



## VII. OPERATIONAL PLAN

### A. Technical Assistance

The technical assistance component of ICOD's programme provides technical and advisory support (focussed on development of institutional capacity) to promote a self-sustaining capacity to develop and manage ocean resources and uses. Priority attention is given to four regions: the Caribbean Basin; West Africa; the South Pacific; and the South and West Indian Ocean. The intention is to encourage maximum impact for ICOD's limited budget, and to focus on states with a high degree of "oceans interest", in which the oceans have a high potential for contribution to national development. Many of these recipients are small island states, a concentration which supports recent Commonwealth and UN efforts to improve the situation of such countries.

In accordance with the general corporate strategy, support is given to regional initiatives and institutions where appropriate, in recognition of the transnational nature of ocean resource management problems. ICOD will continue to fund the regional fisheries desk of the Organisation of Eastern Caribbean States, as well as regional fisheries and offshore minerals organizations in the South Pacific. New regional initiatives in the South and West Indian Ocean (surveillance and monitoring) are being pursued. Bilateral activities are also supported either as a sub-set of regional programmes to fill the gap in the regional mosaic or because of a lack of appropriate regional organizations or a regional focus in some areas. In some instances, projects of global scope will be undertaken, such as the preparation of the Research Vessel Operation manual, which is expected to fill an important need in a large number of states.

The Division will pursue projects which reflect a balance between the management and the development of ocean resources. The management component, reflected in projects such as the programme for improved fisheries data management in Morocco and the ongoing EEZ surveillance project in the South Pacific, recognizes the critical need for the wise use of ocean resources. The development aspect, exemplified by the support given to cooperative fisheries development in the Dominican Republic and Vanuatu, stresses the need to increase resource exploitation capacity and ensure that the oceans contribute more fully to national economic development.

The means by which Technical Assistance projects are carried out will vary with the need expressed by recipients, but it is planned to continue posting qualified Canadians in advisory posts overseas, as in the Surveillance and Regional Marine Geology projects in the Pacific and the fisheries data management project



in Morocco. New initiatives will result in the use of Canadian fishermen in support of village-level fisheries extension projects. As in previous cases, ICOD will continue to pursue joint or parallel projects with other agencies including IDRC, CUSO and Organisation Canadienne pour la Solidarité et le Développement (OCSD).

At the present time, the Technical Assistance Division has numerous projects in the South Pacific and Caribbean Basin Regions. Recently, planning activities have led to a significant increase in programming in the South and West Indian Ocean. Programme development activities are now being given increased attention in West Africa in close cooperation with the Training and Information Divisions. Other new directions include increased efforts to broaden the scope of Technical Assistance projects to new sectors of ocean resource development, altering to some degree the initial concentration on fisheries.

The Technical Assistance Division has been assigned the lead role in managing a \$10 million CIDA programme in the South Pacific. Programme development activities will be undertaken in close collaboration with the other Divisions of ICOD to provide a balance of sub-projects with which to meet the needs of the Region.

The criteria and strategies set out here are intended to provide a planning framework within which maximum flexibility is maintained for responsiveness to regional and national needs. This flexibility is also reflected in the mixture of government or institutional assistance and "person to person", rural development projects.

Detailed Budget for Technical Assistance

Operating budget

## VII B. INFORMATION

The Information progress component of ICOD has two major interests: the first is to provide project support to meet the information needs of the developing countries in the area of ocean management and development; the second is to provide information and communication services for corporate ICOD and staff.

### Projects in Developing Countries

This component of the Information program addresses the need for information systems, data and materials necessary for sound ocean management in the developing countries. Support is aimed at building in developing countries the capacities to collect, organize and use marine information and increasing the flow of "south-south" exchanges, particularly in regions of primary ICOD interest. The development of information handling capacities alone cannot overcome the disadvantages of working with incomplete information. Therefore, the Division also supports the preparation and provision of marine-related materials which are critical to these regions. By supporting the development of information handling capacities in tandem with providing critical materials or the capabilities to create materials locally, ICOD seeks to maximize the long-term benefit and impact of technical assistance and training support.

Participation in cooperative international information systems such as ASFIS (Aquatic Sciences and Fisheries Information System) allows countries or regions to access all available information in return for a limited input and also facilitates the development of national and regional information networks. Support will therefore be provided for the participation of developing regions in such information systems. Support will be focussed on the development of marine information centres and networks at the regional level. Regional information centres have been found to be effective where their subject scope is tightly defined, where the institution is a recognized centre of excellence and where the cooperation of neighbouring countries has been secured. Regional information networks will be supported through the strengthening and/or establishment of information infrastructures at the national level. For example, the Division has supported the establishment of a Pacific Islands Marine Resources Information System (PIMRIS). This cooperative system will serve the information needs of the Island states in the South Pacific and forms the basis of regional input to ASFIS. At the community level communication of information by local radio satellite and video systems is being explored.



In the area of information materials development, ICOD has prepared a newsletter on activities in ocean management and development. Through this and other information products requested by our regions of concentration it is intended to promote an exchange of information between projects and between developing countries sharing similar interests. Joint projects in concert with the programs of the Training Divisions and Technical Assistance will continue to provide for production and delivery of educational and information materials in ICOD's regions.

Assistance to enhance writing, editing, publishing and other communications skills will also be considered to improve the marine related communications capacities in ICOD's regions of concentration.

Although a minimum number of the Division's projects will be of global scope, a concerted planning effort is being focussed in the four geographical areas of ICOD concentration - the South Pacific, Caribbean Basin, South and West Indian Ocean and West Africa.

#### Services to ICOD

In addition to developing and managing an information program for developing countries, the Division also provides information services to corporate ICOD and its Divisions. These services include: operation of an information resource centre to meet the information needs of ICOD staff and projects and to handle information enquiries; development and monitoring of policies and procedures to ensure appropriate quality standards for information generated by or on behalf of ICOD; management of ICOD's communications programme including media relations, press releases and publicity, preparation and production of promotional literature, annual reports, newsletters, tape/slide presentations, videos and films, and planning and organization of special events; and finally assistance to Divisions in preparation and delivery of information products and services relating to their projects.

Detailed Budget for Information

## VII C. TRAINING

The aim of ICOD's training and education program is to assist the development of an autonomous indigenous human resource base in the marine sector in developing countries. This objective can be achieved through three broad types of activities: (1) support for the design, development and delivery of university programs, courses, seminars, workshops, on-the-job training, and short-term attachments; (2) institutional enhancement, and (3) administering scholarships and awards. Given these priority areas, ICOD takes into consideration three key factors : regional needs and existing resources, demand for training, and areas of Canadian expertise.

### General strategies

The training and education program is formulated in accordance with ICOD's program strategy principles and the designated areas of geographic concentration. ICOD focusses training activities on defined topics that address the major marine concerns identified by developing countries, particularly those resulting from the Law of the Sea Convention. Efforts are made to respond to these needs and to design training projects which can then be specifically tailored for several regions presenting similar needs. Observers, lecturers, and students are invited from other ICOD-target regions or countries to attend and participate in ICOD sponsored activities. This policy to promote or initiate south-south cooperation expands the exposure of training programs and also promotes the dissemination on new ideas and practices. ICOD also insists on the utilization of indigenous expertise, whenever possible, in the design and delivery of training programs. Efforts are also made to utilize recognized Canadian competence in these programs.

Acting as a focal point, ICOD endeavours to assist in the identification and assessment of training needs and development strategies; and, when appropriate, will act as a liaison among aid agencies at the bilateral and multilateral levels, reducing duplication of effort and conflict of activities.

