

Revised

Draft

A G E N D A

ICOD Board of Directors April 17-18, 1986

Halifax, Nova Scotia

|   | <u>Proposed<br/>Schedule/<br/>Presenters</u> | <u>Document</u>  |
|---|--|--|
| 1) Introduction of new Chairman   | 9:00-9:15<br>Vice-Chairman                   | Nil  |
| 2) Chairman's Presentation  | 9:15-10:00<br>Chairman                       | Paper on<br>IOI / UNU<br>Seminar on<br>Training<br>sent Feb.<br>25/1986.<br>BD86/1/D20 |
| Break   | 10:00-10:15                                  |  |
| 3) Discussion relating to<br>mandate, objectives,<br>policies, strategy, etc. | 10:15-12:00                                  |  |
| Lunch (on ICOD premises)  | 12:00-1:15                                   |  |
| 4) Continuation of policy<br>discussion (if required)                         | 1:15-2:15                                    | Nil  |
| 5) Minutes a) June 14-15, 1985<br>(rewritten)<br>b) Dec. 11-13, 1985          | 2:15-2:45                                    | BD85/4/D57<br>BD85/1/D1  |

|   |              | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u> |
|---|--------------|---|-----------------|
|   | (Ref. #)     |   |                 |
| 6) Business arising from the Minutes of December 11-13, 1985: |              |   |                 |
| a) Salary Scales approved by the Board in December 1985       | #5(1)        | 2:45-3:00<br>President                      | BD86/1/D2       |
| b) System of Salary Increases for ICOD                        | #5(1)        | 3:00-3:15<br>President                      | BD86/1/D3       |
| Break   |              |   |                 |
| c) Appointment of International Directors (Agenda Item 9)     | #6(2)        | - -   | -               |
| d) By-Laws for the Executive Committee                        | #7(1)        | 3:30-3:45<br>Secretary-Treasurer            | Verbal Report   |
| e) Signing Authorities of Board Members                       | #7(2)(b)(iv) | 3:45-4:00<br>Secretary-Treasurer            | Verbal Report   |
| f) ICOD Scholarship Programme (Agenda Item 11)                | #7(2)(b)(v)  | - -   | -               |
| g) WMU Training Modules (Agenda Item 11)                      | #7(2)(b)(v)  | - -   | -               |
| h) Funds returned to Government                               | #7(4)(a)     | 4:00-4:15<br>Secretary-Treasurer            | Verbal Report   |



|  | (Ref. #)    | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>  |
|--|-------------|---|------------------|
| i) Travel Insurance  | #7(4)(b)(i) | 4:15-4:20<br>Secretary-<br>Treasurer        | Verbal<br>Report |
| j) Advance Scheduling<br>of Meetings and<br>Cancellation of<br>Meeting Scheduled<br>for June 10-11, 1986       | #8(2)       | 4:20-4:40                                   | BD86/1/D4        |
| k) Halifax Office<br>Accommodation-<br>Sub- Lease<br>(Reference also<br>Resolution<br>BD85/3/R13 of Aug. 1985) | #8(4)(ii)   | 4:40-4:50<br>Secretary-<br>Treasurer        | Verbal<br>Report |

#### ADJOURN FOR DAY

|   |                         |                  |
|---|-------------------------|------------------|
| 7) President's Report                                 | 9:00-10:15<br>President | Verbal<br>Report |
| a) Report on Activities and<br>Potential Projects     |                         |                  |
| b) Update on Programmes                               |                         |                  |
| c) Projects Approved Within<br>Delegated Authority    |                         |                  |
| - Vanuatu Fisheries<br>Extension Project              |                         |                  |
| - Marine Affairs Bulletin<br>(Regional- Indian Ocean) |                         |                  |
| d) Administration and Financial Report                |                         |                  |
| Break   | 10:15-10:30             |                  |

|   | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>  |
|---|---|------------------|
| 8) ICOD Brochure and Commentary   | 10:30-11:00<br>President                    | BD86/1/D12       |
| 9) International Directors  | 11:00-11:30<br>President                    | BD86/1/D11       |
| 10) Advisory Committees to ICOD   | 11:30-12:00<br>Chairman                     | Verbal<br>Report |
| Lunch (on ICOD premises)  | 12:00-1:00                                  |                  |
| 11) Project Proposals   | 1:00-2:30                                   |                  |
| <b>Submitted by Chairman</b>  | Chairman                                    |                  |
| - Teaching Materials to<br>Train Trainers   |   | BD86/1/D5        |
| - Inventory of Training<br>Programmes in Ocean Affairs                                      |   | BD86/1/D6        |
| - Tools of Cooperation  |   | BD86/1/D7        |
| <b>Submitted by ICOD</b>  | President                                   |                  |
| - Scholarship Programme<br>(Revised estimates)  |   | BD86/1/D13       |
| - WMU Training Modules<br>(Final Approval)  |   | BD86/1/D14       |
| - Dedicated Regional<br>University Scholarships   |   | BD86/1/D15       |
| - World Fisheries Map   |   | BD86/1/D16       |
| - Training Module: Offshore<br>Non-Fuel Mineral Resources                                   |   | BD86/1/D17       |
| - Marine Affairs and Aquatic<br>Resources Information System<br>-Sri Lanka and Indian Ocean |   | BD86/1/D18       |

|  | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>         |
|--|---|-------------------------|
| 12) Administration Matters                                 |   |                         |
| i) Relocation Policy                                       | 2:30-2:45<br>Secretary-<br>Treasurer        | BD86/1/D19              |
| ii) West Coast Representative<br>- Asia Pacific Foundation | 2:45-3:00<br>President                      | Verbal<br>Report        |
| Break  |   |                         |
| iii) Banking Resolution for<br>Ottawa Bank Account         | 3:15-3:30<br>Secretary-<br>Treasurer        | BD86/1/D8               |
| iv) Accounts from Chairman and<br>Vice-Chairman            | 3:30-3:45<br>Chairman<br>Vice-Chairman      | BD86/1/D9<br>BD86/1/D10 |
| v) Report of Transition Process:<br>ICOD I - ICOD II       | 3:45-4:00<br>President                      | Verbal<br>Report        |
| vi) Report on Previous Chairman's<br>Expense Claim         | 4:00-4:15<br>Vice-Chairman                  | Verbal<br>Report        |

## DISCUSSION NOTES

### Objectives

1. Satisfy the mandate laid down in legislation.
2. Establish a special niche for ICOD.
3. Develop guiding principles which are coherent and consistent but broad enough to maintain flexibility.
4. Capitalize on Canada's technological, cultural and linguistic strengths to meet developing country needs.
5. Establish procedures which enable ICOD to respond quickly and effectively to requests for assistance.

### Policy Papers and Guidelines

1. Legislation establishing ICOD.
2. Background notes on ICOD.
3. Corporate Plans.
4. Program Proposals.
5. Brochure.

### Guiding Principles

Primary guidelines are established in the Background Notes on ICOD. Further refinements have been developed over time for "in house" assessment of projects.

Preferred projects are those which:

#### A. GENERAL

1. fall below the funding threshold of other agencies and which clearly meet the needs of developing countries or regions;
2. are non-capital intensive and which develop or support indigenous management capacity;
3. capitalize on recognized areas of Canadian expertise;
4. are directly relevant to the management and utilization of ocean resources (a broad range of activities are envisaged from "management level" to "grass roots" level projects);



B. GEOGRAPHICAL

5. provide assistance at the regional level and through which ICOD can develop regional networks;
6. at a bilateral level, can serve as pilot projects on the strength of their subject matter and transferability of results to other countries in a region;
7. directly assist smaller countries (preferably island states) where Canada is not heavily involved, where there is a heavy dependence on ocean resources, and where small projects will have a maximum impact;
8. ensure a francophone-anglophone mix of activities in keeping with Canada's foreign policy objectives;
9. are compatible with four areas of concentration - Caribbean islands and selected small countries on the mainland; the South Pacific; the islands and smaller coastal states of the Indian Ocean (especially East Africa, some less developed coastal states of the Arabian Peninsula) and the coastal states of West Africa (from Morocco to Zaire);

C. Cooperation with other Agencies

10. allow for cooperation with other agencies where the nature and size of a project and the level of ICOD's interest so dictate (ICOD generally should not become a funding source for other agency's programs but might become a full partner in activities which directly support ICOD's primary objectives).



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|----|--|------------------------------|---|
| 1) | Introduction of new Chairman   | 9:00 - 9:15                  | Nil   |
| 2) | Chairman's Presentation  | 9:15 - 10:00                 | One paper on                                  |
|    | Break  | 10:00 - 10:15                | IOI/UNU                                       |
| 3) | Discussion relating to mandate, objectives<br>policies, strategy, etc. | 10:15 - 12:00                | Seminar on<br>Training sent<br>February 25/86 |
|    | Lunch (on ICOD premises)   | 12:00 - 1:15                 | Two more<br>documents to<br>follow.           |
| 4) | Continuation of policy discussion (if required)                        | 1:15 - 2:15                  |   |
| 5) | Minutes a) June 14-15, 1985 - rewritten<br>b) Dec 11-13, 1985          | 2:15 - 2:45                  | BD85/4/D57<br>BD86/1/D1                       |
| 6) | Business Arising from the Minutes<br>of December 11-13, 1985           | (Reference # Shown)          |   |
|    | a) Salary Scales approved by the Board in December 1985                | #5(1) 2:45 - 3:00            | BD86/1/D2                                     |
|    | b) System of Salary Increases for ICOD                                 | #5(1) 3:00 - 3:15            | BD86/1/D3                                     |
|    | Break  | 3:15 - 3:30                  |   |
|    | c) Appointment of International Directors<br>(Agenda Item 8)           | #6(2) - -                    | -   |
|    | d) By-Laws for the Executive Committee                                 | #7(1) 3:30 - 3:45            | Verbal Report                                 |
|    | e) Signing Authorities of Board Members                                | #7(2)(b)(iv) 3:45 - 4:00     | Verbal Report                                 |
|    | f) ICOD Scholarship Programme  | #7(2)(b)(v) - -              | -   |
|    | g) WMU Training Modules<br>See Agenda Item 10.a.                       | #7(2)(b)(v) - -              | -   |

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#### ADJOURN FOR DAY

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| 7)  | President's Report                                  | 9:00 - 10:15  | Verbal Report                          |
|     | a) Report on Activities and Potential Projects      |               |  |
|     | b) Update on Programmes                             |               |  |
|     | c) Projects Approved Within Delegated Authority     |               |  |
|     | - Vanuatu Fisheries Extension Project               |               |  |
|     | - Marine Affairs Bulletin (Regional - Indian Ocean) |               |  |
|     | d) Admin and Financial Report                       |               |  |
|     | Break   | 10:15 - 10:30 |  |
| 8)  | ICOD Brochure and Commentary                        | 10:30 - 11:00 | To follow                              |
| 9)  | International Directors                             | 11:00 - 11:30 | BD86/1/D11<br>More CV's<br>may follow. |
| 10) | Advisory Committees to ICOD                         | 11:30 - 12:00 | Verbal Report                          |
|     | Lunch (on ICOD premises)                            | 12:00 - 1:00  |  |

|  | <u>Proposed<br/>Schedule</u> | <u>Document</u>         |
|--|------------------------------|-------------------------|
| 11) Project Proposals                                      | 1:00 - 2:30                  |                         |
| Submitted by Chairman                                      |                              |                         |
| - Teaching Materials to Train Trainers                     |                              | BD86/1/D5               |
| - Inventory of Training Programmes in<br>Ocean Affairs     |                              | BD86/1/D6               |
| - Tools of Cooperation                                     |                              | BD86/1/D7               |
| Submitted by ICOD  |                              |                         |
| - Scholarship Programme (Revised estimates)                |                              | To follow               |
| - WMU Training Modules (Final approval)                    |                              | To follow               |
| - Dedicated Regional University Scholarships               |                              | To follow               |
| - Fisheries Map  |                              | To follow               |
| 12) Admin Matters  |                              |                         |
| i) Relocation Policy                                       | 2:30 - 2:45                  | To follow               |
| ii) West Coast Representative - Asia<br>Pacific Foundation | 2:45 - 3:00                  | Verbal Report           |
| Break  | 3:00 - 3:15                  |                         |
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| vi) Report on Previous Chairman's Expense Claim            | 4:00 - 4:15                  | Verbal Report           |



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

Our File/Notre référence

Your File/Votre référence

February 25, 1986

To: the Members of the Board

From: Elisabeth Mann Borgese

Subject: Training

I attended the joint seminar on training, organised by the International Ocean Institute and the United Nations University, as Chairman of the IOI Planning Council, and as Chairman of the Board of ICOD (observer).

This seminar is definitely of interest to us as it puts our own effort in training into a broader perspective.

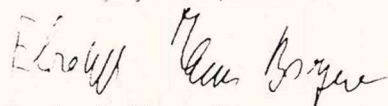
Some of you may not be quite familiar with the training activities of the U.N. agencies, and I thought the brief overview given by the Seminar might be of interest to you.

Please also note some suggestions with regard to data/information gathering and the preparation of teaching materials in which ICOD has a definite interest.

I should like to put these matters on the agenda of our next meeting.

With all good wishes,

Cordially yours,

  
Elisabeth Mann Borgese



# International Ocean Institute

P.O. Box 524 Valletta - Malta

Cables: Interocean

IOI

UNU

JOINT SEMINAR ON TRAINING IN OCEAN MANAGEMENT



## Contents

### Introduction

1. Overview of U.N. Training Activities
2. The IOI Training Programme
3. Issues and Problems
4. Future Programmes.
5. Suggestions for Curriculum Improvement
6. Complementary, Preparatory, and Follow-up Activities
7. Cooperation between the IOI and the U.N. Agencies

### ANNEXES

- |          |  |
|----------|--|
| Annex 1: | List of Seminar Participants   |
| Annex 2: | Seminar Agenda   |
| Annex 3: | Sample Syllabi, Classes A and B<br>Syllabi Classes C.                        |
| Annex 4: | List of Alumni   |
| Annex 5: | List of Lecturers  |
| Annex 6: | Mediterranean Project<br>Indian Ocean Project<br>Chinese project             |
| Annex 7: | Letter from Prime Minister of Malta to<br>President of IOI Board of Trustees |



# International Ocean Institute

P.O. Box 524 Valletta - Malta

Cables: Interocean

## JOINT SEMINAR ON TRAINING IN OCEAN MANAGEMENT

### Introduction

A Seminar on Training in Ocean Management was held under the joint sponsorship of the International Ocean Institute (IOI) and the United Nations University (UNU), at the Selmun Palace Hotel in Selmun, Malta, from February 8 to 10, 1986.

Participating in the meeting were members of the Board of Trustees and of the Planning Council of the IOI, representatives of six U.N. Agencies (FAO, ILO, IMO, IOC, UNCTAD, and UNU), Maltese authorities, and members of the diplomatic corps. The International Center for Ocean Development (ICOD) was represented by the Chairman of its Board of Directors. A complete list of participants is attached in Annex 1.

The purpose of the seminar was to evaluate the sixteen completed IOI Training Programmes in the Management and Conservation of Marine Resources and to generate discussion and suggestions for the improvement and expansion of the programme, particularly in view of the new, upcoming programmes in the Mediterranean, the Indian Ocean, and in China, and with special regard to the economic, social, and cultural implications of ocean development.