### Support for the design and delivery of courses

ICOD's support concentrates on the development of a broad spectrum of specialized courses which meet developing world demand and reflect Canadian expertise.



Integrated Ocean Management - Training emphasises the comprehensive management and development of the multiple ocean use and addresses the need for marine resource planners and managers. These programs are designed to respond to the training needs of mid to senior level professionals. In 1986, the Centre sponsored the establishment of a multidisciplinary graduate Diploma Program in Marine Affairs at two Canadian universities (providing an anglophone and a francophone program). ICOD is funding the initial six years of the project. Fellowships are provided to trainees from eligible countries to attend the International Ocean Institute's Exclusive Economic Zone training programs in Halifax and in developing regions. ICOD is also providing scholarships for students at the World Maritime University and administers, on behalf of CIDA, two scholarship programs for study at WMU. ICOD designed, developed and delivered two modules in marine affairs and sea use planning at WMU which are now a compulsory component of the academic curriculum.

Fisheries management - ICOD has sponsored several activities in this field: Tropical Stock Assessment course (West-Africa), Statistical Data Analysis (South Pacific), training of observers (South Pacific), course in the use of computers (Mauritania). Other projects are under development: on-the-job training in marine resource economics and management, training of observers, advanced course in stock assessment, seminars in fisheries management for scientists and for administrators. Scholarships are provided for students in the Tropical Fisheries Diploma Program at the University of the South Pacific.

The Law of the Sea - ICOD has sponsored trainees at the SEAPOL program in maritime boundary delimitation in the Indian Ocean and currently supports a course at Erindale Campus in Maritime Boundary Delimitation for hydrographic surveyors. A scholarship program is being set up to assist four female students per year over three years at the new International Maritime Law Institute in Malta. ICOD sponsors a module in Maritime Law within the WMU program.

Support for Artisanal Fisheries - This issue is addressed through the training of fisheries extension officers, training of trainers and national courses for fishermen (safety, navigation, fishing techniques, book keeping). Seminars in fish processing and marketing are especially designed for women.



Non-Fuel Mineral Resource Development - Training in this emerging marine sector is primarily designed for mid-senior level geologists from governmental agencies responsible for non-fuel mining activities. A course was developed to provide basic skills and knowledge in nearshore non-fuel mineral assessment and management. The "training trainers" program in Canada has subsequently been specifically tailored to the needs of the regions and was offered in the South Pacific and will be conducted in West Africa, the Indian Ocean and the Caribbean. Other programs provide "on-the-job" training and short-term attachments.

Public information - Training Division collaborates with the Information Division to prepare publications for high schools, public servants, and the public in general. The topics include environment preservation, ocean management, ocean resources, etcetera.

#### Institutional Enhancement

In its efforts to assist countries to control the management and development of their own marine resources, ICOD's activities are also oriented to strengthening regional institutions, enabling them to take a prominent part in marine development. This objective may be achieved by :

- direct funding to specialized programs (M.Sc. in Natural Resource Management at the University of West Indies, Lecturer positions at the Institute of Marine Resources at the University of the South Pacific and at the University of Mauritius);
- temporary assignment of Canadian lecturers (University of Papua New Guinea, University of Mauritius). These projects allow local universities to fulfill their teaching commitments and to receive assistance to design a development plan;
- twinning arrangements between regional and Canadian training or research institutions (currently under consideration with the Institut des Sciences et Techniques Halieutiques in West Africa and the Centre Universitaire de Shippagan (Université de Moncton, New Brunswick). Such cooperation promotes exchanges of knowledge and techniques through visiting professors and allows local teachers to enhance their expertise while coming in Canada through short term attachments;
- training of professors: several projects are presently under study with institutions in West Africa (Mauritania, Senegal), Caribbean, Indian Ocean (Seychelles), South Pacific (University of Papua New Guinea);
- scholarships for students: University of the West Indies, University of the South Pacific, University of Papua New Guinea, at the present, other institutions having sent requests.

### Scholarships

ICOD is granting twenty scholarships per year for the next three years to government nominees from eligible countries to attend the graduate diploma programs in Marine Affairs given in Canada. In addition, twenty scholarships are available annually for study at a Canadian university in a program leading to a Master's Degree in a marine related field.

ICOD was approached by CIDA to manage, on its behalf, a global scholarship program directed to the marine sector. The Centre would then reconsider its own scholarship program to respond more closely to specific needs of countries in considering their own training plans. The ICOD scholarship program would be organized "à la carte", on the basis of projects requested by these countries.



Detailed Budget for Training

Operating Budget

VII.D President's Office and Finance and Administration

In 1988/89, on the recommendation of the Auditor General, ICOD undertook a restatement of its administrative costs to more accurately reflect the overhead costs of each program division as well as the corporate administrative costs. This should result in further administrative savings since line managers will be directly responsible all for the costs of managing their programs.

ICOD's corporate services will be considerably augmented in 1989/90 to meet the requirements of more staff, increased appropriations and increased contractual work.

FINANCE AND ADMINISTRATION - OPERATING BUDGET

	<u>1988/89</u>	<u>1989/90</u>
	(\$000)	(\$000)
Employee and Contract Staff Salary and Benefits		
Accommodation Costs		
Office Supplies and Services		
Office Equipment and Leasehold Improvements		
Recruitment and Relocation Costs		
Travel and Entertainment		
Communications		
Directors' Honoraria, Travel and Meetings		
Professional Services		
 TOTAL FINANCE AND ADMINISTRATION		

Note: There is no capital budget for ICOD as purchases of equipment, office furniture and costs of leasehold improvements are expensed in the year of acquisition.



Restatement of Operating Budget  
by  
Geographic Regions and Other Functions

	<u>1988/89</u> (\$000)	<u>1989/90</u> (\$000)
South Pacific		
Caribbean Basin		
South and West Indian Ocean		
West Africa		
Global Programmes		
Information Services		
Programme Development		
Other Non-Project Expenditures		

### VIII. SECTORAL PRIORITIES

Within the context of the Government's new Official Development Strategy, ICOD has identified thirteen types of activities/initiatives/sectoral priorities on which to focus its resources.

A short description of each initiative follows with an estimate of funding to be targeted for the activity during the five year planning period:

(Note to Board of Directors: The figures given after each description are the result of our first attempt at categorizing ICOD projects according to these 13 initiatives. However, many discrepancies were noted on reviewing the results of the exercise. Time did not permit full discussion of the matter and we have, therefore, forwarded the information as is. However, we will revise these figures in December so that the final version of the Corporate Plan reviewed by the Executive Committee in January 1989 will have more accurate targets.)

1. Marine Environmental Protection - ICOD is prepared to develop more direct programs of assistance to promote environmentally sound development. These would focus especially on support for regional initiatives in marine environmental protection, given the transboundary nature of many marine environmental problems. ICOD will also improve its capacity for environmental impact assessment of its own and other projects. (\$8,000,000)
2. Fisheries Management - Promotion of improved fisheries management (including data collection, technology development, information systems and monitoring, control and surveillance) will contribute to food security and environmentally sound development. (\$15,000,000)
3. Integrated Ocean Management - Understanding of the interrelationships among marine resources and their uses is critical to the effective management of coastal development and ocean space. ICOD will continue to provide advice and training to policy makers and managers in developing countries in this important area. (\$18,000,000)



- dispute settlement*
4. Implementation of the Law of the Sea - This general area encompasses development of national marine policies, legislation, maritime boundaries delimitation, regional development and international co-operation. In that the effective extension of national jurisdiction over the oceans is critical to all other marine sectors, this group of programs has implications for all of the initiatives outlined. (\$4,000,000)
  5. Support for Artisanal Fisheries - The further development of direct assistance programs for artisanal fisheries in developing countries, including the provision of community-based advisory support, will be an essential element of ICOD's approach to the alleviation of poverty and the enhancement of food security. (\$6,000,000)
  6. Women in Fisheries - The role of women in fisheries in particular, and the marine sector generally, will be targeted for new programs in areas such as marketing and production of food. In addition to contributing to an increased focus on WID activities, this will have impacts on food security and the alleviation of poverty. (\$2,750,000)
  7. Mariculture - ICOD intends to increase its contribution to this potentially important element of food security. Implementation of this target will be based on research carried out by agencies in Canada (IDRC) and elsewhere. (\$3,500,000)
  8. Coastal Development - In many coastal and island states, tourism and coastal developments in general are seen as important potential contributors to employment and foreign exchange earnings. They can, however, have many negative implications, both socially and environmentally. ICOD will develop programs to improve the planning and implementation of beneficial and environmentally sound coastal development, including the provision of advice on marine parks and tourist developments. (\$2,000,000)
  9. Community Education - ICOD will concentrate more heavily on extension courses, training and related information materials for rural communities so that they can use the resources at their disposal effectively and contribute to environmentally sound development at the community level. (\$2,250,000)
  10. Non-living Resource Development - Improved management and conservation of non-living marine resources (eg. non-fuel minerals) will continue to develop as an area of ICOD interest. Proper management or exploitation will permit environmentally sound development and provide some contribution to import substitution. (\$5,000,000)

11. Public Information - Sustained communications efforts will increase Canadian public understanding of ocean development issues and support for Canadian assistance to developing countries in this sector. Such information will also assist decision makers in developing countries to enhance the profile of the marine sector as a contributor to economic development. (\$3,000,000) *Enhancement of Marine Sciences*
12. Technology Development - Successful EEZ management increasingly depends on sophisticated technology, ie. new materials, micro electronics, lasers, satellites, etc. The major factor in adapting and utilizing these technologies is through information and the development of human resources. (\$2,500,000)
13. Marine Transportation - Marine transportation contributes to all aspects of national economic life, including food security and employment creation. ICOD will expand its programs in marine transportation, with a focus on the development of national shipping policies, training and environmental protection. (\$2,000,000)

These targets are indicative only and will be adjusted as ICOD's programs develop. They may also be adjusted, in future, to reflect changing Government ODA priorities.

The figures represent only ICOD's core funding activities and not contractual work undertaken for other donors.





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

CONFIDENTIAL

BD88/D58  
Project #880227  
October 12 1988

PROJECT SUMMARY

(Approval)

Project Title: OECS Small Projects Funding Program

Division: Technical Assistance

Recipient/  
Implementing Agency: The Fisheries Unit of the Organisation  
of Eastern Caribbean States

Duration: Three years, commencing upon final  
approval

Components: Establishment of a small projects fund,  
to be managed by the OECS Fisheries Unit

Financial:

ICOD Contribution:	\$ 675,000
OECS Contribution:	\$ 27,500
Recipient Contribution:	<u>To be determined</u>
Project Total:	\$ 702,500

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(This portion for details of approval)

Conditions of Approval or Comments

Record of Approval



Summary:

Background:

Initial ICOD support for the Fisheries Unit of the Organisation of Eastern Caribbean States made provision for a one-year small projects fund. This fund enabled the Unit to respond to the requests from Member States for discrete small scale projects which would have a direct impact on the fishermen in the region. The fund was equally disbursed throughout the OECS region on small bilateral projects and some regional projects. In many cases the recipients matched funds received from the Unit or else provided substantial in-kind support for the projects implemented with small project funds.

The Small Projects Fund was assessed by a joint ICOD/OECS mission which concluded that the program had served the purposes projected; however, subsequent programs of this nature would require better definition of project criteria at the onset. In general, the program was met with considerable support from the Member States, which were previously unable to obtain financial support for small but necessary fisheries development projects. As a result the OECS is requesting follow-on support from ICOD for a three-year small project funding scheme to be implemented by the Fisheries Unit. Similar programs may be requested for other regions, thus reducing the overall number of specific requests for support for small projects handled directly by the Centre.

Project Description:

A) General Objective

To support small-scale fisheries development initiatives in the Eastern Caribbean.

B) Specific Objective

To strengthen the capacity of the OECS Fisheries Unit to respond to the village level fisheries development initiatives of the OECS Member States.

C) Project Components

This program will consist of a small projects fund and financial support for a small projects manager within the OECS Fisheries Unit. While this fund will be administered by the OECS, project criteria will be based upon agreement with ICOD.



The program will be managed and implemented by the OECS Fisheries Unit.

D) Project Beneficiaries

The beneficiaries will be the fishermen and Fisheries Divisions of the Member States of the OECS.

Project Appraisal/Constraints:

Appraisals:

- a) The program will enable the national Fisheries Management Units of the OECS Member States to implement small scale fisheries development projects specifically focused on the artisanal fishery.
- b) The program enables the OECS Fisheries Unit to undertake fisheries development activities as well as address fisheries management issues.
- c) By reducing the number of small projects submitted directly to the Centre, the project reduces the administration load in ICOD headquarters for small projects in the Caribbean.

Constraints:

ICOD will need to ensure that criteria are clearly laid down so projects can be properly evaluated. The Centre will need to regularly monitor the program, particularly in the early stages of implementation.

Relationship to Other Projects (ICOD and Other Donors):

- a) This program supports the ongoing efforts of the ICOD funded OECS Fisheries Unit to promote fisheries development on a regional as well as bilateral basis.



Financial Information:

## A) Projected ICOD Disbursements by Fiscal Year.

Fiscal Year: 1988/89	\$ 75,000
Fiscal Year: 1989/90	\$ 200,000
Fiscal Year: 1990/91	\$ 200,000
Fiscal Year: 1991/92	\$ 200,000

## B) ICOD Budget Components.

1) Project Implementation Fund (\$200,000 x three years)	\$ 600,000
2) Project Officer Salary (\$25,000 x three years)	<u>75,000</u>
TOTAL ICOD CONTRIBUTION	\$ 675,000

## C) OECS Budget Components

1) Office Space	\$ 4,500
2) Clerical & Secretarial Support	9,000
3) Stationery supplies	1,500
4) Travel	8,000
5) Communications	<u>4,500</u>
TOTAL OECS CONTRIBUTION	\$ 27,500

## D) Recipient Budget Components - To Be Determined

Recommendation:

It is recommended that final approval be given to project #880227 -- OECS Small Projects Funding Program -- with a maximum ICOD contribution of \$675,000 Canadian.



Are we going to  
write a new  
"Preface"?





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

CONFIDENTIAL

BD88/D59  
Project #880226

October 21, 1988

PROJECT SUMMARY

(Approval)

Project Title: Training in Fish Quality Control and Inspection - Seychelles, S.W. Indian Ocean.

Division: Technical Assistance

Recipient: Government of Seychelles  
- The Seychelles Fishing Authority  
- Ministry of Health and Social Services  
- Ministry of National Development

Implementing Agency: The Newfoundland and Labrador Institute of Fisheries and Marine Technology; and The Inspection Branch of the Department of Fisheries and Oceans.

Duration: Commencement: November 1988  
Duration: Approximately eight months, including in-Canada technical training portion.

Components: Four scholarships for practical and academic training in fish quality control and inspection techniques.