Introducing the subject, the Chairman of the Planning Council stressed the growing importance of training in ocean affairs, following the adoption of the U.N. Convention on the Law of the Sea in 1982. There is an increasing awareness, in developing countries, of the fact that the development of human resources is the basis of any other kind of development. And development of human resources means training and education. Marine resources are contributing an increasingly important share to national and global GNP. The development of the marine sector, furthermore, has the potential of making the national economies of developing countries more self-reliant,

oriented towards internal development rather than subservient to industrialized countries. The development of the marine sector and its integration into development strategy thus could give a major impulse to the abandonment of the bankrupt postcolonial extraction economy, which was essentially based on land-resources, and enhance diversification and South-South cooperation as an essential complement to North-South cooperation. The social, cultural, and economic implications, as well as the institutional and legal requirements are of the utmost importance.

The seminar agenda, organised on the basis of chronological data and the available background material, is attached in Annex 2. This report does not follow the order of the agenda, but rather focuses on a few major themes or issues as they emerged from the discussions.

#### 1. Overview of U.N. Training Activities

Participants suggested that IOI training activities should be considered within the broad spectrum of other training activities in marine affairs. Such activities extended to the national and international level; international activities, in fact, constituted a minimal fraction of the total training effort. Discussion, nevertheless, focused on the international level.

The representative of FAO reported on his organization's training activities, which are specialized in fisheries management, policy, stock assessment, and legislation, and are short-term. The most comprehensive effort consists of 2-week workshops. Seventy missions to coastal States had been conducted since 1979 to advise Governments on legislation and to train experts in resource management and policy. The FAO representative stressed the need for integrated management policy planning which presently was not covered anywhere. Dr. Kesteven of Australia concurred and stressed the need for new thinking and new methodologies in fisheries economics, integrating economic, biological, hydrographical, chemical, and



meteorological factors. Commenting on the issue of shared resources, i.e., resources moving across political boundaries and passing different parts of their lives in different EEZs or in the high sea, he introduced the concept of "ecological debt," applied successfully as the basis of quota allocation in the shrimp fishery among Caribbean states.

The ILO representative described past and current training activities of her organisation, particularly in the field of port management and control where training was taking place in Mauritius, Mozambique, Tanzania, and Ghana. Recently, ILO had developed a new interest in ocean mining and the problems it entailed for the labour force, including also safety aspects.

The major training activity of IMO was now carried out through the World Maritime University (WMU), established three years ago, in cooperation with UNDP and the Government of Sweden, in Malmö, Sweden. WMU conducts 2-year programmes, leading to a recognized Masters Degree. Courses deal with all aspects of shipping and port management, including technological, economic, environmental, and legal aspects. In accordance with a contract signed last year between IMO and IOI, WMO now included an annual one-week course on the Law of the Sea. A further broadening of the programme, by including two more one-week units on marine affairs and maritime law, were under consideration in cooperation with the Canadian International Centre for Ocean Development (ICOD).

IOC is carrying out a series of training programmes: some directly; some are organised by UNESCO; others are handled by Governments, like the one on "Ocean Engineering," which was organised by the Department for Ocean Development of the Government of India.

An important role in training is played by TEMA (Training Education, Mutual Assistance, in which UNESCO, IOC, FAO and WMO cooperate in organising courses in marine

sciences, on ocean climate, and on the management of living resources. The TEMA Committee meets only infrequently. The last meeting was two years ago. A course on marine geology and geophysics was to be carried out in Sri Lanka in cooperation with the Federal Republic of Germany. It also included a cruise for marine scientists in the Central Indian Ocean.

The establishment of oceanographic data centres was a crucial issue. Computer modelling of data and forecasting of trends called for new types of training.

The representative of IOC also drew attention to the volunteer programme for the provision of equipment to developing countries which had been quite effective and included everything from personal computers to fully equipped research vessels.

One of the difficulties IOC was encountering was of an institutional nature: Whereas other U.N. agencies had their counterparts, on the national level, in various Government Departments, most countries had no national counterpart to IOC. Marine scientific research was spread among a wide range of governmental and nongovernmental institutions; funding was diffused, and there was no governmental "focal point" for coordination and cooperation with IOC.

Another difficulty was of an ideological or policy character. Many countries still resist the idea that science is needed. In times of depression, more effort goes into development, less and less into science. Such policies are self-defeating since any development of marine resources must be based on scientific research which, in the long term, cannot be imported but must be developed indigenously.

The Representative of UNESCO drew attention to three new programmes on environmental training for jurists, for economists, and for journalists. One of these was carried out in Budapest. The programme for economists -- a most timely one in view of the increasingly felt need for new



syntheses between economy and ecology -- will be carried out in Malta.

The representative of UNCTAD emphasised the need for cost-effective training and, for this purpose, the development of new methodologies. To optimize multiplier effects, it was essential to train trainers. It was for this purpose that UNCTAD had devised the TRAINMAR programme. This consisted of sets of audio-visual materials which were given to TRAINMAR centers in various developing countries which then would conduct their own courses, under continued central control of the quality of instruction. Units had been developed on port administration; the requirements of container terminals; the Code of Conduct for Liner Conferences; on maritime fraud; on multimodal transport. About 6,000 people were trained per year. The cost per student was about \$600. Students included not only Government functionaries, but also company employees, ship operators and agents. TRAINMAR centers also dealt with maritime legislation.

In this connection, the representative of UNCTAD drew particular attention to the adoption of the Convention on the Registration of Ships whose adoption, the very day he was speaking, was a landmark in the history of maritime law. Its social and economic implications for developing countries are complex, and there can be no doubt that this Convention deserves place in any curriculum.

The TRAINMAR programme was funded by UNDP. Besides this programme, UNCTAD also conducted series of seminars, funded by SIDA. A third type of training, called JOBMAR, consisted of on-the-job training on ship-board. This was done on Government request.

Training activities constituted about 30 percent of UNCTAD's total activities.

UNU had carried out a number of workshops, in cooperation with the Hague Academy of International Law, on

marine resources and the marine environment, and with IOC on marine sciences. Priority areas for UNU consideration included peace and conflict resolution as well as resource management and policy. Support for training in ocean management could come under either one of these headings if the programme was broad enough to include economic, social and cultural aspects.

The IOI Executive Director informed the Seminar that she had initiated a survey of training activities by sending a questionnaire to all alumni and to a large number of institutions. A considerable pile of these questionnaires had been returned and contained most valuable information which needed to be analysed and evaluated. IOI lacked the manpower for this rather time consuming job. The newly established Foundation for International Studies in Malta, with which IOI is entering into an agreement of cooperation, might assist in undertaking this work. ICOD, which itself needs this kind of information for the proper planning of its own training activities, could also be requested to assist.

## 2. The IOI Training Programme

The IOI Training Programme was presented in this wider context. On the basis of a brief factual description of the Class A, B, and C programmes, there followed a discussion of the uniqueness of the programme and an analysis of its scope, target groups, the recruiting of teaching staff and participants, and the question was raised where IOI could fill existing gaps in the global training effort. With regard to future programmes, a series of suggestions for curriculum enrichment emerged; possible complementary and supplementary, preparatory and follow-up activities were discussed, and various modes of cooperation between IOI and the Agencies were examined.

The IOI Executive Director gave a summary description of the Class A course on ocean mining. Six courses had been carried out over the past six years. The course was divided

into two main parts. The first part, of five weeks, was carried out in Malta and covered economic, managerial, legal, and political aspects. The course opened with an introduction to oceanography, in cooperation with UNESCO/IOC, and an introduction to the U.N. Convention on the Law of the Sea, in particular, its provisions for ocean mining in the international area and in the exclusive economic zone. A discussion of the economics of oil, the role of the MNCs; social and environmental impact, the problems of tanker traffic, and a field trip to the Oil Spill Combating Centre in Malta usually occupy a third week. An analysis of the world metal market, and the potential impact of ocean minerals; the role of the International Sea-Bed Authority as well as the economic potential of near-shore mining or mining in the EEZ require another week, usually carried out in cooperation with the Ocean Economics and Technology Branch (OETB) of the United Nations. Finally, there is an introduction to negotiating technique, leading to a practical exercise (simulation) in contract negotiation.

The second part of the programme, devoted to the scientific-technological aspects of ocean mining, has been conducted, over the past five years, in the Federal Republic of Germany. It is sub-divided into three parts: One part, of three weeks, focuses on exploration, mining, and processing technologies. It is carried out at the Technical University of Aachen and includes lectures as well as laboratory demonstrations and field trips. The second part takes the participants to Hannover, the headquarters of the German mining company Preussag AG, with practical demonstrations of the latest in ocean mining technology; and to Hamburg where particularly the environmental aspects of ocean mining are examined. During the past year, this field trip has included also a short cruise on a research vessel.

The final week of the programme takes place, again, at the Technical University of Aachen and is devoted to the preparation for and conduct of the final symposium, where participants present their report to a panel of experts and are awarded their certificates.



The last five Class A programmes were directed by Ambassador Reynaldo Galindo Pohl, formerly Chairman of the Second Committee of UNCLOS III. There usually are between ten and fifteen participants in the course. Besides active participation in the seminar-type discussions and in the simulation exercise which requires some preliminary research (data and trends), the responsibilities of the participants include the writing of a "country report," describing past experience in and potential benefits from ocean mining in the participant's home country; and the elaboration of a group report on all matters covered by the course. These reports are published subsequently.

Class A is presently being re-organised, with the purpose of bringing it closer to the needs of the Preparatory Commission for the International Sea-bed Authority and for the International Tribunal for the Law of the Sea.

Three members of the Seminar, Dr. Hiran Jayawardene of Sri Lanka, Dr. Anton Vratusa of Yugoslavia, and Ambassador Layachi Yaker of Algeria, particularly welcomed the initiative of bringing this programme into closer relationship with the Preparatory Commission. All three speakers emphasized the benefits that could come from this to the Commission which presently was stalled in its efforts to organise training in ocean mining for developing countries.

The Chairman of the Planning Council summarised the programme of Class B. Six such programmes had been held during the last 6 years: One in Malta and five at Dalhousie University in Canada. All Directors but one had come from developing countries. They were all outstanding and included some of the great leaders of UNCLOS III. It was indeed IOI policy to invite these leaders as course directors and lecturers to pass their unique experience on to the next generation of civil servants in developing countries. No one could convey the real meaning and importance of Law of the Sea developments better than these leaders. The President of

UNCLOS III himself, Ambassador Tommy Koh of Singapore had been a programme director of Class B and stayed with it full time for ten weeks.

Participants in this programme usually were between 20 and 25 and, as in the other programmes, they came from all government departments involved in one way or another with ocean affairs (Agriculture & Fisheries; Mines and Energy; Shipping, Navigation and sea-borne Trade; Navy and Coastguards; Port & Coastal Management; Tourism; Economic Planning; Environment; External Affairs).

Like Class A, Class B opens with two introductory weeks: one on oceanography as the absolutely essential basis for resource exploration and management; the second on the Law of the Sea as the framework within which marine activities take place. This introduction is followed by a week of discussions on national legislation, institutional infrastructure, and policy making, and on the role of international and regional organisations. Then come two weeks of intensive training in the management of living resources, followed by another two weeks of intensive training in offshore oil and mineral production. Training in resource management always covers scientific, technological, economic & social, environmental, legal and political aspects and stresses the interaction of uses as well as the linkages between national and international components.

This is followed by a week on shipping and navigation, conducted in cooperation with IMO for the technical and environmental aspects, with UNCTAD, for the economic and social aspects. Week 9 usually is devoted to contract negotiation and a rather complex simulation exercise; Week 10, to the finalization of the group report, and its presentation and discussion.

The responsibilities of the participants are the same as in Class A.

The Chairman of the Planning Council pointed out that



each course costs approximately CA\$200,000, which includes overseas travel, ten weeks of room and board, tuition fees, teaching materials, field trips, cash allowance and medical insurance. The main contributor to the programme is CIDA (Canadian International Development Agency), with other major contributions coming from the Commonwealth Secretariat, UNEP, UNDP and, from now on, ICOD, which has promised four scholarships.

Dr. Kesteven of Australia and the IOI Executive Director reported on the Class C programmes conducted in Goa and in Fiji, devoted to regional cooperation and development in the Indian Ocean Basin and in the South Pacific respectively.

Dr. Kesteven described the Goa course as very comprehensive, covering the oceanography of the Indian Ocean Basin; the Law of the Sea and how it affected the region; the management of living resources and the development and potential of aquaculture; the nonliving resources in the Indian Ocean, including the spectacularly successful development of offshore oil production in India; the manganese nodules in the Central Indian Ocean; the potential of ocean energy extraction and desalination; shipping and navigation. One week was dedicated to the protection and conservation of the marine environment and the need for regional cooperation for this purpose; this part of the programme was organised by UNEP. A Philippine Professor presented a study on the erosion of local culture. Much attention was given to problems of coastal management, tsunami prediction, and the importance of conserving coral reefs and mangrove swamps. Field trips were conducted to Sri Lanka, the Maldives Islands and to Bombay, to visit aquaculture facilities, oceanographic institutions, and an offshore oil production platform.

The majority of the participants came from India. Others came from Thailand, the Philippines, Sri Lanka, Iran, and Iraq. They were organised in working groups and worked with extraordinary enthusiasm and dedication, often until

past midnight. the natural-resource group was the largest. The National Institute of Oceanography (NIO) in Goa was most helpful in assisting this group in its research. The whole class produced an excellent group report.

The course in Fiji, carried out in cooperation with the Fisheries Forum Agency (FFA) and the University of the South Pacific, was somewhat different. There was an initial uncertainty about the scope of the programme, as local interest was narrowly focused on fisheries and, in particular, the tuna fishery and relations with distant-water fishing companies, whereas the concepts of integrated ocean management and of the Law of the Sea Convention were rather unknown. But the group produced a good report, and the new concepts seem to have penetrated rather successfully: so much so that the region requested a refresher course 18 months after the conclusion of the original programme. The refresher course was well attended and quite successful. Most of the original participants had moved up in their organisations. Three are now Directors of Fisheries. Refresher courses are now scheduled every eighteen months. They are, at this stage, conducted independently and need no further organisational input from the IOI.

The President of the IOI Board of Trustees briefly reported on the C Class conducted in Algiers in cooperation with the Centre de Recherches Océanographiques et pour la Pêche (CROP): thus far the only IOI programme with French as working language. Participants were almost exclusively Algerian, but the programme was productive. It was almost in its entirety recorded on video tape which might be utilized for future programmes.

The IOI Executive Director gave a summary description of the Class C Programme in Trinidad, which was conducted in cooperation with the Institute of Marine Affairs. This programme too, covering the whole range of marine resource development, communication, and cooperation in the Caribbean, was extremely successful. The participants were

highly motivated and produced an excellent report. Several of them have become Delegates to the Preparatory Commission. In another year there will be a follow-up refresher course at the Institute of Marine Affairs.

These reports concluded the presentation of the past IOI training activities: sixteen full-scale programmes; plus the special programme conducted at WMU; almost 300 alumni; three million dollars raised in scholarships.

Sample syllabi for Classes A and B and the syllabi for all four Class C courses and the WMU course are attached in Annex 3. A list of alumni is attached in Annex 4.

In considering the IOI programme in the broader perspective of other existing training activities, Dr. Ruivo of the Intergovernmental Oceanographic Commission stressed its unique character: this uniqueness consisting, in part, in the truly interdisciplinary approach to the problems of the oceans which, as the Preamble to the U.N. Convention on the Law of the Sea states, are closely interrelated and need to be considered as a whole. By bringing together scientists and lawyers and getting them to work together over a ten-week period, programmes such as the IOI's can make a most valuable contribution to the building of national institutional infrastructure that transcends departmental divisions as required for integrated ocean management and policy. In part, Dr. Ruivo said, this uniqueness consists in the truly international approach of the IOI and its inspiration with the ideals of a New International Economic Order.