Financial:

ICOD Contribution:	\$ 87,503
Recipient Contribution:	<u>Nil</u>
Project Total:	\$ 87,503

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Conditions of Approval or Comments

Record of Approval





Summary:

Background:

During the last fiscal year ICOD undertook a project (#870107) to establish guidelines for a fish quality control and inspection system. The establishment of the inspection system assisted a newly constructed tuna cannery in Victoria to export tuna products to overseas markets. One component of the project was a training course for four Seychellois students at the Newfoundland and Labrador Institute of Fisheries and Marine Technology. This project builds on the existing nucleus of the Seychelles Fish Inspection System established by the former project.

ICOD consultants and representatives of the Marine Institute designed a program consisting of eighteen weeks of academic training followed by a further two weeks of practical training in fish inspection procedures under the supervision of the Department of Fisheries and Oceans, Inspection Services Branch.

The initial project has been completed; the students are back at work in their country. Due to the success of this training effort and the Seychellois' recognition of the need for further capacity in this sector, the consultants recommended training an additional four students in fish quality control and inspection techniques.

Project Description:

The project will provide academic and practical training in fish quality control and inspection to four Seychellois government employees, during the period January to June, 1989. The academic training will take place at the Newfoundland and Labrador Institute of Fisheries and Marine Technology, St. John's, Newfoundland. This will be followed by three weeks of practical training at fish processing plants in New Brunswick.

a) Project objectives:

The primary objective is to assist the Government of Seychelles in improving the national fish inspection and quality control system by providing training in these fields. This will facilitate the export of high value fresh, frozen and canned fish.



b) Project Components:

The project will provide funds to enable four students to attend a training program at the Newfoundland and Labrador Institute of Fisheries and Marine Technology and practical field training as arranged by the Department of Fisheries and Oceans in St. John's, Newfoundland.

c) Beneficiaries of the project

The beneficiaries will be the trainees attending the course representing National agencies such as the Seychelles Fishing Authority, the Ministry of Health and Social Services and the Ministry of National Development.

Project Appraisal/Constraints:

Appraisal

- a) The project enhances the status of the Seychelles as a major fish trans-shipment location and as an exporter of high-value fresh, frozen and canned fish products.
- b) The project increases the number of fish inspectors thus ensuring an effective quality control and fish inspection system for both canned exports and locally marketed fish.

Constraints

- a) It appears that the Seychelles Government has not yet determine the number of trainees they will require for their fish inspection system. The intentions of the Seychelles government will be clarified before the project commences.

Relationship to Other Projects (ICOD and Other Donors):

This project will supplement the number of trained inspectors and quality control technicians as provided by the previous project (#870107) entitled "Establishment of Guidelines for a Fish Quality Control and Inspection System - Seychelles".

Financial Information:

## a) Projected ICOD Disbursements by Fiscal Year:

Fiscal Year 1988-89	\$ 40,521
Fiscal Year 1989-90	46,982

## b) ICOD Budget Components

1) International Travel (Seychelles-Canada-Seychelles within 6 months)	\$23,000
2) Living Expenses and Accommodation	35,090
3) Tuition	18,000
4) Contingencies (15%)	<u>11,413</u>
	\$87,503

Recommendation:

It is recommended that final approval be given to project #880226 -- "Fish Quality Control and Inspection Course - Seychelles" -- to a maximum ICOD contribution of \$87,503 Canadian.

A handwritten signature, possibly "J. J.", is written in the center of the page below the recommendation text. Below the signature are several vertical, wavy lines, possibly representing a stamp or a decorative flourish.





## Appendix I

### Details of ICOD Budget Components

#### Trainees

a)	International Travel (4 students x \$5,200) (Seychelles-St. John's, Canada-return)	\$ 20,800
	Per Diem in travel (4 students x 4 days x \$100)	1,600
	Excess luggage transportation (4 students x \$150) (return only)	600
b)	Living Expenses and Accommodation in Newfoundland (5 months)	
	- Dormitory fees and local transportation for 2 male students (2 students x 5 months x \$140)	1,400
	- Shared apartment in town (all included) (for 2 female students) (5 months x \$650)	3,250
	- Installation allowance	200
	- Local Transportation (2 students x 5 months x \$60)	600
	- Meals (4 students x 5 months x \$840)	16,800
c)	Clothing Allowance (4 students x \$400)	1,600
d)	Medical Insurance (6 months) (4 students x \$385)	1,540
e)	Tuition (4 students x \$4,500)	18,000
f)	Book Allowance (4 students x \$200)	800



g) Practical Training Session in canned food to Connors Brothers, New Brunswick		
- Transportation (Air & Land) (4 students x \$200)		800
- Accommodation (4 students x 5 days x \$40)		800
h) Living Expenses and Accommodation for training at fish processing plant (3 weeks)		
- Accommodation (4 students x 3 weeks x \$350)		4,200
- Meals (4 students x 3 weeks x \$210)		2,520
- Domestic Transportation (4 students x \$100)		400
- Local Transportation (4 students x 3 weeks x \$15)		<u>180</u>
Sub-Total		\$ 76,090
Contingencies (15%)		<u>11,413</u>
TOTAL ICOD Contribution		\$ 87,503



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

CONFIDENTIAL  
BD88/D60  
Project #880231  
October 28, 1988

PROJECT SUMMARY

(Approval in Principle)

Project Title: Cooperative Development Program between  
ISSTH (Mauritania) and the University of  
Moncton (Shippagan Campus)

Division: Training

Recipient: Institut Supérieur des Sciences et  
Techniques Halieutiques (ISSTH)  
(Advanced Institute for Fisheries  
Sciences and Technology) Nouadhibou,  
Mauritania

Duration: 3 years, commencing June 1989

Components: Two (2) faculty members from Shippagan  
to work at ISSTH as visiting professors  
for 3 weeks each year, for 3 years.  
Professional Development for 3 ISSTH  
professors at Shippagan Campus for 4  
weeks, once a year for 3 years.  
Curriculum Development. Teaching and  
Course Materials. Library needs.  
Evaluation.

Financial:

ICOD Contribution:	\$ 151,300
ISSTH Contribution:	\$ 20,820
Shippagan Contribution:	\$ 29,700
Total Project	\$ 201,820

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(This portion for details of approval)

Conditions of Approval or Comments

Record of Approval





Summary:

Background:

The West African Economic Community (WAEC) (Communauté Economique de l'Afrique de l'Ouest) composed of Benin, Burkina Faso, Ivory Coast, Mali, Mauritania, Nigeria and Senegal, decided on October 20, 1979 to create the Institut Supérieur des Sciences et Techniques Halieutiques (ISSTH), (the Advanced Institute for Fisheries Sciences and Technology). Nouadhibou, in the Islamic Republic of Mauritania, was designated as the site for the new regional institution. ISSTH was recently constructed, and is a modern, well-equipped institution. In 1987 the first class of 30 students began its studies in Nouadhibou. In 1988, 42 additional students entered ISSTH.

The primary goals of the Institute are as follows:

- to provide university training in fisheries sciences and technology for personnel from the West African Economic Community (WAEC);
- to provide continuing education for personnel currently employed in the fisheries sector; and
- to conduct research projects which will enable ISSTH to achieve an international standard enjoyed by similar institutions.

ISSTH's primary goal is to provide WAEC states with a pool of well-trained engineers and senior technicians capable of working in the various facets of fisheries both in the public service and in the private sector. This comprehensive, multidisciplinary training will enable future fisheries officers and officials to adopt an integrated approach to managing the fisheries in their respective countries.