### 3. Issues and Problems

The first issue to be raised was the target group: For whom are the courses designed? The IOI describes the target group as "mid-career civil servants," but the question was raised (Kesteven, Pinto), why participation in the programme should be restricted to the government sector? Would it not be appropriate to accept participants from the private



sector? Industries in various developing countries might pay the scholarships for their employees. It would enhance the effectiveness of ocean management if both the public and the private sector, the regulators and the regulated, could benefit from this sort of training. Mr. Anthony of UNU stressed the importance of including NGOs in the training: They are the ones who keep government institutions responsible.

The Chairman of the Planning Council explained that there were three reasons for the IOI policy. One was funding: Some funders, e.g., the Commonwealth Secretariat, could grant their scholarships only to candidates who were approved by Government. Another reason was that reliance on governments made the selection process easier. Finally, government endorsement and the assured return to a position in government was a sort of guarantee against brain drain which the IOI sought to discourage.

There was however a consensus in the Seminar that information about the programme should be made available as widely as possible, both to the public and to the private sector, and if the scholarship was paid for, there should be a certain flexibility in accepting applicants from the private sector.

Another fundamental question about the programme was its interdisciplinary character. Ambassador Yankov of Bulgaria said that the IOI had been pioneering with this sort of programme and that, until now, there was a need for consciousness raising in ocean affairs. At this point, however, it might be useful, without giving up the interdisciplinary character, to focus on a determined sector and treat it in depth. For instance, Class B might concentrate on fisheries during one year, on marine sciences, in another, on the protection and conservation of the marine environment during a third year.

Other participants in the Seminar, however, strongly defended the continuation of the present orientation of the



courses. The specialized treatment, it was felt, could be left to the Specialized Agencies. After a full discussion of this issue, a consensus seemed to emerge in the sense that the IOI should continue with its broadly interdisciplinary methodology in its regular courses, but might cooperate with the Agencies in organising short, specialized courses.

The selection of the teaching staff was another issue that generated some discussion. Mario Ruivo (IOC) suggested that there should not be too many lecturers, but that they should be of very high quality. Especially in the Class C courses, there should be an appropriate mix between local experts and visiting lecturers.

The IOI Executive Director pointed out that when the programme started, it had to draw on a very large number of lecturers. In Goa, there were as many as 80 during the ten-week period. As the programme matured, a selection took place. In recent programmes, 25-30 lecturers were enlisted, and the number would most likely be reduced somewhat further. There now was a core of 20-25 lecturers who had fully grasped the spirit and purpose of the programme and who could be counted on for every programme.

Particular difficulties appeared to arise in connection with the Class C programme, every one of which presented a new situation, whereas the experience with the teaching staff for Classes A and B was cumulative.

Also with regard to the recruiting of participants, Class C seemed to pose particular difficulties. Once a civil servant was detached for ten weeks from his or her job and authorized to travel to Canada or Malta on a scholarship, he or she could give undivided attention to the programme. If, however, the programme was conducted in his or her region or country, the detachment often was not complete and attention tended to be distracted by other obligations. In some cases it had been difficult to get an adequate number of participants released from their jobs.

Another issue was the working language of the courses. Thus far, all but one had been conducted in English. The Class C programme in Algeria was conducted in French. It was suggested that other programmes be developed in Spanish and, if possible, in Arabic. Dr. Anthony (UNU) stressed the importance of conducting courses, or refresher courses, in native languages, especially in the Pacific Islands, if the concepts developed in the courses were really to penetrate local authorities and have an impact on decision-making. Dr. Anthony furthermore pointed out that, in the Pacific Islands, there was a communication gap between the civil servants who participated in the courses, and the cabinet ministers who were the decision makers. This was one of the problems to be dealt with in the follow-up courses.

Mario Ruivo (IOC) suggested that the most important issue for developing countries was the management of the EEZ and regional (South-South) cooperation. Ocean mining was particularly important as the locus for the application of the Common Heritage Principle and the creation of mechanisms for technology transfer. But perhaps priority should be given to the development of Classes B and C.

#### 4. Future Programmes

The Chairman of the Planning Council said that Class A (restructured) and Class B (with minor annual adjustments) would continue as heretofore. There would be a new Class B in the PR of China in the autumn of 1987, which might become a recurrent event.

the PR of China had originally asked for a Class A course, but subsequently thought it better to give priority to EEZ management.

In September 1986 the President of the Board and the Chairman of the Planning Council would go to Beijing to conduct a curriculum workshop with local experts to adjust the curriculum to the specific needs of the PRC. The programme would want to take advantage of specific Chinese

experience in marine resource management, especially in the field of aquaculture (both fresh-water and sea-water).

There would be 25 participants in the programme, half of them Chinese, the other half, in accordance with the desire expressed by the Chinese, from other developing countries. The scope of the programme thus would be global, but particular emphasis would be given to Chinese and regional problems.

Mario Ruivo (IOC) suggested that it would be worthwhile to have a programme only for Chinese participants, but there was a consensus in the Seminar that the question of participation should be handled in accordance with the wishes of the Chinese hosts.

All the Agencies as well as CIDA and NORAD had already expressed interest in cooperating with the ten-week programme, which would be concluded with a symposium co-sponsored by UNU and the Hague Academy of International Law. The ILO Office in Beijing could help with the curriculum workshop.

The budget for the programme, based on figures provided by the Chinese authorities, is for a total of CA\$214,000.

It was suggested that the Resident Representative of UNDP should be informed of and involved in the programme.

Another Class B programme might be initiated in the Soviet Union, funded by nonconvertible UNDP funds. Discussions with Soviet authorities were still at an initial stage.

Much immediate activity was foreseen, instead, in connection with the development of Class C programmes. One series of three programmes would deal with development and cooperation in the Mediterranean. The first one would be held in Ljubljana, Yugoslavia, in cooperation with the Inter-



national Center for Public Enterprises in Developing countries, in the fall of 1987. A syllabus for this course has already been prepared as well as a bibliography and a comprehensive reader presenting statistical data on marine resources, legal documents, both national and regional, and selected essays on important aspects of marine resource management and the protection and conservation of the environment. The working language of this course will be English.

The second and third courses will be conducted in Malta and Tunis respectively. Appropriate adjustments will be made in the syllabus. The working language in Malta will be English; in Tunis, French.

The Mediterranean training programme will be different from other Class C programmes in as much as the region comprises developing as well as developed countries and the programme should bring together participants both from the North and the South.

The League of Arab States has charged ALECSO with the organisation of Arab participation and scholarships. There should be at least ten participants from Arab countries in each of the three courses. A number of lecturers will also be drawn from Arab countries, especially with regard to oil production (OPEC), ocean mining (Saudi-Sudanese Red Sea Authority), and environmental studies (Red Sea and Mediterranean).

ALECSO is just initiating its own Mediterranean programmes, and the IOI training programme is timely in this broader context.

A four-year programme on development and cooperation in the Indian Ocean is scheduled to begin in the autumn of 1986. The venue of the first course will be East Africa. Subsequent programmes will be conducted in other subregions of the Indian Ocean.



Dr. Hiran Jayawardene pointed out that regional cooperation is one of the consequences of UNCLOS III. In the Indian Ocean region the first steps towards cooperation were taken by the Afro-Asian Legal Consultative Committee in 1981. Subsequently, Sri Lanka took the initiative in organising a first conference on cooperation in the Indian ocean (IOMAC I) in July 1985. This will be followed by a second conference in 1987. Training, obviously, is an important component of regional development. It should be linked to research, the establishment of data banks, and the publication of a bulletin facilitating exchange of information.

#### 5. Suggestions for Curriculum improvement

A number of suggestions were made for additional subjects to be covered by the programme. The Seminar, however, was quite aware of the time constraints. Ten weeks, though it may seem long to some, is a very short period for a programme of this complexity. The programme is very tight as it is, and if additions are to be made, there must be corresponding reductions.

The attention of the Seminar was also drawn to the fact that the syllabi on which the discussion was based, were quite succinct and did not reflect the full reality of the courses. A number of suggestions made by the Seminar were in fact already covered by the programme, even though the syllabi did not show it.

Particularly useful were the suggestions on the legal aspects of ocean affairs.

Ambassador Pinto (Sri Lanka) suggested inclusion of a lecture on the new concept of mandatory cooperation, introduced for the first time by the L.o.S. Convention. In the past, he pointed out, cooperation was conceived as voluntary. The Convention, particularly in Parts XII-XIV contains as many as 59 references to situations where

"States shall cooperate," "States and competent international organizations shall cooperate..." Sometimes a phrase is added describing how such cooperation is to be implemented; at other times the mandate remains unspecified. Traditional lawyers would consider such provisions as "soft law," too vague to be enforceable. But the insistence with which the phrase is used in the Convention indicates that it deserves interpretation and development. What underlies it? A "new law of cooperation in marine affairs" appears to be emerging. This deserves a special lecture during the week devoted to the Law of the Sea.

This should be followed, Ambassador Pinto continued, by a discussion of the available tools of cooperation, at the regional, global, governmental, and nongovernmental levels. An annotated list of organisations involved in marine affairs should be compiled and given to the participants. Marine Policy (1984/1985) published a directory of organisations which might serve as a starting point. The compilation of such a list, including a description of their functions, and keeping it up to date, implies a considerable research effort. It was suggested that ICOD could most usefully undertake a work of this kind. In any case, those who leave the IOI courses need to know existing tools of cooperation.

Another concept that emerged from UNCLOS III and that deserved special attention during the law-of-the sea week was that of "mandatory conciliation."

Delimitation, whether of the shelf, the EEZ, or the territorial sea, between adjacent or opposite States or with the international area, is a subject of utmost practical importance to developing countries, most of which are at presently unprepared to deal with these issues. The subject should be amply covered in the programmes, especially in Class C programmes.

Participants also should be fully informed about the provisions on dispute settlement, occupying 20 articles and

several Annexes of the Convention. Mr. Scotto of Malta suggested that special attention should be given to cases involving not only States but also private companies. He also noted that developing countries needed information and assistance with regard to offshore exploration as their shelves still are largely unexplored, while investments for exploration remain restricted to the offshore of the industrialized States (up to 96 percent).

New legal problems arose in connection with ocean mining, whether in the international area or on the continental shelf. Goods brought to the surface -- under what legal concept? -- had to be transported to a harbour or processing port, giving rise to problems of labour, of environmental impact, and of liability. Legislation on such matters must be harmonized: Another suitable subject to be covered in the IOI programme.

Ambassador Castañeda of Mexico drew attention to yet another new legal concept: "Equity" as a source of law or basis for adjudication, especially in connection with delimitation.

Another term, recurring in the Convention, is that of "generally accepted standards"; and it needs explanation and interpretation.

Environmental law deserves a large space on the programme. In many regions of developing countries, e.g., in the South Pacific, as Mr. Anthony of UNU noted, enforceable environmental law does not yet exist. But as it is being created, through UNEP and the Pacific Forum, experts will be needed for its enforcement. The programme should take this need into consideration. Mario Ruivo (IOC) indicated yet another problem of great practical importance for many coastal States, and that is that of "shared resources," or transboundary problems in the management of living resources. He suggested that case studies on such problems should be included in the course.



Ambassador Yankov of Bulgaria emphasized the importance of marine scientific research as the foundation of ocean uses. All participants must be fully informed of the state of the art, sources of information, and the kind of national legislation and institutional infrastructure required for the development and support of marine scientific research. It was suggested that a one-week crash course on marine scientific research might be included in the WMU programme.

With regard to national legislation and institutional infrastructure, the Chairman of the Planning Council drew attention to the new, comprehensive Mexican marine legislation which had just been completed, together with a document of introduction (Exposicion de Motivos). This material was exemplary in its comprehensive, systemic approach, showing the interaction of ocean uses as well as the interdependence between national and international laws and institutions.

Ambassador Castañeda of Mexico commented on the enormous complexity of the task of drafting this legislation, which, at an earlier stage, consisted of as many as 600 articles, but finally had been reduced to about 100 articles. All developing coastal states would have to engage in similar exercises which required interdisciplinary training. None of the U.N. Agencies, each one restricted to its own sector, can provide this kind of training.

The President of the Board of Trustees, joined by other speakers, emphasized that the IOI training programme must be practical and action oriented to be helpful to managers, regulators and decision makers in developing countries.

#### 6. Complementary, Preparatory and Follow-up Activities

Great emphasis was placed by the Seminar on the need for adequate teaching materials. This was considered important for the IOI programmes directly, but even more than that, it was important for refresher courses which



might be conducted independently of IOI; and it was important for the "training of trainers" who would have largely to depend on the availability of such materials.

In particular, five types of materials were mentioned: Bibliographies; readers; volumes of lectures; audio-visual materials; and materials for younger students.

With regard to the first two of these, the Chairman of the Planning Council noted that an excellent beginning had been made in connection with the Mediterranean and the WMU programmes. The lecturers in every programme kept adding to this bibliographical and reading material. It was, once more, a question of manpower and funding for IOI to keep up and systematically develop this wealth of material. Cooperation with the Foundation for International Studies in Malta and with ICOD in Canada might alleviate the problem.

As far as the publication of lectures was concerned (suggested, particularly, by Anton Vratusa of Yugoslavia), an Interdisciplinary Manual on Ocean Mining had been published three years ago, consisting of lectures for Class A. Supplementary material was published every year in a little "green book" by the Technical University of Aachen. There certainly was enough material ready to publish another substantial volume. Again, this was a question of funding and manpower. A large amount of material had accumulated also from the other courses and waited to be utilized. Some of this material could be published in Ocean Yearbook which is being used as textbook in all courses.

Regarding audio-visual aids, two types were mentioned: One, very simple, the other relatively complex.

The simple thing to do would be to record lectures and dialogue and even field trips or a simulation exercise of a programme and show it to subsequent classes to stimulate discussion, a suggestion by Mario Ruivo of IOC. This is a highly cost/effective method of producing audio-visual aids. A beginning had been made with the Class C programme in

Algiers, and this experiment might be repeated.

A more ambitious and more complex project was the compilation of a complete, 12-unit, Open-University-type programme of video-tapes and films on all aspects of ocean development. The IOI had produced a detailed plan for such a programme three years ago and also produced a pilot film on the Law of the Sea, in cooperation with the National Film Board of Canada and Ambassador Tommy Koh. This film was a most successful teaching instrument and was used in every course. Other films should deal with the management of living resources, aquaculture, coastal management, offshore oil production, etc.

The representatives of UNU thought UNU might be interested in such a project, or in certain aspects of it.

The Chairman of the Board of ICOD reported that ICOD had taken over the idea from IOI. Perhaps the most fruitful and cost/effective way to proceed was for ICOD, UNU, and IOI to cooperate on this project. Much existing material, e.g., the excellent Open-University course on oceanography, or some of the TRAINMAR materials, plus IDRC films, among others, could be utilized.

The IOI Executive Director noted that awareness of the importance of the oceans ought to be instilled at an early age, and there was a need for teaching materials at the grade school level. If education at the lower levels continues to be purely land-oriented, it is difficult to make the new, marine-oriented concepts understandable later in life.

Some discussion was devoted to the IOI Newsletter as one of the instruments to maintain contact with alumni and facilitate follow-up activities. It was noted that this Newsletter was unique: None of the organisations participating in the Seminar had a similar instrument. It was suggested that the Newsletter might be enlarged to include information on all training opportunities, not

merely IOI activities. It also might include information about seminars and conferences. In many cases, experts in developing countries miss these opportunities, not because of a lack of funding but merely because of a lack of information: they do not know that such conferences and seminars are taking place.