The ISSTH curriculum concentrates on four areas: Biology/Ecology, Technology, Management, and Fisheries Planning. The Institute offers two separate streams of training: a two year program for "Senior Technicians" and a three year program for "Fisheries Engineers". Both programs include theoretical courses, practical work, directed studies, factory visits, field trips at sea, independent studies and practicums.



Upon completing their studies all students are required to submit and defend a major research project.

In order to attain and maintain the desired academic standing and technical expertise, it is imperative for ISSTH to develop international contacts. For this reason the Institute has endeavoured to establish links with the outside world through inter-university agreements.

Project Description:

The proposed project is a "conceptual framework" establishing a cooperative development program between ISSTH and the University of Moncton (Shippagan Campus) for a period of three years. In essence, the program is designed to upgrade and support the professional development of the Institute's faculty and the ISSTH curriculum through regular exchanges over a designated time period. Having an established and internationally recognized academic program, the Shippagan campus is well placed to assist ISSTH and its faculty in their efforts to build a regional fisheries school.

For their part the Canadian professors will have a unique opportunity to participate in the debut of a regional African institute and to study, on site, the realities of the West African fisheries.

A) Objectives

The general objectives of the project are:

1. to strengthen and assist in the early development of ISSTH, a fledgling regional institution located in a country which has no other Centre for higher learning, in a region where fisheries plays an important economic and nutritional role;
2. to support the development of the human resource base at ISSTH;
3. to promote the development of a quality training program at a recently established regional institution, thereby enhancing the indigenous fisheries capacity of West Africa; and
4. to establish an academic link between a Canadian university and a West African regional institution.





B) Project Components

The project will provide the necessary funds to establish a cooperative development program between ISSTH in Nouadhibou, and Shippagan Campus of the University of Moncton. Such a program will create a viable academic link and framework for inter-regional cooperation in fishery sciences.

1. Two (2) faculty members from Shippagan - to be Visiting Professors at ISSTH for 3 weeks each year for 3 years:

During these visits the professors from Shippagan will augment the curriculum and institutional development of ISSTH through a pre-determined schedule and action plan based on defined needs. The goal of each mission and the terms of reference for individual professors will be examined and defined. Activities will include:

- training modules and seminars for ISSTH faculty and students;
- advisory services pertaining to curriculum, specific course content, student research projects, etc;
- joint research and pedagogical projects.

2. Professional development for three (3) ISSTH professors in Shippagan for four (4) weeks each year for three (3) years:

These attachments will provide the ISSTH faculty with an opportunity for professional development through a variety of programs - joint research projects, supervised independent study/library access, familiarization with techniques and facilities in particular areas of specialization, as well as specially designed seminars. By observing and participating in the teaching program of a similar institution, the ISSTH professors will be exposed to Canadian fisheries management systems, science and technology, thereby reinforcing the professional and pedagogical standard of ISSTH.





3. Funds for the development and provision of teaching and course materials to ISSTH:

The Shippagan faculty together with the ISSTH staff will identify the necessary teaching and course materials required to deliver the academic program proposed for the institute. These materials will remain at ISSTH.

4. Funds for the provision of books, periodicals, as well as scientific and technical reviews to ISSTH:

Being a young institution, ISSTH's documentation centre contains only one hundred titles. However, the Institute's aspirations include the ability to store and disseminate data and information to the various fisheries centres located within the West African sub-region. In order to accommodate the basic requirements for ISSTH students, professors and visiting scholars, it is estimated that 400 to 500 titles are necessary. The Shippagan faculty together with ISSTH personnel will identify the required literature.

Before seeking final approval for the project, a meeting will be held with the Shippagan Campus to establish precise, measurable objectives and activities based on the needs identified by ISSTH. A plan of action will be developed jointly by ISSTH and Shippagan clearly defining the goal of each mission and the terms of reference and responsibilities of each professor.

C) Beneficiaries:

The beneficiaries of the ISSTH - Shippagan cooperative development program will be primarily the students attending ISSTH; secondly, the ISSTH professors will be afforded the opportunity to broaden their horizons and professional qualifications, and become familiar with modern teaching methods and programs in fisheries sciences; thirdly, the member states of the West African Economic Community will have a pool of well-trained and capable Fisheries Engineers and Senior Technicians in their countries; fourthly, the University of Moncton, Shippagan Campus will have an opportunity to conduct research pertaining to West African fisheries.



D) Project Management:

Given the importance of this project, the Director-General of ISSTH will oversee the management of the cooperative development program with the assistance of the Deputy Director of Studies. The project will be managed by ICOD in close collaboration with Shippagan and ISSTH.

E) Evaluation:

Every year the project coordinators will define the terms of reference and outline the plan of action for the individual professors as well as the objectives to be achieved. Following each visit (to Mauritania and to Canada) the faculty of both institutions will submit to their respective coordinators a report, detailing scheduled activities, meetings, projects, the results obtained, and necessary follow-up measures.

The course coordinators will summarize these reports and will submit to ICOD an annual report including financial and administrative matters. Following the proposed three year term a comprehensive final report will be submitted to ICOD evaluating the project.

Advantages and Constraints:

- a) The proposed cooperative development program will consolidate and reinforce the establishment of this regional fisheries institute while providing ISSTH long term exposure to current trends in scientific research, technology and fisheries management.
- b) This new institution will play a very important role in the training and education of a much needed human resource base in the fisheries sector in West Africa.
- c) The ISSTH - Shippagan cooperative development program will facilitate the successful embarkment of this regional venture and will provide ISSTH with a global perspective, notably from Canada.
- d) The cooperative development program between these two institutions will promote francophone relations and will create an important link with Canada.





- e) In order to ensure a high degree of professionalism, the project will be closely managed with precise terms of reference and a well-defined action plan formulated prior to each mission.
- f) This inter-institutional cooperative program represents an important new initiative in training, which, if successful, can be implemented in all ICOD regions.

Financial Information:

Budget (Cdn \$) The following is an initial estimate only:

a) Project Disbursements:

FY 1989-1990	\$ 55,766
FY 1990-1991	\$ 47,766
FY 1991-1992	<u>\$ 47,768</u>
Total	\$ 151,300

b) ICOD Budget Components:

1. Two (2) visiting Canadian Professors to ISSTH:

Travel (3000 x 2)	\$ 6,000
Local transportation and misc. costs (200 x 2)	\$ 400
Living expenses (21 x 150 x 2)	<u>\$ 6,300</u>
2 people per year	\$ 12,700

2 people over a 3 year period

\$ 38,100

2. Three (3) ISSTH visiting professors to Canada:

Travel (3000 x 3)	\$ 9,000
Living expenses and accommodation (100 x 28 x 3)	\$ 8,400
Local transportation and misc. costs	





(500 x 3)	\$ 1,500	
Book Allowance	<u>\$ 500</u>	
3 persons per year	\$ 19,400	
3 persons over 3 years		\$ 58,200
3. Teaching and Course Materials:		
For three years (3 x 1000)		\$ 3,000
4. ISSTH Documentation Centre (Books, Reviews, Journals) for 3 years (3 x 5000)		\$ 15,000
5. Visit of Directors-General to Respective Institutes		\$ 8,000
6. Administration Costs of Shippagan Campus:		
\$ 3,000 per year for 3 years		<u>\$ 9,000</u>
Subtotal		\$ 131,300
Contingency		\$ 10,000
Inflation		<u>\$ 10,000</u>
Total		<u>\$ 151,300</u>

c) ISSTH Contribution:

1. Two (2) Canadian visiting professors to ISSTH:		
- Accommodation	\$ 500	
- Hospitality	\$ 400	
- Field trips	\$ 290	
- Administration	<u>\$ 380</u>	
	\$ 1,570	
2 people (2 x 1570)	\$ 3,140	
2 people for 3 years		\$ 9,420
2. Three (3) ISSTH visiting professors to Canada:		
Salary for 1 professor for 1 month	\$ 1,900	