Considering the uniqueness of the IOI Newsletter, other organisations might contribute such information, which the IOI would be happy to include.

#### 7. Cooperation between IOI and the U.N. Agencies

The IOI has some sort of formal relationship with most of the Agencies. It has observer status with the Preparatory Commission and UNEP; consultative status with UNESCO; application has been made for consultative status with UNCTAD and ECOSOC; relations with IMO are based on a contract.

The IOI has has continuous contacts with UNDP. The Administrator General has advised all Resident Representatives to contribute scholarships if requested by a Government. For the next Biennial, the Government of Malta has decided to request a larger contribution out of the Maltese IPF.

Whenever called upon, the Agencies have been most helpful and cooperative in the planning, execution, and evaluation of training programmes.

The Chairman of the Planning Council summarised the modes in which support and cooperation could come from the Agencies as follows:

- (a) contracts
- (b) scholarships
- (c) lecturers
- (d) teaching materials
  - (i) existing



- (ii) to be co-developed
- (c) joint seminars.

Contracts between the IOI and the Agencies have been of two kinds: The first kind can be described as a work contract. Thus IOI and IMO signed an agreement for IOI to undertake an annual one-week programme on the Law of the Sea, its significance for developing countries, its implementation and further development, for all first-year students at the WMU. Funding for this, which amounts to about \$10,000 including the preparation and production of background material, should be sought from third parties. The second contract can be described as a financial contribution contract. Such a contract, for \$10,000 has been awarded by IOC/UNESCO every year.

No other Agency, among those represented at the Seminar, is able, under present circumstances of financial constraint, to award such contracts.

Scholarships have been contributed by FAO/UNDP. UNEP has promised four scholarships for the current year. Other scholarships have been awarded by the Commonwealth Secretariat and ICOD. Mr. Newton of FAO indicated that his organisation might provide more scholarships in the future, if a unit on fisheries policy planning was included in the curriculum.

Lecturers have been contributed regularly by IOC/UNESCO, FAO, UNCTAD, UNEP, IMO and ILO as well as by OETB. Whenever possible, Agencies have contributed also the travel cost and per diem. Under present circumstances of restraint, this is no longer possible in most cases, and travel costs have to be absorbed by the IOI budget.

Teaching materials have been contributed by all the above Agencies, together with the lecturers. The next step would be for IOI to seek cooperation in the preparation of new teaching material, especially audio-visual materials. UNU expressed interest in participating in such a project.



UNCTAD had expressed its readiness to cooperate already previously.

Joint Seminars. The agreement with UNESCO provides for joint seminars during the final week of training programmes, during which participants would present the result of their work and in which high ranking government officials, who could not attend a longer programme, might participate. Joint seminars represent a type of cooperation offered also by UNU, which, in fact, was the co-sponsor of the present Seminar. As mentioned above, UNU will also cosponsor the final symposium of the Chinese training programme. It is also considering co-sponsoring a further seminar to be held in Malta in February 1986, to discuss a series of research projects commissioned in preparation for Pacem in Maribus XV, scheduled to take place in Malta in September 1987 to commemorate the 20th anniversary of the Maltese Law of the Sea initiative in the General Assembly of the United Nations and to have a look at the next twenty years of the Law of the Sea and ocean development. UNU is also considering to co-sponsor Pacem in Maribus XV itself and to make an appropriate financial contribution. Other possible forms of cooperation between IOI and UNU will be discussed during a forthcoming visit to Tokyo by the President of the Board and the Chairman of the Planning Council of IOI.

Joint seminars, or brief specialised training programmes could be undertaken also in cooperation with the other Agencies (see above). A precedent for this development has already been set by UNEP which cosponsored Pacem in Maribus XIV in the Soviet Union and made a financial contribution of eighty thousand Rubles.

The Seminar closed in a spirit of optimism with regard to the further development and expansion of the Training Programme and to intensified cooperation between IOI and the U.N. Agencies and institutions.

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

SECOND BOARD OF DIRECTORS MEETING  
OTTAWA, ONTARIO  
JUNE 14 - 15, 1985

DRAFT MINUTES

Present: Hanson Dowell, Chairman  
John Vandermeulen  
Gastien Godin  
Sharon Proctor  
Ellen McLean  
Doug Lindores  
Gary Vernon, President  
Gerry Ewing  
Robert Maguire (Present June 14 only)

1. Proposed Amendments to By-Laws

The first objective of the meeting was to complete discussion and approval of the By-Laws which had been initiated in Halifax at the meeting of June 4 - 5, 1985. The Chairman introduced a proposed amendment to the By-Laws emanating from the Halifax meeting (Revision 2 of June 5). The proposed amendment is attached as Annex I to these minutes.

There was a broad ranging discussion which focused on two major issues:

- (a) the role of the Chairman, and
- (b) the authority and remuneration relating to the position of Chairman.

The discussion on the above issues also dealt with a limit on the number of days the Chairman should claim for ICOD related work. A letter to the Chairman from the Secretary

of State for External Affairs proposing an honorarium and a limit for the number of days which should be allowed was tabled (Annex II). There was also a discussion concerning the forty days claimed by the Chairman for work prior to the Board Meeting.

After careful consideration of these issues, the Board agreed on the following course of action:

- (a) The Board would make a decision on these matters and prepare a recommendation to the Minister for forwarding to the Governor in Council which would involve remuneration and qualifying days for Directors and the Chairman;
- (b) The Board would either amend the By-Laws or pass a resolution dealing with the role and duties of the Chairman.

Therefore, it was moved by Gerry Ewing and seconded by Ellen McLean:

THAT THE BOARD RECOMMEND TO THE MINISTER FOR APPROVAL BY THE GOVERNOR IN COUNCIL THAT THE CHAIRMAN RECEIVE A PER DIEM HONORARIUM OF \$250 PLUS TRAVEL AND LIVING EXPENSES AS SET OUT IN TREASURY BOARD DIRECTIVES FOR ATTENDANCE AT MEETINGS OF THE BOARD AND ITS RELEVANT COMMITTEES, AND THAT DIRECTORS RECEIVE A PER DIEM HONORARIUM OF \$200 PLUS THE SAME TRAVEL AND LIVING EXPENSES FOR ATTENDANCE AT MEETINGS OF THE BOARD AND ITS RELEVANT COMMITTEES. THE CHAIRMAN MAY RECEIVE HONORARIA TO A MAXIMUM OF 20 DAYS PER ANNUM AND OTHER DIRECTORS TO A MAXIMUM OF 15 DAYS PER ANNUM. THE SAME RATES WOULD ALSO APPLY TO ANY ADDITIONAL DUTIES REQUESTED OF ANY DIRECTOR BY THE BOARD IN ADVANCE, AND SUCH AUTHORIZED DAYS MAY BE IN ADDITION TO THE MAXIMUM LIMIT ESTABLISHED ABOVE FOR ATTENDANCE AT MEETINGS AND COMMITTEES.

Motion Carried.

(BD85/4/R1)



A letter was drafted during the meeting for the Chairman's signature conveying the above resolution to the Secretary of State for External Affairs and is attached hereto as Annex III.

It was then moved by John Vandermeulen, seconded by Sharon Proctor:

THAT THE RESOLUTION ON PER DIEM HONORARIA,  
TRAVEL AND LIVING EXPENSES BE APPLICABLE FOR  
THE CURRENT FISCAL YEAR. (BD85/2/R2)

Motion Carried.

## 2. Redrafting of By-Laws

It was suggested that the draft By-Laws before the Board for consideration were complex and tended to be legalistic. It was suggested by some members that the Board should review the By-Laws for ICOD when it was an NGO, which were much shorter. It was therefore requested that the draft By-Laws prepared by J. Pfeifer be tabled for the Board to examine. It was subsequently decided that the Pfeifer draft of May 22, 1985 would be used as a straw document to be blended with the version prepared by the Chairman. The specific details of the blending of the documents is attached as Annex IV.

It was then moved by Doug Lindores, seconded by Gerry Ewing:

THAT THE BOARD APPROVE THE BY-LAWS WHICH  
WOULD BECOME EFFECTIVE ON CLOSE OF WORK ON  
JUNE 26, 1985 UNLESS SPECIFIC REVISIONS ARE  
ENTERED BY ANY DIRECTOR BETWEEN NOW AND THAT  
DATE, AFTER HE/SHE HAS RECEIVED A FINAL  
COPY.

Motion carried, unanimously.

(BD85/2/R3)

3. Take Over of the Assets and Obligations of ICOD the NGO

It was decided to convene an adhoc committee meeting, the members of which were to be the Chairman, the President, John Vandermuelen, Roy Cheeseman and Gerry Ewing on June 26, 1985 at 1:30 p.m. in Halifax to deal with the question of whether or not ICOD, the Crown Corporation, should accept the assets and obligations of ICOD, the NGO and, in addition, to approve in principle the urgent program proposals before the Board.

4. Other Business

Doug Lindores registered his dissent on the Banking Resolution passed at the meeting of the Board on June 5, 1985 and requested that it be reviewed at the next meeting of the Board in August, 1985.

5. Next Meeting

The next meeting of the Board will be held in Halifax on August 13 - 14, 1985, commencing at 9:00 a.m.

Addition to By-Laws Proposed  
by Chairman June 14-15/85

Air Canada and Via are as follows:

7. (2) Chairman of the Board: The Chairman, under the direction of the Board, and as its agent, shall exercise continuous general supervision over the business and affairs of the Corporation and shall recommend to the Board general policies with respect to the exercise of the powers of the Corporation. In addition, he shall directly administer such organizational units and activities as the Board may specify from time to time.

(3) President: The President shall be the Chief Executive Officer of the Corporation and, subject to the direction of the Board and the Chairman, shall exercise general management and control over the Corporation's business and affairs.

Proposed for ICOD:

7. (2) Chairman of the Board: The Chairman, under the direction of the Board, and as its agent, shall exercise continuous general supervision over the business, activities and other affairs of the Centre and shall recommend to the Board general policies with respect to the exercise of the powers of the Centre. In addition, he shall directly administer such organizational units and activities as the Board may specify from time to time.

(3) President: The President shall be the Chief Executive Officer of the Centre and, subject to the direction of the Board and the Chairman, shall exercise general management and control over the Centre's business, activities and other affairs.



The Rt. Hon. Joe Clark, P.C., M.P.  
Secretary of State for External Affairs



Canada

Le très hon. Joe Clark, C.P., député  
Secrétaire d'Etat aux Affaires extérieures

OTTAWA, Ontario  
K1A 0G2

May 31, 1985

Dear Hanson,

As you are about to convene the first official board meeting of the International Centre for Ocean Development, I thought it appropriate to elaborate on the nature of your mandate as ICOD's chairman. With various new Boards having recently been appointed, quite a number of such letters have been written by my Cabinet colleagues.

As you are obviously aware, the ICOD has a broad mandate to deliver Canadian assistance to developing countries in the field of ocean resource development. The Centre's mandate is unique and I expect it to have a positive impact on our relations with developing countries, especially some of the newly emerging coastal states.

Particularly in this period of economic restraint, I expect the ICOD will be operated as a lean organization which can deliver Canadian assistance quickly and efficiently. To meet this end, the ICOD will have to be operated under strict guidelines of financial accountability while making imaginative and efficient use of Canadian and worldwide expertise to meet its objectives. The Centre's budget has, of course, been established by legislation for this fiscal year only. Thereafter, it will become part of the normal budgetary process.

I am satisfied that, under your leadership, the Board will be able to provide useful policy guidance for the President. The upcoming Board meeting offers the opportunity to set objectives so the Centre can begin to implement an action plan.

. . . /2

Mr. Hanson Dowell, Q.C.  
182 Main Street  
P.O. Box 910  
Middleton, Nova Scotia  
B0S 1P0

- 2 -

As for your own responsibilities, I will expect you to keep me informed of the ICOD's progress as part of your functions as Chairman of the Board. Apart from that and your duty to convene and chair Board meetings, there may be other tasks you will be called upon by the Board to perform on behalf of the Centre. At this point, I do not envisage that ICOD business, aside from Board duties, will take up too much of your time. I have every confidence that the President will manage the Centre's programme according to the policy guidelines laid down by the Canadian Government and the Board.

In arriving at a decision on appropriate compensation, it is useful to review the situation as regards the other two such bodies which report to me: The Asia-Pacific Foundation and the International Development Research Centre.

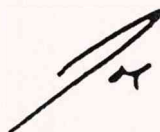
In the case of the former, the Chairman serves without any remuneration except for expenses. The Foundation receives \$1 million per year in Government funding. No compensation is envisioned for the Chairman or Board members.

The IDRC, on the other hand, has a budget of approximately \$85 million - fully thirty-four times that of the ICOD. Its Chairman receives \$250 per day plus actual and reasonable expenses, to an approximate maximum of \$3,000 per year.

The Privy Council Office has done a thorough survey of all organizations across government with budgets and/or mandates comparable to that of the ICOD. Their recommendation to me was that you, like the Chairman of the IDRC, receive \$250 a day, suggesting a maximum annual total of \$3,000 - plus expenses, of course.

Jodi White reported her recent conversation with you to me. I felt it was important for me as Minister responsible for the ICOD to set out the current practices of the government.

Yours sincerely,

A handwritten signature in dark ink, appearing to be a stylized 'A' or 'R' with a long horizontal stroke extending to the left.

CC: Mr. Jim Millar  
Head  
Human Resource Management Policy  
Privy Council Office  
Langevin Block  
OTTAWA, Ontario

Dr. J. H. Vandermeulen, B.Sc., M.Sc., PH.D.  
International Centre for Ocean Development  
P.O. Box 2003  
Station M.  
HALIFAX, Nova Scotia  
B3J 2Z1





International Centre for Ocean Development  
Centre International de Développement des Océans

June 15, 1985

The Rt. Honourable Joe Clark  
Secretary of State for External Affairs  
125 Sussex Drive  
Ottawa, Ontario  
K1A 0G2

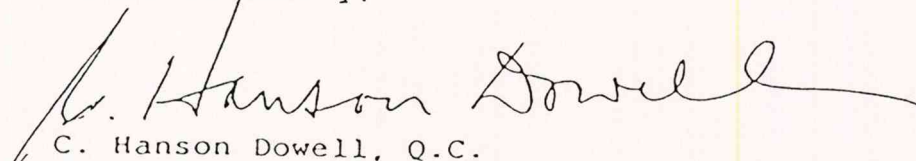
Dear Mr. Clark:

I have been asked to draw your attention to the following resolution which was passed by the Board of Directors of ICOD at its meeting of 14-15 June:

... that the Board recommend to the Minister for approval by the Governor in Council that the Chairman receive a per diem honorarium of \$250 plus travel and living expenses as set out in Treasury Board directives for attendance at meetings of the Board and its relevant Committees, and that directors receive a per diem honorarium of \$200 plus the same travel and living expenses for attendance at meetings of the Board and its relevant Committees. The Chairman may receive honoraria to a maximum of 20 days per annum and other directors to a maximum of 15 days per annum. The same rates would also apply to any additional duties requested of any director by the Board in advance, and such authorized days may be in addition to the maximum limit established above for attendance at meetings and Committees.

As Chairman of the Board I respectfully submit the above for your consideration.

Yours sincerely,

  
C. Hanson Dowell, Q.C.  
Chairman

## PREPARATION OF ICOD BY-LAWS

RECORD OF BLENDING OF DOCUMENTS PREPARED BY  
PFEIFER AND DOWELL

A final draft was developed from the two documents as follows:

|                                   |   |
|-----------------------------------|---|
| Preamble                          | Dowell version  |
| I. Short Title                    | Pfeifer version #1  |
| II. Definition and Interpretation | Dowell version #1   |
| III. Offices                      | Dowell version #2<br>Delete "and agencies elsewhere".   |
| IV. Corporate Seal                | Pfeifer version #3  |
| V. Meeting of the Board           |   |
| 1                                 | Dowell version #5 (1)   |
| 2                                 | Pfeifer version #5 (1)<br>- change "five" to "three or more directors"<br>- add after the Chairman,<br>"after consultation with the members of the Executive Committee"<br>- "meeting" changes to "meetings"<br>- after special meetings of the Board, add "when he deems it necessary or". |
| 3                                 | Pfeifer #5 (2)  |
| 4                                 | Dowell #5 (3)   |
| 5                                 | Dowell #5 (4)   |
| 6                                 | Dowell #5 (5)   |
| 7                                 | Dowell #5 (6)   |
| 8                                 | Pfeifer #9  |
| 9                                 | To be added: An annual meeting of the Board shall be held on a day designated by the Board.   |

## VI. Executive Committee

- |       |                 |
|-------|-----------------|
| 1     | Pfeifer #10 (1) |
| 2     | Pfeifer #11     |
| 3     | Pfeifer #12     |
| 4 (a) | Pfeifer #13 (1) |
| (b)   | Pfeifer #13 (2) |
| (c)   | Pfeifer #13 (3) |
| 5     | Dowell #5 (6)   |
| 6     | Dowell #5 (3)   |

## VII. Audit and Other Committees

- |         |   |
|---------|---|
| 1 to 11 | Dowell #6 (1) to #6 (11)  |
| 12      | Dowell #6 (12)  |
|         | - delete "and vote at"  |
|         | - line 12 after Chairman,<br>delete rest of sentence.<br>Add "the other members of<br>the Committee may appoint<br>another director as a<br>substitute member and from<br>among them they may elect<br>a Chairman pro tem". |

## VIII. Executive Officers

- |       |   |
|-------|---|
| 1     | Pfeifer #16   |
|       | - delete after "Treasurer".<br>Add "and such other Executive<br>Officers as the Board from time<br>to time may deem expedient". |
| 2     | Dowell #7 (2)   |
| 3     | Pfeifer #17   |
| 4 (a) | Pfeifer #18 (1)   |
|       | - "directors" replaced by<br>"Executive Officers"   |
|       | - delete "annually"   |
|       | - delete "shall" add "may"  |
| (b)   | Pfeifer #18 (2)   |



- 5 (a) Pfeifer #19 (1)  
 - delete "annually"
- (b) (i) Add: serve as Secretary to  
 the Board;
- (ii) Pfeifer #19 (2) (a)
- (iii) Pfeifer #19 (2) (b)
- (iv) Pfeifer #19 (2) (c)
- (v) Pfeifer #19 (2) (d)
- (vi) Pfeifer #19 (2) (e)
- (vii) Pfeifer #19 (2) (f)
- 6 (a) Pfeifer #20 (1)  
 - delete "annually"
- (b) (i) Pfeifer #20 (2) (a)
- (ii) Pfeifer #20 (2) (b)
- (iii) Pfeifer #20 (2) (c)
- (iv) Pfeifer #20 (2) (d)
- (v) Pfeifer #20 (2) (e)
- (vi) Pfeifer #20 (2) (f)
- (vii) Pfeifer #20 (2) (h)  
 - delete "Finance" add "Audit"  
 - delete "the Chairman"
- 7 Pfeifer #22  
 - delete "or administrative  
 or program director", add  
 "or any other Executive  
 Officer"  
 - delete "regular"

## IX. Terms and Conditions of Employment

- 1 Pfeifer #24  
 - change "shall" to "may"  
 - delete "administrative and  
 program directors", add  
 "other Executive Officers"
- 2 Pfeifer #25  
 - delete "appointed or engaged  
 under Section 23"

- X. Executive of Documents Pfeifer #30  
 - delete "or a Vice President"

XI. Requests and Donations

- 1 Pfeifer #32 (1)
- 2 Pfeifer # 32 (2)

XIII. Conflict of Interest

- 1 Pfeifer #33 (1)
- 2 Pfeifer #33 (2)

XIV. Books and Records

- Pfeifer #34
- delete "directors" add  
"Board"

XV. Amendments

- Dowell #11
- delete "who are Canadian  
citizens"

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

BOARD OF DIRECTORS MEETING  
HALIFAX, NOVA SCOTIA

4th Draft  
March 14, 1986

DECEMBER 11-13, 1985

MINUTES

- 1) **PRESENT:** C. Hanson Dowell, Q.C., Chairman  
John Vandermeulen, Vice-Chairman  
Roy Cheeseman  
Gerald Ewing  
Douglas Lindores  
Robert Maguire  
Ellen McLean  
Gary Vernon, President  
Garry Comber, Secretary-Treasurer

- 2) The meeting was called to order at 9:50 a.m.

The Chairman indicated that notice of the meeting had been sent in accordance with the By-Laws and a quorum was present. The Chairman declared the meeting duly constituted.

- 3) APPOINTMENT OF SECRETARY-TREASURER  
(Document BD85/4/D45)

It was moved by Gary Vernon, seconded by Ellen McLean:

THAT GARRY COMBER IS CONFIRMED AS TREASURER OF ICOD AND APPOINTED AS SECRETARY TO THE BOARD WITH THE TITLE OF SECRETARY-TREASURER.

As discussion of the Staffing and Salary Scale proposal (Agenda Item 5.1) could have an impact on the candidate's eligibility and perhaps his acceptance, the motion concerning the appointment of the Secretary-Treasurer was tabled:

It was moved by Gary Vernon, seconded by Ellen McLean:

THAT THE FOREGOING MOTION BE TABLED UNTIL THE STAFFING AND SALARY SCALE PROPOSAL HAS BEEN DISCUSSED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R1



After the Staffing and Salary Scale Proposal had been amended and approved by the Board (Item 5.1), the meeting returned to appointment of the Secretary-Treasurer.

It was moved by Gary Vernon, seconded by Ellen McLean:

THAT GARRY COMBER IS CONFIRMED AS TREASURER OF ICOD AND APPOINTED AS SECRETARY TO THE BOARD WITH THE TITLE OF SECRETARY-TREASURER.

MOTION CARRIED UNANIMOUSLY

BD85/4/R2

4) MINUTES OF PREVIOUS MEETINGS

In order to permit the appointment of the Secretary-Treasurer, consideration of the minutes of previous meetings was initially deferred in accordance with the following resolution:

It was moved by Douglas Lindores, seconded by Gerald Ewing:

THAT CONSIDERATION OF THE MINUTES IS DEFERRED UNTIL AFTER CONSIDERATION OF THE STAFFING AND SALARY SCALE PROPOSAL AND THE APPOINTMENT OF SECRETARY-TREASURER.

MOTION CARRIED UNANIMOUSLY

BD85/4/R3

After the Staffing and Salary Scale Proposal had been amended and approved (Item 5.1) and the Secretary-Treasurer had been appointed (Item 3), the meeting returned to the review of the minutes of previous meetings.

4(1) MEETING OF JUNE 4-5, 1985  
(Document BD85/4/56)

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

THAT THE MINUTES OF THE JUNE 4-5 BOARD MEETING (BD85/4/56) ARE ADOPTED AS AMENDED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R4

The amendment is as follows:

Page 1, #1, second paragraph: delete the last word "declared" and add "present and the Chairman declared the meeting duly constituted."

4(2) MEETING OF JUNE 14-15, 1985  
(Document BD85/4/D57)

It was moved by Gerald Ewing, seconded by Roy Cheeseman:

THAT THE MINUTES OF THE JUNE 14-15 BOARD MEETING BE  
REWRITTEN TO REFLECT THE ACTION/DECISION-MAKING  
APPROACH.

MOTION CARRIED UNANIMOUSLY

BD85/4/R5

NOTE: The term, "Motion Carried", should be inserted  
after the two resolutions dealing with:

- recommendation to the Minister respecting  
honoraria, expenses and limitations on days  
(BD85/2/R1), and

- application of the above to the current fiscal  
year (BD85/2/R2).

4(3) MEETING OF AUGUST 13-14, 1985  
(Document BD85/4/D58)

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

THAT THE MINUTES OF THE AUGUST 13-14 BOARD MEETING ARE  
ADOPTED NOTING THE WRITTEN DISSENSION OF THE CHAIRMAN TO  
THE RESOLUTIONS OF THE JUNE 14-15 MEETING DEALING WITH (A)  
THE RECOMMENDATION TO THE MINISTER RESPECTING HONORARIA,  
EXPENSES AND LIMITATIONS ON DAYS (BD85/2/R1), (B)  
APPLICATION OF (A) ABOVE TO THE CURRENT FISCAL YEAR  
(BD85/2/R2), AND (C) ADOPTION IN PRINCIPLE OF THE BY-LAWS  
(BD85/2/R3)

MOTION CARRIED UNANIMOUSLY

BD85/4/R6

5) UNFINISHED BUSINESS

5(1) STAFFING AND SALARY SCALE  
(Document BD85/4/D50)

It was moved by Gary Vernon, seconded by Gerald Ewing:

THAT THE BOARD APPROVE THE STAFFING PLAN, SALARY SCALE AND  
BENEFITS PACKAGE AS SET OUT IN DOCUMENT BD85/4/D50 AS  
AMENDED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R7

The amendments are as follows:

1) Part C, Page 5, Section 3:

- paragraph 1 to be deleted
- paragraph 2 to be tightened up (i.e. it is not a job entitlement to have language training)

(NOTE: Section 3 was deleted in its entirety and the second paragraph was amended and inserted at the end of Part B on page 4. The balance of Part C was renumbered accordingly).

2) Appendix 2 - delete last line "does not preclude performance bonus if the employee is at the maximum salary of their level."

It was moved by Gerald Ewing, seconded by Roy Cheeseman:

THAT THE BOARD REVIEW AND APPROVE ANNUALLY THE MAXIMUM AND MINIMUM SALARY LEVELS FOR EACH CATEGORY AND SECONDLY THAT THE PRESIDENT IS CHARGED TO BRING TO THE NEXT MEETING OF THE BOARD FOR APPROVAL A PROPOSAL FOR A MECHANISM OR SYSTEM WHEREBY AN EMPLOYEE MAY, THROUGH STAGED OR PERFORMANCE PAY, PROGRESS TO THE MAXIMUM LEVEL OF HIS OR HER CATEGORY.

MOTION CARRIED UNANIMOUSLY

BD85/4/R8

5(2)) PRESIDENT'S CONTRACT  
(Document BD85/4/D8)

The Board held extensive in-camera discussions on this matter leading to the acceptance of the President's recommendation that Roy Cheeseman and Douglas Lindores hold further discussions with him concerning his contract and then make a recommendation to the Board.

The Chairman reported that on December 11, 1985, he had received a copy of the Order-in-Council approving the Executive Interchange salary arrangement for the President.

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

THAT THE BOARD RATIFY AND CONFIRM THE INTERCHANGE CANADA AGREEMENT.

MOTION CARRIED UNANIMOUSLY

BD85/4/R9



5(3) MARINE AFFAIRS BIBLIOGRAPHY  
(Document BD85/4/D46)

This item had been discussed previously by both the Board and the Executive Committee. After further discussion arising out of the supporting document (BD85/4/D46):

It was moved by Gary Vernon, seconded by Ellen McLean:

THAT ICOD PURCHASE 200 COPIES OF THE MARINE AFFAIRS BIBLIOGRAPHY AT THE CURRENT MARKET PRICE TO BE DISTRIBUTED TO THIRD WORLD LIBRARIES AND INSTITUTIONS AND THAT A SURVEY BE MADE AFTER ONE YEAR TO ASSESS THE MERITS OF RESUBSCRIBING OR TAKING OTHER ACTION.

MOTION CARRIED UNANIMOUSLY

BD85/4/R10

During the discussion of this resolution, Robert Maguire requested further background information on Third World countries including details on which countries would stand to benefit most from ICOD aid in relation to managing their 200 mile economic zone.

5(4) SCHOLARSHIP PROGRAMME REPORT  
(Document BD85/4/D47)

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

THAT THE 1985-86 SCHOLARSHIP PROGRAMME IS APPROVED AND THAT ALL PAYMENTS MADE THEREUNDER ARE HEREBY RATIFIED AND APPROVED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R11

During the discussion, it was recommended by Douglas Lindores that in future ICOD should try to deal with scholarship requests originating from within Third World countries, not from within Canada. ICOD should also attempt to ensure that the scholarships should meet the developmental needs of the country of origin.

5(5) OTHER UNFINISHED BUSINESS

No other unfinished business was raised.

6) BUSINESS ARISING FROM MINUTES

6(1) BANKING RESOLUTION

In view of the appointment of the Secretary-Treasurer, it was agreed that the Banking Resolution be updated to ensure

that a permanent employee of the Centre be required to sign cheques whenever possible.

It was moved by Ellen McLean, seconded by Robert Maguire:

THAT THE BANKING RESOLUTION ATTACHED AS APPENDIX A TO THE MINUTES IS APPROVED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R12

The Board noted that Clause 3 stands as typed. The Chairman noted that this authority should only be exercised by the Chairman in the absence or incapacity of both the President and the Secretary-Treasurer.

#### 6(2) APPOINTMENT OF INTERNATIONAL DIRECTORS

It was the consensus of the Board that Gary Vernon, in consultation with the local Board members, would develop a paper outlining the general criteria relating to the types of expertise being sought in appointing International Directors. The paper is to be drafted and circulated by February 1, 1986. Board members would submit names of possible candidates to the Executive Committee for initial review. Possible candidates will be discussed at the next Board meeting with a view to having International Directors approved by September, 1986.

#### 6(3) OTHER BUSINESS

No other business arising from the Minutes was discussed.

#### 7(1) EXECUTIVE COMMITTEE REPORT

The Minutes of the last Executive Committee meeting (OCTOBER 22, 1985) were circulated. The Chairman expressed concern about the legality of conducting Executive Committee meetings by conference calls.

It was recommended that, in future, Executive Committee conference calls only deal with one or two items of an urgent nature rather than a full agenda. Complex agenda items might not be appropriate for conference calls.

Executive Committee powers should be used with discretion. It was the consensus of the meeting that the Secretary-Treasurer, in consultation with the Chairman, propose procedures and, perhaps, By-Laws for the Executive Committee.



7(2) PRESIDENT'S REPORT  
(Document BD85/4/D48)

7(2) (a)(i) Activity Update - Programmes

The President summarized the paper which had been circulated. In respect to the Diploma Course, concern was expressed that a Diploma is not always held in high regard.

7(2) (a)(ii) Activity Update - Administration and Personnel

There was a discussion regarding the hiring of staff on a permanent basis vs. on contract. It was agreed that the President could offer short-term contracts for consultants to do specific short-term assignments. However, present administrative staff should be full-time employees of the Centre. In cases where "contractual employees" are used, they should not be paid more than a permanent employee (including benefits) who is in the same category/wage scale.

The President will hire Programme Directors as required. He intends to advertise for a Director of Information in the near future. It was understood that Directors would not be hired on contract, as it would not be appropriate for a contractor to be given the signing authority indicated in the Financial Authority Chart. [See also Item 7(2)(b)(iv)]

It was noted that salaries paid to consultants are usually higher than for permanent employees. It was also noted that the next time a salary comparison with the private sector is required, consultants should not be part of the comparison.