Two professors for 3 years (2 x 1900 x 3)	\$ 11,400
Total	<u>\$ 20,820</u>

d) Shippagan Campus Contribution:1. Visiting Canadian professors  
to ISSTH:

Salary for 1 professor	\$ 3,300	
2 professors for 3 years (2 x 3300 x 3)		\$ 19,800

2. Three (3) visiting ISSTH  
professors to Shippagan:

Hospitality (400 x 3)	\$ 1,200	
Field Trips (300 x 3)	\$ 900	
Administration (400 x 3)	<u>\$ 1,200</u>	
3 people per year	\$ 3,300	
3 people over 3 years		<u>\$ 9,900</u>
Total		<u>\$ 29,700</u>

Recommendation;

It is recommended that approval in principle be given to project #880231 - Cooperative Development Program between ISSTH (Mauritania) and the University of Moncton (Shippagan Campus)- up to a maximum ICOD contribution of \$ 151,300 (Cdn).



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CONFIDENTIAL

BD88/D61  
Project #880229  
October 24, 1988

PROJECT SUMMARY

(Approval)

<u>Project Title:</u>	Institute of Marine Resources; Institutional Enhancement
<u>Division:</u>	Training
<u>Recipient/ Implementing Agency:</u>	Institute of Marine Resources, University of the South Pacific
<u>Duration:</u>	Commencement: January, 1988 Duration: three years
<u>Project Component:</u>	One, three year faculty position
<u>Financial:</u>	
	ICOD Contribution: \$ 70,000
	Recipient Contribution: \$ <u>26,500</u>
	Project Total: \$ 96,500

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(This portion for details of approval)

Conditions of Approval or Comments

Record of Approval



**Summary:****Background:**

The University of the South Pacific (USP) has recently established a Marine Studies Coordinating Committee (MSCC) and announced a new initiative in the area of marine affairs. In keeping with this initiative, USP has expressed the intention to expand and develop the teaching and research capacity of its Institute of Marine Resources (IMR).

IMR offered a Diploma in Tropical Fisheries (DTF) from 1978 until 1984 when it was suspended. The program was reinstated in 1986 due to regional requests and with the endorsement of the Forum Fisheries Agency. The primary objective of the DTF program is to train fisheries officers for Pacific Island Fisheries Departments and also personnel for the fishing industry.

Critical staff shortages over the past year, as well as the uncertainty created by the possibility of relocation, have compromised IMR's teaching capacity and restricted its ability to review the effectiveness of its current program. For example, IMR has been without a director since September 1987. Thus it has been necessary for the only DTF biologist to function as the acting director in addition to maintaining substantial teaching responsibilities.

With the recent resolution of the relocation issue and the momentum created by the establishment of the MSCC, the university expects to appoint a new IMR director and to fill the laboratory manager position in the near future. However, the University does not have the resources available to support the creation of a new lecturer position in marine biology. The position, recently approved by the University, is considered fundamental to the improvement and development of IMR's teaching programs. The University is therefore seeking extra funding for a lecturer position in fisheries biology.

**Project Description:**

- A) **Project Objective:** The objective of this project is to enhance the current teaching capacity of IMR and to better equip the Institute to address new training requirements in the fisheries field.



The specific objective of this project is to permit USP to recruit a fisheries biologist for IMR. The appointee will have teaching responsibilities in the DTF program and will participate in the development of new IMR courses. If required, the appointee will also assist with research to be conducted at the proposed IMR research facility to be located in the Solomon Islands.

- B) **Project Components:** The project will fund the salary and benefits of a lecturer for a three year period. USP will recruit a qualified fisheries biologist capable of both teaching and research responsibilities. The lecturer is scheduled to commence teaching duties in February, 1989.
- C) **Project Beneficiaries:** The direct beneficiary of the project is the Institute of Marine Resources which will have an improved capacity to meet the objectives of the DTF program and to address new training requirements in the fisheries sector.

Other project beneficiaries include regional students registered in the DTF program and also Pacific Island government departments which will employ IMR graduates.

Project Appraisal/Constraints:

- a) The strengthening of IMR's teaching and research capacities has the support of the Forum Fisheries Committee (Kirabiti meeting, 1988).
- b) The project supports the University's intention to expand marine related education and complements initiatives which will be undertaken in this area through CIDA funding.
- c) The project will alleviate current staff shortages thus permitting a concentration on the delivery of existing courses, planning for course modifications and the development of new courses and/or programs.
- d) USP expects a Pacific Island national will be recruited for the position.
- e) USP has indicated that the position will be retained after the completion of this project, however, it will be necessary to identify further funding. ICOD will make clear that downstream funding is not guaranteed and further consideration will depend on an evaluation of the project.



Relationship to Other Projects (ICOD and Other Donors):

- a) By February 1989, nine students will be registered at IMR under ICOD sponsorship (Project # 860062 and 870160).
- b) The University of the South Pacific has requested ICOD assistance in conducting a review of IMR's teaching programs (Project # 880222). The biologist recruited by IMR would participate in the implementation of any course or program changes initiated in accordance with review results.

Financial Information:

## 1) Projected ICOD Disbursement by Fiscal Year.

FY 1988-89	\$ 6,000
FY 1989-90	\$24,000
FY 1990-91	\$24,000
FY 1991-92	\$16,000

## 2) ICOD Budget Components.

Salary of Lecturer (\$15,200 per year x 3 years)	\$45,600
Benefits (\$5,900 per year x 3 years)	\$17,700
Contingency	<u>\$ 6,600</u>
	* \$70,000

## 3) Recipient Budget Components

Support for administrative and clerical services, teaching/research facilities and equipment, and travel allowance	* \$26,500
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\* F\$ 1.19 - CDN\$ 1.00

Recommendation:

It is recommended that final approval be given to project #880229 -- Institute of Marine Resources; Institutional Enhancement -- to a maximum ICOD contribution of \$70,000 Canadian.





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BD88/D62  
Project #880230  
October 27, 1988

PROJECT SUMMARY

(Approval)

Project Title: Training in Geology; Pacific -Island Countries

Division: Training

Recipient: Pacific Island Countries

Implementing Agency: CCOP/SOPAC

Duration: Commencement: 1989  
Duration: seven years

Project Components: A scholarship project to support the training of nine Pacific Island nationals in geology, at the Bachelor's degree level

Financial:

ICOD Contribution: \$ 833,320

Recipient Contribution: \$ none

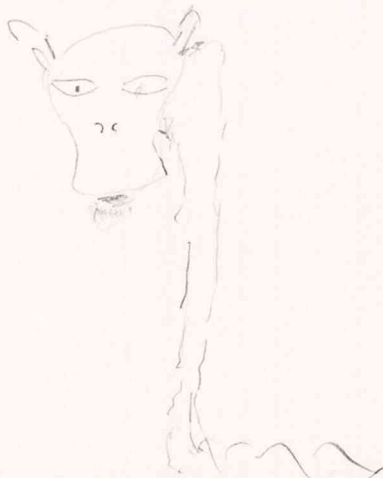
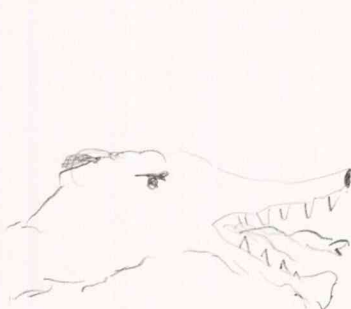
Project Total: \$ 833,320

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(This portion for details of approval)

Conditions of Approval or Comments

Record of Approval



Summary:Background:

CCOP/SOPAC has developed a scholarship project to train a core group of Pacific Island geologists. However, the program covers only one scholarship per Member Country. Though the larger countries have some expertise in this field, other countries have only limited resources while the smaller countries such as Tuvalu and Kiribati have none. CCOP/SOPAC considers that, in order for the Pacific region to develop the non-living marine resource sector, training opportunities for Member Country nationals must be increased.

Project Description:

- A) **Project Objective:** The general objective of the project is to assist Pacific Island countries to develop the non-living marine resource sector by increasing the number of trained geologists.

**Specific Objective:** The specific objective of the project is to support the training of nine Pacific Island nationals at the Bachelor's degree level. During vacation periods, scholarship recipients are expected to gain work-related experience in the country of study, in their own country or with a regional organization. On completion of study, students will return to their country of origin for employment with appropriate government departments or, in exceptional cases, with CCOP/SOPAC. In nominating candidates, governments accept a commitment to utilize to the maximum the skills and knowledge obtained by scholars.

- B) **Project Components:** Through a system of independent Member Country nominations, CCOP/SOPAC will select three candidates per year, over a three year period, to pursue a four year Bachelor's degree program. The CCOP/SOPAC scholarship conditions and guidelines, developed in the region, will apply to those funded under the project.

ICOD will select a Canadian university (West Coast) to train the students and to coordinate specific aspects of the project.





- C) **Beneficiaries of the project:** Beneficiaries of the project will include the students studying under the scholarship project and Pacific Island governments which will ultimately employ the students.

In future, CCOP/SOPAC will be strengthened by the increased pool of expertise available to carry out national projects under the CCOP/SOPAC work program.

- D) **Project Management:** The project will be managed by CCOP/SOPAC with assistance from ICOD and the selected Canadian university.

Project Appraisal/Constraints:

Appraisal:

- a) The project will contribute to the long-term development of the non-living marine resource sector in the Pacific region.
- b) The project will contribute to the level of indigenous expertise in a field which is currently dominated by expatriates.
- c) The project involves a maximum of management by the regional organization.
- d) The University of the South Pacific will develop its own program in Geology within the next five years; training in Canada represents a transitory phase.

Constraints:

- e) The cost of training nine geologists is considerably increased utilizing a Canadian university.
- f) Though some undergraduate geology courses focus on the marine environment, it cannot be expected that, on completion of Bachelor's degree, graduates will be experts in marine geology.
- g) There is no guarantee that all graduate will be employed exclusively in the marine resource sector. As geologists in small island countries, it is probable that graduates will be involved in both land and marine related activities.



Relationship to Other Projects (ICOD and Other Donors):

1. The project complements the current CCOP/SOPAC fellowship project which is partially funded by UNDP.
2. ICOD has currently in place a scholarship project which permits on-the-job training for Member Country nationals at the CCOP/SOPAC Secretariat (project # 870112).
3. ICOD developed a short course in Non-fuel Minerals which was conducted by CCOP/SOPAC (project # 860057) in Fiji during October, 1988.

Financial Information:

- 1) Projected ICOD Disbursements by Fiscal Year.

FY 1989-1990	\$ 49,540
FY 1990-1991	116,320
FY 1991-1992	190,410
FY 1992-1993	199,620
FY 1993-1994	160,340
FY 1994-1995	89,320
FY 1995-1996	27,770

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

The average annual cost of one scholarship, as adjusted for inflation, is estimated at \$20,128. The scholarship component of the project totals \$724,630. No university administration fees have been included in the project budget. The contingency of \$108,690 will cover such costs if required.

Recommendation:

It is recommended that final approval be given to project #880230 -- Training in Geology; Pacific Island Countries-- to a maximum ICOD contribution of \$ 833,320 Canadian.



Project # 880230

ANNEX A

Cost Breakdown for one student  
(first group)  
(\$CDN)

	FY 1	FY 2	FY 3	FY 4	FY5
Transportation	2000	3000 <sup>1</sup>	3000		2000
Excess baggage					1500
Tuition fees <sup>2</sup>	1710	1970	2240	2170	
Lab. fees field trips	2000	2000	2000	2000	
Installation allowance	600				
Book allowance	450	450	500	500	
Medical insurance	400	420	450	460	
Living allowance	<u>7200</u> <sup>3</sup>	<u>10800</u>	<u>11600</u> <sup>4</sup>	<u>11400</u>	<u>3800</u> <sup>5</sup>
	14360	18640	19790	16530	7300

- (1) Travel during summer for work and home country (CCOP/SOPAC procedures).
- (2) Varies in years as number of units attended changes. An inflation rate of 5% is added to present costs.
- (3) 8 months in this Fiscal year (Allowance \$900/mo).
- (4) Allowance increased to \$950/mo.
- (5) 4 months in this Fiscal Year.



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BD88/D63  
Project #880233  
October 26, 1988

PROJECT SUMMARY

(Approval)

Project Title: International Maritime Law Institute  
Scholarships (Global)

Division: Training

Recipients: Twelve female law graduates from  
Developing Countries

Agencies: International Maritime Law Institute,  
Malta

Duration: Three years. September 1989 to June 1992

Project Components: Twelve scholarships to female  
candidates. (Four scholarships every  
year for three years). Follow-up  
assessment.

Financial:

ICOD contribution: \$ 250,000

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(This portion for details of approval)

Conditions of Approval or Comments

Record of Approval





Summary:

Background:

The International Maritime Law Institute (IMLI) was recently established in Malta under the aegis of the International Maritime Organization (IMO). This Institute will provide lawyers from the developing world with a comprehensive graduate program in international maritime law. To date most developing countries have been obliged to depend on external technical assistance in preparing and updating- their national legal regimes to ensure consistency with and enforcement of international maritime regulations. The objective of the Institute is to train 20 maritime lawyers annually. Candidates who successfully complete the one year program will receive a Master of Laws degree or a Diploma in International Maritime Law in accordance with the Institute's criteria.

Project Description:

It is proposed that ICOD sponsor four women each year for three years to attend the International Maritime Law Institute i.e. provide twelve scholarships over three years. In order to ensure equitable participation by women in this traditionally male dominated field, 50% of the places in each course are being reserved for qualified women candidates by the IMLI. In keeping with ICOD's commitment to further the role of women in developing countries, ICOD's scholarships are targetted to female candidates. Eligible countries will be invited to nominate one candidate each year for this Global Program. Scholarship recipients will be selected in consultation with the Institute.

General Objectives:

- 1) To train a cadre of maritime lawyers in the developing world who will enact, review and update national maritime policies and legislation in accordance with international law, thereby contributing to the effective implementation of global regulations and standards for maritime safety and the protection of the marine environment; and
- 2) To support the development of a new international institution committed to the training and education of personnel from the developing world.



Specific Objectives:

- 1) To provide twelve scholarships to the International Maritime Law Institute; and
- 2) To provide graduate training in maritime law to female law graduates.

Project Appraisal/Constraints:

1. ICOD, through the provision of 4 scholarships annually for three years, will be sponsoring 20% of the IMLI student body, demonstrating a considerable "show of support" for this new institution.
2. CIDA has informally undertaken to match the ICOD scholarship with four additional ones.
3. The project will promote the development of indigenous expertise in a field which is currently dominated by expatriates.
4. As this is a fledgling institution, the program and administration will undoubtedly experience "start-up" problems. Indeed core costs for the first year of operation are not yet assured. However, the IMLI is modelled on the World Maritime University which has had a good track record during its first five years.