7(2) (b)(i) and (ii) Objectives and Corporate Plan  
(Document BD85/4/D49)

The President indicated the major changes from last year's Corporate Plan:

- in paragraph #4 of the Executive Summary, new reference levels are proposed;
- capital expenditures have been taken out of budgetary figures;
- in Section III dealing with the Corporate Organization, there is no mention of taking over the assets and liabilities of ICOD as that had been mentioned in last year's Corporate Plan and will be completed by the end of the current fiscal year;



- Section VII on Performance Indicators has been completely rewritten in considerable detail at the request of the Treasury Board Secretariat;
- the Operational Plans and Budget in Section VIII have been updated.

During the discussion, the Board requested that the full fiscal year designation be used throughout the document (i.e. 1986/87).

It was recommended that ICOD not inflate cost estimates when developing projects or programmes, as the ICOD budget is part of the Government's Official Development Assistance (ODA) envelope and any lapses in funding at ICOD would result in a net loss of funds to developing countries.

It was suggested that Board members refer to the Background Notes (dated July 19, 1985) as a guide for assessing ICOD programmes.

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

THAT THE CORPORATE PLAN BE APPROVED IN PRINCIPLE.

MOTION CARRIED UNANIMOUSLY

BD85/4/R13

7(2) (b)(iii) Staffing

This was considered under Item 5(1).

7(2) (b)(iv) Programme/Project Approval Authorities and  
Delegation of Financial Signing Authorities  
(Document BD85/4/D51)

After a review of, and discussion on, the Programme/Project Approval Authorities proposal:

It was moved by Douglas Lindores, seconded by John Vandermeulen:

A) THAT THE PRESIDENT SHALL HAVE FULL AUTHORITY FOR THE EXPENDITURE OF FUNDS TO DEFINE AND PLAN PROJECTS WHICH ARE SPECIFICALLY MENTIONED WITHIN THE CORPORATE PLAN; AND

B) THAT THE PRESIDENT MAY EXPEND FUNDS TO A MAXIMUM OF \$50,000 TO IDENTIFY, DEFINE AND PLAN PROJECTS WHICH ARE NOT SPECIFICALLY IDENTIFIED IN THE CORPORATE PLAN, BUT WHICH ARE WITHIN THE POLICY FRAMEWORK ESTABLISHED BY ICOD.

MOTION CARRIED UNANIMOUSLY

BD85/4/R14

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

THAT THE PRESIDENT IS AUTHORIZED TO APPROVE SMALL SCALE PROJECTS WITH A VALUE UP TO AND INCLUDING \$50,000 EACH WHICH ARE WITHIN THE POLICY FRAMEWORK ESTABLISHED BY ICOD.

MOTION CARRIED UNANIMOUSLY

BD85/4/R15

When discussing the Draft Delegation of Financial Signing Authorities Chart, it was requested that a line be added to the Chart to show the Signing Authorities of Board members. Also, the President should circulate a memo to the Board listing items for which the Board is not empowered to commit funds under the Financial Administration Act.

The Chart will provide a proper definition of the term "full", to include a notation that Commitment Certification must be in accordance with the By-Laws and/or other Resolutions and decisions of the Board.

It was agreed that to prevent abuses, the authorities provided under "Contract Performance" and "Payment Authority" should not be exercised by the same person for the same transaction.

It was also the consensus of the Board that the hospitality limits on the Chart be increased to \$1,000 for the President and \$500 for the Secretary-Treasurer and Programme Directors.

There was a discussion as to whether or not a Programme Director (i.e. Information, Technical Assistance, or Training) on contract would have financial signing authority. The President said that a person on contract would not likely assume the title of Director [see also Item 7(2)(a)(ii)].

There was also a discussion concerning the potential delegation of cheque signing authority and the removal of such a delegation. It was agreed that the safest way to prevent abuse would be to advise the bank, in writing, of the duration of the delegation of authority.



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT  
DELEGATION OF AUTHORITY CHART

AS APPROVED  
DECEMBER 1985

|  |                   | EXPENDITURES INITIATION  |                          |                     |                                   |                     |                               |        |         |             |                               |               |             | CONTRACT PERFORMANCE |                     |                                   |                             |                    |             | PAYMENT AUTHORITY |                                  |                            |                             |                            |                           |                             |
|--|-------------------|--------------------------|--------------------------|---------------------|-----------------------------------|---------------------|-------------------------------|--------|---------|-------------|-------------------------------|---------------|-------------|----------------------|---------------------|-----------------------------------|-----------------------------|--------------------|-------------|-------------------|----------------------------------|----------------------------|-----------------------------|----------------------------|---------------------------|-----------------------------|
| POSITIONS                                | AREA OF AUTHORITY | Commitment Certification | Requisitioning for Staff | Consulting Services | Professional and Special Services | Repair/ Maintenance | Acquisition of Capital Assets | Travel | Removal | Hospitality | Office Supplies and Equipment | Rental/Leases | Advertising | Personnel Pay        | Consulting Services | Professional and Special Services | Supplies and Other Services | Travel and Removal | Advertising | Personnel Pay     | Professional Consulting Services | Travel Claims and Advances | Removal Claims and Advances | Other Accountable Advances | Emergency Salary Advances | Supplies and Other Services |
| MEMBERS OF THE BOARD                     | BOARD ACTIVITY    |                          |                          |                     |                                   |                     |                               |        |         |             |                               |               |             |                      |                     |                                   |                             |                    |             |                   |                                  |                            |                             |                            |                           |                             |
| PRESIDENT                                | WHOLE OF ICOD     | F                        | F                        | F                   | F                                 | F                   | F                             | F      | F       | 1000        | F                             | F             | F           | F                    | F                   | F                                 | F                           | F                  | F           | F                 | F                                | F                          | F                           | F                          | F                         | F                           |
| SECRETARY/ TREASURER                     | WHOLE OF ICOD     | F                        | F                        | F                   | F                                 | F                   | 25K                           | F      | F       | 500         | F                             | 10K           | 10K         | F                    | F                   | F                                 | F                           | F                  | F           | F                 | F                                | F                          | F                           | F                          | F                         | F                           |
| DIRECTOR TRAINING                        | DIVISION          | F                        | F                        | -                   | 10K                               | F                   | 10K                           | F      | -       | 500         | 500                           | -             | -           | F                    | F                   | F                                 | F                           | F                  | -           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |
| DIRECTOR TECHNICAL ASSISTANCE            | DIVISION          | F                        | F                        | -                   | 10K                               | F                   | 10K                           | F      | -       | 500         | 500                           | -             | -           | F                    | F                   | F                                 | F                           | F                  | -           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |
| DIRECTOR INFORMATION                     | DIVISION          | F                        | F                        | -                   | 10K                               | F                   | 10K                           | F      | -       | 500         | 500                           | -             | 20K         | F                    | F                   | F                                 | F                           | F                  | F           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |
| SENIOR PROGRAM OFFICERS                  | OWN PROJECT       | -                        | -                        | -                   | -                                 | F                   | -                             | -      | -       | -           | -                             | -             | -           | -                    | F                   | F                                 | F                           | -                  | -           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |
| PROGRAM OFFICERS                         | OWN PROJECT       | -                        | -                        | -                   | -                                 | -                   | -                             | -      | -       | -           | -                             | -             | -           | -                    | F                   | F                                 | F                           | -                  | -           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |
| OTTAWA OFFICE MANAGER                    | OTTAWA OFFICE     | -                        | -                        | -                   | -                                 | F                   | -                             | -      | -       | -           | -                             | -             | -           | -                    | F                   | F                                 | F                           | F                  | F           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |
| ADMINISTRATION, FINANCE OFFICER OR CLERK | WHOLE OF ICOD     | -                        | -                        | -                   | -                                 | F                   | -                             | -      | -       | -           | -                             | -             | -           | -                    | F                   | F                                 | F                           | F                  | F           | -                 | -                                | -                          | -                           | -                          | -                         | -                           |

Expenditures Initiation

Expenditures Initiation

Authority to commit funds up to the budgetary allotments approved for the area of authority.

Contract Performance

Authority to certify that the service has been rendered according to the performance specifications identified.

Payment Authority

Authority to issue payment for the services rendered.

General Provisions

The delegation of authority is to the organizational position and not to the individual. The authority limits provided in this document cannot be exceeded; however, they can be restricted as deemed appropriate by the incumbent's superior. All authorities are subject to the terms and conditions of existing acts, regulations, Centre policies, by-laws and other resolutions passed by the Board of Directors. An incumbent cannot delegate his/her own authority to alternate or acting persons.

NOTE #1: "F" means Full Authority. However, Full Authority means the exercising of authority within the governing or applicable regulation or project approval.

NOTE #2: The authorities given under "Contract Performance" and "Payment Authority" cannot be exercised by the same person for the same transaction.



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

THAT THE BOARD

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

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

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

MOTION CARRIED UNANIMOUSLY

BD85/4/R16

7(2) (b)(v) Proposed Projects

ICOD SCHOLARSHIP PROGRAMME  
(BD85/4/D52)

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

THAT THE ICOD SCHOLARSHIP PROGRAMME AS OUTLINED IN BD85/4/D52 IS APPROVED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R17

It was the consensus of the Board that the amount of the individual awards for ICOD Fellowships indicated in Section #1 of the Scholarship Proposal be changed to \$15,000 plus travel expenses. This may affect the number of awards to be offered.

TRAINING MODULES:  
(Document BD85/4/D53)

- 1) Marine Affairs
- 2) Maritime Law
- 3) Law of the Sea

It was moved by Ellen McLean, seconded by Robert Maguire:

THAT THE PROJECT ENTITLED TRAINING MODULES, AS OUTLINED IN BD85/4/D53, IS APPROVED IN PRINCIPLE.

MOTION CARRIED UNANIMOUSLY

BD85/4/R18

ASSESSMENT OF FISHERIES INFORMATION, MANAGEMENT AND DEVELOPMENT NEEDS - SOUTH PACIFIC REGION  
(Document BD85/4/D54)

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

THAT THE PROJECT ENTITLED ASSESSMENT OF FISHERIES INFORMATION, MANAGEMENT AND DEVELOPMENT NEEDS - SOUTH PACIFIC REGION AS OUTLINED IN BD85/4/D54 IS APPROVED

MOTION CARRIED UNANIMOUSLY

BD85/4/R19

COASTAL AQUACULTURE DEVELOPMENT IN THE CARIBBEAN/CUBA  
(Document BD85/4/D55)

The President introduced this project for discussion. The President had discussed this proposal with representatives of the Department of External Affairs and the project was no longer being recommended for approval. However, the President requested that the Board provide guidance on the acceptability of undertaking bilateral projects and projects in countries shown as "Category IV" by CIDA. The consensus of the board was that bilateral projects should be undertaken and that ICOD should not restrict itself to countries which are recipients of CIDA's bilateral programmes. However, it was agreed that this particular project should be withdrawn in view of the Government's present policy towards Cuba.

7(2) (b)(vi) President's Contract

This was discussed as Item 5(2).



### 7(3) Chairman's Report

The Chairman presented a brief report and a Statement of Expenses. The Chairman then withdrew from the meeting and the ensuing discussion was held in-camera. The Chairman was given a written response by the Board to his Statement of Expenses.

### 7(4) Audit Committee Report

#### 7(4)(a) Financial Status and related matters

Ellen McLean, Chairman of the Audit Committee, presented the following oral report:

The first meeting of the Audit Committee was held on December 10, 1985 at 5:30 p.m. In addition to the Committee, Mr. Claude Lalonde, Director of the Atlantic Regional Office for the Office of the Auditor General, was present. The Atlantic Regional Office will carry out the audit of ICOD.

The roles and responsibilities of the Audit Committee were discussed. The basic responsibility was to assure that systems were in place and that funds were being properly spent. Concerning the annual audit, the first year will be more complicated than subsequent years due to the overlap of ICOD I and ICOD II. The end of the fiscal year is March 31. The Annual Report must be presented to the Minister by June 30, 1986. The Audit statement should be ready by the second week of June for the Board's review.

Mr. Lalonde told the Audit Committee that the auditors would look for:

- standing travel advances;
- government appropriations and whether or not funds were spent for what they were intended;
- the need for professional services as opposed to whether the required work could have been done internally;
- contract services.

Three documents were presented to the Board: Statement of Operations, Balance Sheet and Trial Balance dated November 30, 1985 (attached, as Appendix C). In discussing the Audit Committee Report and documents presented, the President



recommended that the Board realistically assess the financial needs of ICOD for this year and that the surplus be returned to the Receiver General, as requested by the Treasury Board Secretariat.

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

THAT THE BOARD ACCEPT THE RECOMMENDATION OF THE PRESIDENT TO RETURN THE 1985-86 SURPLUS FUNDS TO THE RECEIVER GENERAL OF CANADA, THE AMOUNT OF WHICH WILL BE AT THE SOLE DISCRETION OF THE PRESIDENT.

MOTION CARRIED UNANIMOUSLY

BD85/4/R20

The Report of the Audit Committee was accepted.

7(4) (b)(i) Travel Insurance

It was moved by Ellen McLean, seconded by Gary Vernon:

THAT ICOD OBTAIN TRAVEL INSURANCE AT THE MOST REASONABLE COST FOR BOARD MEMBERS AND EMPLOYEES WHEN THEY TRAVEL ON OFFICIAL BUSINESS. IT IS UNDERSTOOD THAT THIS COVERAGE IS FROM HOME TO HOME. THE PRESIDENT, PROGRAMME DIRECTORS, SECRETARY-TREASURER AND OTHER EMPLOYEES OF THE CENTRE WILL BE COVERED. CURRENT COVERAGE IS \$200,000. FUTURE COVERAGE WILL BE UNDERTAKEN THROUGH A COMPETITIVE PROCESS.

MOTION CARRIED UNANIMOUSLY

BD85/4/R21

7(4)(b)(ii) Insurance to indemnify Directors and Officers

No discussion.

7(4)(b)(iii) Corporate Credit Card

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

THAT THE AGREEMENT WITH VISA WHICH WAS ENTERED INTO ON JUNE 7, 1985 BE CANCELLED AS OF THIS DATE.

MOTION CARRIED UNANIMOUSLY

BD85/4/R22

7(4)(b)(iv) Other - Car Travel

It was moved by Ellen McLean, seconded by Robert Maguire:

THAT THE BOARD ADOPT THE MILEAGE RATES FOR EMPLOYER-REQUESTED TRAVEL AS SET BY TREASURY BOARD.

MOTION CARRIED UNANIMOUSLY

BD85/4/R23

8) BUSINESS ARISING FROM REPORTS AND NEW BUSINESS8(1) Executive Committee Powers

See item 7(1).

8(2) Advance Scheduling of Meetings

In consultation with the Chairman, the Secretary-Treasurer will set up procedures for scheduling meetings.

The date of the next Board meeting was tentatively set for June 10-11, 1986. The Board should designate one of its regular meetings as the Annual Meeting, in accordance with Article V.9 of the by-Laws.

Notice of this proposed date will be sent to all Directors.

8(3) By-Laws

The Chairman indicated that the By-Laws needed to be "tidied-up". However, there was not sufficient time for further discussion.

8(4) Other Business8(4)(i) Distinguished Customer Service Contract with the Halifax Sheraton

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

THAT ICOD CANCEL THE SHERATON DISTINGUISHED CUSTOMER SERVICE CONTRACT AND FIND MORE REASONABLE ACCOMODATION FOR BOARD MEMBERS.