Relationship to other Projects:

ICOD currently provides 2 scholarships per year to WMU (#850019) and administers two CIDA projects providing scholarships for 16 students to attend WMU (#870167 and #860097). WMU, like the IMLI, is an educational institution established under the aegis of the IMO.





Financial Information:

Budget: (Cdn \$)

1) Project Disbursements:

FY 1989-90	\$ 64,000
FY 1990-91	\$ 73,600
FY 1991-92	<u>\$ 112,400</u>
Total	\$ 250,000

2) ICOD Budget Components:

1. Scholarships include tuition, travel, board, books, excursions etc. with a total value of \$ 16,000 each.

Four scholarships per year for three years including an estimated 5% yearly escalation

\$ 222,240

2. Contingency
  - Currency fluctuations
  - Tuition may increase when real costs of new institution are known

\$ 27,760

TOTAL

\$ 250,000

Recommendation:

It is recommended that final approval be given to project #880233 - International Maritime Law Institute Scholarships - up to a maximum ICOD contribution of \$ 250,000 (Cdn).

(It is understood that these funds will be disbursed only in the event that the International Maritime Law Institute acquires sufficient core funding to begin operations and that the scholarship costs remain in the range cited above.)





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BD88/D68  
Project #880210  
October 27, 1988

PROJECT SUMMARY  
(Approval)

Project Title: Nearshore Non-Fuel Mineral Resources Course - Indian Ocean

Division: Training

Recipient: Up to 30 Senior Geologists and Planners from Indian Ocean Coastal Countries

Agencies: National Aquatic Resources Agency (NARA), Indian Ocean Marine Affairs Cooperation (IOMAC)

Duration: Two week course to be held in Sri Lanka fall 1989.

Project Components: Regional training module developed. Course materials prepared. Sponsorship for twenty-five participants. Course delivered. Field excursions (land and sea). Follow-up assessment.

Financial:  
ICOD Contribution: \$ 155,000  
  
Indian Ocean  
Marine Affairs  
Cooperation (IOMAC):  
  
and the \$ 20,000  
  
National Aquatic  
Resources Agency  
(NARA):

(This portion for details of approval)

Conditions of Approval or Comments

Record of Approval



Summary:Background:

In March 1987, ICOD held in Halifax a two week training program in offshore non-fuel mineral resource assessment and planning for senior geologists from the developing world. Aware of this course and the subsequent regional initiatives being planned in the South Pacific and in West Africa, the Indian Ocean Marine Affairs Cooperation (IOMAC) Secretariat submitted a proposal to host, in cooperation with the National Aquatic Resources Agency (NARA) in Sri Lanka, a similar training program for the Indian Ocean region.-

In July, 1988 IOMAC convened a meeting in Karachi, Pakistan on "Non-Living Resources Exploration in the Indian Ocean". The recommendation of the IOMAC Working Group on Training was "to explore the prospects for assistance and arrange at an early date for an appropriate basic training program for Exploration for Non-Living Resources". The Working Group requested that the Secretariat also explore "individual on-the-job shipboard training, overseas training as well as group training in terms of training courses and workshops to be held either for the benefit of one country or a sub-region".

This project addresses the request for a basic course in marine mineral resource exploration tailored to the needs of the Indian Ocean region.

Project Description:

It is proposed that a two-week course in marine mineral resources exploration be held in Colombo, Sri Lanka in September/October 1989 for thirty (30) senior geologists and planners from the Indian Ocean Region. The course will be designed to provide non marine geologists from the IOMAC member countries with an overview of non-fuel marine mineral resources development potential. While the IOMAC Region embraces a wider geographical area than that presently considered for ICOD assistance, ICOD sponsorship would be restricted to target and secondary focus countries.

The general objective of the project will be to help set directions for regional cooperation and advance national capabilities in marine mineral resources exploration. The specific objectives of the course will be to provide the participants with the skills to:

1. undertake data collection, analysis and synthesis for the purpose of establishing national inventories; and





2. undertake preliminary assessment of offshore non-fuel minerals for use in planning national research programs and resource development programs.

Emphasis will be placed on nearshore industrial and metallic mineral deposits as well as precious corals. The environmental impacts related to mining this resource will be reviewed.

The National Aquatic Resources Agency (NARA) has offered to act as the host institution on behalf of the host government, Sri Lanka and will provide the course coordinator. The IOMAC Secretariat has agreed to assist NARA with all organizational and administrative support required to coordinate and deliver this training program (ie. course announcement, recruitment, receipt of applications, participant selection, identification of lecturers etc.).

ICOD has been requested to provide Canadian expertise to assist with curriculum design, course material preparation and course delivery as well as funds to cover target country participants' and resource personnel expenditures and associated course costs. A Canadian geophysicist will be the course Technical Advisor and together with the NARA course coordinator will design and develop a regional program. Lecturers from the Indian Ocean Region and Canada will be identified. Course materials and resource personnel utilized in the South Pacific and West Africa programs (860057, 870133) will be incorporated in this initiative where possible.

#### Project Appraisal/Constraints:

1. The program will strengthen the expertise in non-fuel marine mineral assessment and planning required to develop this important resource base in the Indian Ocean Region.
2. This program will be the first ICOD training initiative to be offered at the regional level in the Indian Ocean.
3. The project poses all the logistical problems inherent in offering a regional program requiring external expertise. However, NARA and IOMAC are established organizations which can provide the required administrative and program backing.

#### Relationship to Other Projects:

Further to the ICOD non-fuel marine mineral resource training course in Halifax in March 1987 (860028), one regional training program, the CCOP/SOPAC course, has been held in Fiji, September 26 - October 8, 1988 (860057) and a course to be held in Ghana, November 1989 for the West Africa Region is in the offing. A proposal is also expected for a course in the Caribbean.



Financial Information:Budget (Cdn \$)1) Project Disbursements:

FY 1988-89	\$ 15,000
FY 1989-90	<u>\$ 140,000</u>
Total	\$ 155,000

2) ICOD Budget Components:Course Preparations

1. Regional Course Manual (design, development and production).	\$ 15,000	
2. Technical Advisor to Sri Lanka Jan. 89	<u>\$ 10,000</u>	\$ 25,000

Course Delivery

3. Teaching Materials (films, overheads, slides)	\$ 1,500	
4. 15 ICOD-sponsored participants from Seychelles, Comores, Mauritius, Madagascar, Maldives, Tanzania, Somalia, North Yemen, Kenya, Djibouti, Mozambique and Sri Lanka (travel, accommodation and living expenses) (\$ 4500 each x 15)	\$ 67,500	
5. 6 invited lecturers (3 from Canada, 3 from Region) (travel, accommodation, living expenses, honoraria)	\$ 40,000	
6. Administration in Sri Lanka	\$ 5,000	
7. Miscellaneous (certificates, shipping charges, kits)	\$ 1,000	
8. Small equipment needs	<u>\$ 5,000</u>	<u>\$ 120,000</u>



	SUBTOTAL	\$ 145,000
9.	Contingency	\$ 10,000
	TOTAL	<u>\$ 155,000</u>

Partner Contribution:

IOMAC and NARA Contribution: \$ 20,000

To provide organizational and administrative support, classroom facilities, 2 day sea trip on research vessel, laboratory facilities, field excursions, local transportation, course coordinator and support staff.

Recommendation:

It is recommended that final approval be given to project #880210 - Nearshore Non-Fuel Mineral Resources Course - Indian Ocean - up to a maximum ICOD contribution of \$ 155,000 (Cdn).