MOTION CARRIED UNANIMOUSLY

BD85/4/R25

8(4)(ii) Halifax Office Accomodation

In response to a previous instruction by the Board, the President had held discussions on the possibility of moving to a smaller area on the 10th Floor. The current space on

the 9th Floor is 7,855 square feet. On the 10th Floor, 4,400 square feet are now available and this could be increased by 950 square feet shortly. The President recommended that, if the over-riding objective was to save money, ICOD move to the 10th floor. However, if this were the case, ICOD might have to move again in 2 or 3 years.

After a discussion of the advantages and disadvantages of moving to the 10th Floor:

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

THAT THE PRESIDENT'S RECOMMENDATION TO MOVE TO THE 10TH FLOOR OF 5670 SPRING GARDEN ROAD IS REJECTED.

MOTION CARRIED UNANIMOUSLY

BD85/4/R26

The meeting adjourned at 2:00 p.m., December 13, 1985.



International Centre for Ocean Development., Herein called the  
(Name of Company)  
Company,

BANKING RESOLUTION OF DIRECTORS

RESOLVED:

DIRECTORS  
AND OFFICERS  
ONLY - STATE  
TITLES  
RATHER  
THAN NAMES

1. THAT an account in the name of the Company shall be kept at THE BANK OF NOVA SCOTIA  
(herein called the "Bank".)

2. THAT ~~either the President or Secretary-Treasurer alone, or~~  
the Chairman together with any other Director

or any ~~three Directors.~~ ~~XXXXX~~ be and ~~are.~~  
hereby authorized on behalf of the Company:

- (a) to borrow money from the Bank upon the credit of the Company on cheques, promissory notes, bills of exchange or other instruments, whether negotiable or not, or otherwise in such amounts and subject to such terms as may be considered advisable;
- (b) to assign, transfer, convey, hypothecate, mortgage, charge, pledge or make subject to a security interest to or in favour of the Bank any property of the Company, real or personal, moveable or immovable, present or future, including book debts, unpaid calls, rights, powers, undertaking, franchises and the Company's own debentures, as security for the fulfilment of any liabilities or obligations, present or future, of the Company to the Bank and to empower the Bank or any person or persons to sell by public or private sale, assign, transfer or convey from time to time any such property;
- (c) to sign, make, draw, accept, endorse, execute and deliver on behalf of and in the name of the Company all such cheques, promissory notes, bills of exchange, drafts, acceptances, orders for the payment of money, warehouse receipts, bills of lading, agreements to give security, assignments, transfers, conveyances, hypothecs, mortgages, pledges, securities and other agreements, documents and instruments, whether negotiable or not, as may be necessary or useful in connection with the borrowing of money by and other banking business of the Company.

STATE TITLES  
RATHER THAN  
NAMES

3. THAT any one of ~~the Chairman, the President, the Secretary-Treasurer~~

and is hereby authorized on behalf of the Company:

- (a) to negotiate with or transfer to the Bank for deposit or discount with or collection by the Bank (but for the credit of the Company's account only) cheques, promissory notes, bills of exchange, drafts, orders for the payment of money and other instruments, whether negotiable or not, purporting to be signed or endorsed on behalf of the Company by any one of them or having the name of the Company impressed thereon by rubber stamp or other device without any signature;
- (b) to arrange, settle, balance and certify all books and accounts between the Company and the Bank and to receive all paid cheques and other vouchers, unpaid and unaccepted bills of exchange and other negotiable instruments and to sign the Bank's form of settlement of balances and release;
- (c) to delegate any authority conferred on such person by sub-paragraphs (a) and (b) of this paragraph to any other employee of the Company, by notice in writing filed with the Bank.

4. THAT all agreements, documents and instruments signed, made, drawn, accepted, endorsed or executed as aforesaid shall be valid and binding on the Company.

5. THAT the Company shall furnish the Bank with a list of the names of all persons authorized by this Resolution to do any act or thing, together with specimens of their signatures, and shall notify the Bank from time to time in writing of all changes of such persons; and such list when received by the Bank shall be binding on the Company until written notice to the contrary shall have been given to the Bank and receipt of such notice acknowledged by the Bank.

6. THAT this Resolution shall be communicated to the Bank and shall continue in force as between the Company and the Bank until written notice to the contrary shall have been given to the Bank and receipt of such notice acknowledged by the Bank.

CERTIFICATE

(For use by Companies to which the Companies Act of British Columbia or Newfoundland applies)

I hereby certify that the foregoing is a true copy of a Resolution duly

IF DELETE  
WHICHEVER IS  
INAPPLICABLE

passed at a meeting of the Directors of the Company held on ~~the 12th~~ day of ~~December~~ 19~~85~~.

signed by all the Directors of the Company in the manner authorized by law

and that the said Resolution is now in full force and effect.

I further certify that, according to the Memorandum and Articles of Association of the Company, the Directors have full power to enact the foregoing Resolution so as to bind the Company in all respects and that all the provisions of the applicable Companies Act which are conditions precedent to the borrowing of money have been fulfilled.

DATE  
{ CORPORATE }  
SEAL

SECRETARY

CERTIFICATE

(For use by Companies other than those to which the Companies Act of British Columbia or Newfoundland applies)

I/We hereby certify that the foregoing is a true copy of a Resolution duly

IF DELETE  
WHICHEVER IS  
INAPPLICABLE

passed at a meeting of the Directors of the Company held on ~~the 12th~~ day of ~~December~~ 19~~85~~.

~~XXXXXX~~

|               |
|---------------|
| DATE RECEIVED |
| RECORDED      |
| APPROVED      |
| G.O.          |
| INSPECTOR     |

December 14, 1985

DATE

{ CORPORATE }  
SEAL

*B. Hansen Gowell*

Chairman

Secretary - Treasurer

\*\* (Additional signature of President required for Alberta Companies Only)

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

STATEMENT OF OPERATIONS  
PERIOD ENDING NOVEMBER 30, 1985

REVENUE

|                |                       |
|----------------|-----------------------|
| Appropriations | \$3,299,913.00        |
| Interest       | <u>25,006.69</u>      |
| Total Revenue  | <u>\$3,324,919.69</u> |

EXPENSES

|                                  |                       |
|----------------------------------|-----------------------|
| General Administration           | 236,145.21            |
| Project Administration & Expense | <u>133,350.71</u>     |
| Total Expenses                   | <u>\$ 369,495.92</u>  |
| Excess of Revenue over Expenses  | \$2,955,423.77        |
| Surplus, beginning of period     | <u>--</u>             |
| Surplus, end of period           | <u>\$2,955,423.77</u> |

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

BALANCE SHEET  
AS OF NOVEMBER 30, 1985

ASSETS

|                           |                       |
|---------------------------|-----------------------|
| Bank                      | \$2,892,679.77        |
| <u>Amounts Receivable</u> | 62,084.00             |
| Furniture and Equipment   | <u>660.00</u>         |
| Total Assets              | <u>\$2,955,423.77</u> |

LIABILITIES

|                     |                       |
|---------------------|-----------------------|
| Accounts Payable    | -                     |
| Accumulated Surplus | <u>2,955,423.77</u>   |
| Total Liabilities   | <u>\$2,955,423.77</u> |



# INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Trial Balance  
November 30, 1985

|  | DR            | CR           |
|--|---------------|--------------|
| 101 Bank                                       | 2,892,679.77  |              |
| 110 Amounts Receivable-Staff Travel Advance    | 35.00         |              |
| 111 Amounts Receivable-Staff Personal          | 35.00         |              |
| 112 Amounts Receivable-Standing Travel Advance | 20,000.00     |              |
| 118 Amounts Receivable-ICOD/NGO                | 42,014.00     |              |
| 150 Furniture and Equipment                    | 660.00        |              |
| 301 Government Appropriation                   |               | 3,299,913.00 |
| 302 Interest Income                            |               | 25,006.69    |
| 401 Salaries-regular                           | 30,691.87     |              |
| 404 Rental Allowance                           | 981.50        |              |
| 406 Casual Help                                | 167.88        |              |
| 407 Professional Services                      | 25,584.68     |              |
| 409 Board of Directors-Meetings & Travel       | 16,594.71     |              |
| 411 Travel and Entertainment                   | 35,224.12     |              |
| 413 Office Supplies and Services               | 9,874.17      |              |
| 414 Office Furniture and Equipment             | 421.90        |              |
| 415 Equipment Rental                           | 472.00        |              |
| 417 Communications                             | 13,686.76     |              |
| 419 Printing, Photocopying, Supplies           | 688.35        |              |
| 420 Insurance                                  | 354.50        |              |
| 421 Training                                   | 467.50        |              |
| 422 Bank Charges                               | 158.50        |              |
| 423 Postage                                    | 579.53        |              |
| 424 Periodicals and Books                      | 247.50        |              |
| 426 Resource and Reference Materials           | 97.69         |              |
| 431 Interest Expense                           | 7.85          |              |
| 432 Maintenance Expense                        | 366.46        |              |
| 433 Translation                                | 2,194.42      |              |
| 434 Contract Services                          | 97,283.32     |              |
| 907 Professional Services (OECS)               | 277.90        |              |
| 910 Advisory Committee Meetings (Scholarship)  | 1,249.47      |              |
| 911 Travel and Entertainment (OECS)            | 404.35        |              |
|  | (Scholarship) | 64.16        |
| 913 Office Supplies and Services (OECS)        | 118.75        |              |
|  | (Scholarship) | 37.40        |
| 917 Communications (OECS)                      | 63.06         |              |
|  | (Scholarship) | 607.00       |
| 919 Printing, Photocopying and Supplies (OECS) | 226.85        |              |
| 923 Postage (Scholarship)                      | 51.77         |              |
| 924 Grants (Scholarship)                       | 130,250.00    |              |
| TOTALS   | 3,324,919.69  | 3,324,919.69 |



## Memorandum

To: Board of Directors

Our File: 1004.5

From: Gary C. Vernon

Date: March 17, 1986

Re: Salary Scales Approved by the Board  
of Directors in December 1985

At the meeting of December 1985, the Board of Directors approved salary scales for ICOD which were found in Appendix II of the document entitled "Organization Structure, Staffing, Pay and Benefits Package", attached as Annex I.

The salaries indicated in the document were based on a salary survey undertaken by the Bureau of Management Consultants. One of the key factors involved was a review of salaries available for federal civil servants. Shortly after the Board approved this salary scale, the Federal Government announced salary increases for the Senior Executive levels. Within the EX category, increases ranged from 2% at the EX 1 level to 5% at the EX 4 and 5 levels. In addition to these across-the-board increases, performance pay was reinstituted with an average of 3% to 6% for fully satisfactory or superior performance. Accordingly, average salaries at the EX 1 level increased between 5% and 8%. As a result, the recommendation made to the Board based on a salary survey conducted prior to this increase has rendered the salary scales at Levels 7 and 8 lower by comparison with counterparts in the public sector. This may create problems for ICOD in recruiting the three Directors during the forthcoming six-month period.

You should also be aware, for example, that the salary of the Secretary-Treasurer (who took a straight transfer from CIDA) now exceeds the maximum of Level 7 due to the Government's recent increase.

To adjust the salary scales, taking into account recent government increases, it is proposed that the spread between the minimum and the maximum of each category be set at 30%. Under the present situation, the spread is 30% for



Board of Directors

2

March 17, 1986

levels 1, 2, 3 and 4, whereas it is 25% for levels 5, 6, 7 and 8. This proposal would result in a uniform spread between the minimum and maximum for all levels but would not result in any adjustments in current salaries paid by ICOD. It would serve to confirm the salary of the Secretary-Treasurer and provide more flexibility when recruiting Directors. The adjusted figures are attached as Annex II to this document.

It is proposed that the Board agree to the new salary scale attached hereto as Annex B and that this be attached to the document entitled "Organization Structure, Staffing, Pay and Benefits Package" as Appendix II.

A handwritten signature in dark ink, appearing to read "Gary C. Vernon".

Gary C. Vernon,  
President

Attach.



Proposed Wage Scale to December 31, 1986

| <u>Level</u> | <u>Minimum</u> | <u>Maximum</u> |
|--------------|----------------|----------------|
| 1            | 13,000         | 16,900         |
| 2            | 16,250         | 21,150         |
| 3            | 20,300         | 26,400         |
| 4            | 25,400         | 33,000         |
| 5            | 31,800         | 39,750         |
| 6            | 38,200         | 47,800         |
| 7            | 45,900         | 57,400         |
| 8            | 55,100         | 68,900         |

Notes:

- Levels 1 to 5 have not been surveyed.
- 25% spread between each minimum at each of levels 1, 2, 3, and 4.
- 20% spread between each minimum at each of levels 5, 6, 7 and 8.
- 30% spread between minimum and maximum for each of levels 1, 2, 3 and 4.
- 25% spread between minimum and maximum for each of levels 5, 6, 7 and 8.

## INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Proposed Wage Scale to December 31, 1986

| <u>Level</u> | <u>Minimum</u> | <u>Maximum</u> |
|--------------|----------------|----------------|
| 1            | 13,000         | 16,900         |
| 2            | 16,250         | 21,150         |
| 3            | 20,300         | 26,400         |
| 4            | 25,400         | 33,000         |
| 5            | 31,800         | 41,340         |
| 6            | 38,200         | 49,660         |
| 7            | 45,900         | 59,670         |
| 8            | 55,100         | 71,630         |

Notes:

- Levels 1 to 5 have not been surveyed.
- 25% spread between each minimum at each of levels 1, 2, 3 and 4.
- 20% spread between each minimum at each of levels 5, 6, 7 and 8.
- 30% spread between minimum and maximum for each level.



## Memorandum

To: Board of Directors

Our File: 1004.5

From: Gary C. Vernon

Date: March 12, 1986

Re: System of Salary Increases for ICOD

At the Board meeting in December 1985, the Board approved a proposed wage scale to December 31, 1986 (as amended) which was submitted as Appendix II to the proposal for "Organization Structure, Staffing, and Pay Benefits Package". I was charged by the Board in Resolution No. 8 to propose "a mechanism or system whereby an employee may, through staged or performance pay, progress to the maximum level of his or her category".

The attached document provides my proposal on this matter and the wording of a resolution for the Board's consideration.

A handwritten signature in dark ink, appearing to read "G. Vernon".

Gary C. Vernon  
President

Attach.



April 1986

## PROPOSAL FOR SYSTEM OF SALARY INCREASES FOR ICOD

In December 1985, the Board of Directors of ICOD approved a wage scale effective until December 31, 1986 (see attached).

It is proposed that the general salary scales be adjusted annually by the Board of Directors in keeping with the increase in the Consumer Price Index (rounded to the next highest .5%) published by Statistics Canada for a twelve-month period of time beginning October 1 and ending September 30. The Board could, of course, adopt a different percentage increase in line with any announced government policy for remuneration of Federal civil servants.

Within this general framework, the system by which employees would move within their level towards the maximum salary available is based on a performance pay factor as indicated below.

For performance pay purposes, there will be a number of steps equal to 2% of the minimum salary in each level.

Performance pay will be allocated on the basis of annual appraisals which must be completed by October 30 of each year and which will indicate an overall rating of either unsatisfactory, satisfactory, fully satisfactory, superior, or outstanding. The basis of these ratings will be that found within the guidelines established by the Public Service Commission of Canada for performance evaluations. Performance pay will be allocated in the following manner: for ~~unsatisfactory~~ or satisfactory - 0%; for fully satisfactory - 2% (one step); for superior - 4% (two steps); for outstanding - 6% (three steps). Consequently, assuming a difference between maximum and minimum salary for a position of \$13,000 to \$16,900, a step increase for a fully satisfactory performance would be \$260 (plus any agreed cost of living adjustment to the base salary). Assuming fully satisfactory performance, an employee, theoretically, would reach the maximum salary for the grade in fifteen years.

Performance pay cannot put an employee over the maximum of the salary range for his or her level.

### SUMMARY

It is proposed that the Board of Directors agree that the general salary scales at ICOD shall be reviewed annually and increased by a factor equal to the increase in the Consumer Price Index for the previous twelve months from October 1 to September 30 and that employees will be awarded performance

pay in keeping with the system established in this document. The Board reserves the right to alter this sytem in cases where the Federal Government has adopted a policy on salary increases for Federal civil servants.



## Memorandum

To: Board of Directors

Our File: 1004.5

From: Garry A. Comber

Date: March 17, 1986

Re: Advance Scheduling of Meetings and Cancellation of Proposed Meeting  
for June 1986

At the Board Meeting of December 1985, it was suggested that we establish a schedule of meetings to facilitate the attendance of Directors.

In view of the special Board Meeting in April 1986, it is proposed that the meeting tentatively scheduled for June 10-11, 1986, be cancelled. It is suggested that an Audit Committee meeting be held on either June 10 or 11 to review the Annual Financial Report. The comments of the Audit Committee would be forwarded with the financial statements by courier to Board Members for consideration on a "no objection" basis prior to the submission of the Financial Statements to the Minister by June 30, 1986.

In view of the role of the Board in approving projects, and in view of the suggestion that official inaugural ceremonies be held in the Fall of 1986, it is proposed that the Board meet on September 24 and 25, 1986 (Wednesday and Thursday) for the main purpose of approving project proposals submitted at that time and for hosting inaugural ceremonies to which would be invited the Secretary of State for External Affairs, the Minister of Supply and Services, and other dignitaries.

This meeting would be followed by another one on December 10 and 11, 1986 (Wednesday and Thursday) which could probably be compressed into one day. The main order of business at that meeting would be approval of the Corporate Plan for the period 1987/88-1991/92 and the approval of project proposals.



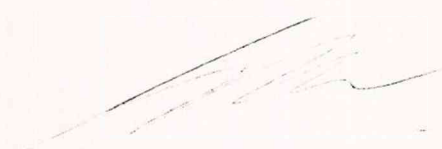


The Board could also decide at that meeting if it wished to adopt a schedule of semi-annual meetings designed to accommodate the approval of the annual financial statements in June and the Corporate Plan in November/December of each year. This would require a clarification of Articles VI. 4(a) and 5 of the By-Laws to provide specific delegated authority for project approval by the Executive Committee in between Board meetings.

Alternatively, the Board could agree on quarterly meetings for February/March, June, September, and November/December.

The Board should also designate which of its regular meetings will be considered its "annual" meeting.

By December 1986, ICOD will be operating fully on the government's budgetary cycle and the Board will be in a better position to decide how often meetings will be required.



Garry A. Comber  
Secretary-Treasurer

GAC/ad



## Memorandum

To: See Distribution Below

From: Gary C. Vernon

Date: January 27, 1986

Re: Suggested Criteria for the Selection  
of Non-Canadian Board Members

Our File: 1006

On the basis of preliminary discussions with some Board members, I have set out, for consideration, draft criteria for the selection of international Board members.

Aside from their obvious role in guiding the policies and programs of ICOD, Canadian Board members provide a link with Canadian interest groups, relevant industries, academia, government and non-government organizations. The selection of international members should aim to balance the role of Canadian directors. Non-Canadian members should be in a position to:

- (a) identify the political, social and economic aspirations of countries and regional organizations in the regions they represent;
- (b) help to identify the technical assistance, training and information needs of countries and regional organizations in their areas as they relate to ICOD's mandate;
- (c) put ICOD in contact with relevant national and regional organizations responsible for planning and implementing ocean activities;
- (d) explain the role of ICOD to audiences in their respective regions.



In order to fill this role, non-Canadian candidates for Board membership should ideally be:

- (1) senior members of regional organizations or government departments or agencies who are well known on a regional basis and have access to decision makers;
- (2) individuals who are thoroughly familiar with fisheries and oceans related policies and problems and (preferably) are responsible for policy implementation in their respective countries or regions;
- (3) individuals who are trained or experienced in disciplines related to ICOD's mandate, i.e. sciences, law, economics;
- (4) individuals who have broad international experience, and who are familiar with bilateral and international aid agencies and their policies.

Since only four positions are open, non-Canadian members should be seen to represent as broad a constituency as possible in the developing world. The developing areas of broadest choice would be Latin America and the Caribbean, South and Southeast Asia and the Pacific, and East and West Africa. Since effective representation from such broad areas would be difficult to find, ICOD will probably have to choose from narrower geographical targets; however, in some cases, there may be candidates of sufficient breadth to speak for a broad geographical region.

A representative of a donor country or agency would be a useful addition to the Board, both to provide another donor's perspective and to help steer ICOD's activity into useful channels. Given the close coordination of bilateral development assistance programs among Scandinavian countries, choice of a Director from that area would offer a broad insight into the programs of a series of agencies with objectives similar to our own.






Board of Directors

3

January 27, 1986

I would be grateful for your comments on the above draft criteria for the selection of non-Canadian Board members. Additionally, you may wish to submit to the Executive Committee any recommendations you have for international membership on the Board. Recommendations should be accompanied by C.V.s and other supporting documentation, if available.

  
\_\_\_\_\_  
Gary Vernon

DISTRIBUTION:      Hanson Dowell  
                         John Vandermeulen  
                         Roy Cheeseman  
                         Gerry Ewing  
                         Douglas Lindores  
                         Robert Maguire  
                         Gastien Godin  
                         Ellen McLean  
                         Sharon Proctor



## Memorandum

To: See Distribution Below

Out File No. 1006

From: Gary C. Vernon

ITEM NO. 3

Date: March 10, 1986

Re: Selection of International Directors

Attached for the information of Board members are the CVs for Phillip Muller of Samoa, Director of FFA, and Hiran Jayawardene of Sri Lanka, Director General of NARA. By copy of this memorandum, I am reminding Board members that a memo was sent out in early February requesting that they submit the names of potential candidates to fill the positions of non-Canadian positions on the Board.

I will ensure that all the names which have been submitted are brought forward for the meeting of Halifax area directors.

Attach.

DISTRIBUTION: Elisabeth Mann Borgese  
Gerald Ewing  
John Vandermuelen  
Ellen MacLean

c.c. Douglas Lindores  
Roy Cheeseman  
Gastien Godin  
Robert Maguire  
Sharon Proctor

A handwritten signature in dark ink, appearing to be "G. Vernon", is written over the distribution list.

TELEX RECEIVED MARCH 3'86

TO: GARY VERNON

CURRICULUM VITAE - DAVID ADOLPH PHILLIP MULLER

PERSONAL

Date of Birth: June 3, 1938

MARRIED WITH FIVE CHILDREN

NATIONALITY: WESTERN SAMOA CITIZEN

EDUCATION

SCHOOLS: MAUIST BROTHERS, FIJI AND NEW  
ZEALAND 1946-56

B.Sc. IN MATHEMATICS, UNIVERSITY  
OF AUCKLAND 1962

EXPERIENCE

DIRECTOR, SOUTH PACIFIC FORUM FISHERIES AGENCY 1981-  
UN EXPERT, HYDROGEOLOGY 1980

CHAIRMAN, WESTERN SAMOAN PUBLIC SERVICE  
COMMISSION 1976-80

SUPERINTENDENT, APIA OBSERVATORY 1965-76

OFFICER-IN-CHARGE, METEOROLOGICAL OFFICE 1964

IN SERVICE TRAINEE, NEW ZEALAND METEOROLOGICAL  
SERVICE 1963

DIRECTORSHIPS IN WESTERN SAMOA:

- MEMBER OF UNIVERSITY OF THE SOUTH PACIFIC COUNCIL
- NATIONAL REPRESENTATIVE FOR CCOP/sopac
- DELEGATE TO LAW OF SEA CONFERENCE
- HYDROPOWER DEVELOPMENT COMMITTEE MEMBER
- WATER RESOURCES ADVISOR
- DISASTER WARNING COORDINATOR
- DELEGATE TO IOC MEETING
- ENERGY ADVISOR
- DIRECTOR, SPECIAL PROJECTS DEVELOPMENT COOPERATION



DR. HIRAN JAYEWARDENE,  
SPECIAL LEGAL ADVISER, MINISTRY OF FOREIGN AFFAIRS, SRI  
LANKA, AND CHAIRMAN, NATIONAL AQUATIC RESOURCES  
AGENCY, SRI LANKA.

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Education : Primary and Secondary education at Royal  
College, Colombo.

1972 - Graduated from University of Ceylon,  
Colombo, with LL.B Honours Degree.

1974 - Post-Graduate specialization in  
Public International Law at University  
of Cambridge, United Kingdom.

Obtained LL.B Degree with First Class  
Honours.

Awarded Ph.D Degree for work on the  
regime of islands in International  
Law and maritime boundary delimitation.

Elected Titular Scholar of Trinity  
Hall, Cambridge.

Professional  
Qualifications  
and Career : Attorney-at-Law of the Supreme Court of the  
Democratic Socialist Republic of Sri Lanka.

Admitted to the Bar with First Class Honours  
at the Final Qualifying Examination for the  
admission of Advocates to the Supreme Court.

1978 - Special Advisor on the Law of the  
Sea. Ministry of Foreign Affairs.

Appointed Ambassador  
Special Representative of the Government  
of Sri Lanka for the Law of the Sea.

Chairman of Sri Lanka Delegation to  
the Third United Nations Conference on  
the Law of the Sea, and

Chairman of the Delegation of Sri Lanka  
to the Preparatory Commission for the  
Law of the Sea.

Special Legal Advisor to the Ministry  
of Foreign Affairs.

Chairman, National Aquatic Resources  
Agency (NARA). (1981).

Member, Commonwealth Expert Group on  
Maritime Issues appointed by CHOGRM.

Practice at the Bar, Advisor to Ministries of the Government, frequent representation of the Government at various international fora, special representation at multilateral fora sub-regional, regional and global levels dealing with marine affairs - especially within the United Nations system, and bilateral negotiations.

CURRICULUM VITAE

Moise Christophe MENSAH

---

Nationalité: Béninoise

Né le 22 mars 1934, Sassandra, Côte-d'Ivoire

ETUDES:

- Etudes Secondaires:
  - College Victor Ballot, Porto-Novo (Bénin)
  - Lycée Van Vollenhoven, Dakar, Sénégal
  - Lycée Faidherbe, St-Louis, SénégalDiplôme: Baccalauréat (1954)
  
- Etudes Universitaires:
  - Ecole Nationale d'Agriculture de Grignon, France (actuellement Institut Agronomique Paris-Grignon)Diplôme: Ingénieur Agricole (1960)
  - Institut d'Etudes Sociales (La Haye) (1961-1962)Diplôme de Planification économique et comptabilité nationale.
  - Centre d'Etudes financières, économiques et bancaires (1963): Diplôme du Centre

EXPERIENCE PROFESSIONNELLE:

- |         |  |
|---------|--|
| 1960    | Directeur-Adjoint, Secteur Palmeraie, Ministère du Développement Rural, Bénin.   |
| 1962-65 | Directeur-Général-Adjoint de la SONADER (Société nationale pour le développement rural)<br>Président Directeur général de la SONADER |



- 1965-66      Ministre du Développement Rural (Bénin)
- 1967-76      Représentant Régional-Adjoint pour l'Afrique  
              (Organisation des Nations Unies pour l'Alimentation et  
              l'Agriculture) Accra, Ghana
- Représentant Régional et sous-Directeur Général (OAA).
- 1976-78      Vice Président et Secrétaire Exécutif du Group Consultatif  
              pour la Production alimentaire et l'investissement -  
              Banque Mondiale, Washington, D.C.
- 1978 à ce  
jour          Président-Adjoint, Chargé du Departement de      Gestion des  
              Projets  
              Fonds International de Développement Agricole, FIDA, Rome, Italie

LANGUES:      Français, Anglais, Espagnol.

STATUT FAMILIAL:

Marié, 4 enfants

| PROJECT STATUS   | Update<br>on<br>Approved<br>Project | Project<br>Development | Projects<br>Approved<br>Pres. Authority | Request<br>for<br>Approval | for<br>Approval<br>in<br>Principle |
|--|-------------------------------------|------------------------|---|----------------------------|------------------------------------|
| <u>Technical Assistance</u>                                      |                                     |                        |   |                            |                                    |
| South Pacific  |                                     |                        |   |                            |                                    |
| 1. FFA Surveillance Project                                      | X                                   |                        |   |                            |                                    |
| 2. Vanuatu Fisheries Extension<br>Centres                        |                                     |                        | X                                       |                            |                                    |
| 3. a) Fisheries Research Needs<br>Consultancy<br>- South Pacific | X                                   |                        |   |                            |                                    |
| b) Fisheries Extension Project<br>Assessment                     | X                                   |                        |   |                            |                                    |
| Caribbean  |                                     |                        |   |                            |                                    |
| 4. OECS Fisheries Desk   | X                                   |                        |   |                            |                                    |
| 5. Dominica: Development of<br>Licencing System                  |                                     | X                      |   |                            |                                    |
| Indian Ocean   |                                     |                        |   |                            |                                    |
| 6. Coastal Wetlands Consultancy                                  |                                     | X                      |   |                            |                                    |
| 7. South West Indian Ocean<br>Surveillance Consultancy           |                                     | X                      |   |                            |                                    |
| West Africa  |                                     |                        |   |                            |                                    |
| 8. Morocco Fisheries Management                                  |                                     | X                      |   |                            |                                    |
| 9. West Africa Investigation                                     |                                     |                        | X                                       |                            |                                    |
| Other  |                                     |                        |   |                            |                                    |
| 10. Master Fisherman Programme                                   |                                     | X                      |   |                            |                                    |
| <u>Training</u>  |                                     |                        |   |                            |                                    |
| Training Programme   |                                     |                        |   |                            |                                    |
| 1. WMU Training Modules<br>-(Marine Affairs, Maritime Law)       | X                                   |                        |   | X                          |                                    |
| 2. Marine Affairs Diploma  | X                                   |                        |   |                            |                                    |
| 3. Non-Fuel Minerals Course                                      |                                     |                        |   |                            | X                                  |
| 4. Sea Use Planning Course                                       |                                     |                        |   |                            | <del>X</del>                       |
| Scholarships   |                                     |                        |   |                            |                                    |
| 5. Fellowship Programme  | X                                   |                        |   | X                          |                                    |
| 6. Regional University<br>Scholarships                           |                                     |                        |   | X                          |                                    |
| 7. IOI Grants  | X                                   |                        |   |                            |                                    |
| 8. WMU Scholarships  | X                                   |                        |   |                            |                                    |
| <u>Information Services</u>                                      |                                     |                        |   |                            |                                    |
| 1. Brochure  | X                                   |                        |   |                            |                                    |
| 2. Training Directory  | X                                   |                        |   |                            |                                    |
| 3. MAB   | X                                   |                        |   |                            |                                    |
| 4. World Fisheries Map   |                                     |                        |   | X                          |                                    |
| 5. Indian Ocean Newsletter                                       |                                     | X                      |   |                            |                                    |
| 6. Sri Lanka - Marine Information<br>System                      |                                     |                        |   |                            | X                                  |
| 7. Indian Ocean Information<br>Consultancy                       |                                     | X                      |   |                            |                                    |

# PROJECT SUMMARY

PROJECT TITLE: Teaching Materials to Train Trainers

IMPLEMENTING AGENCIES: ICOD, UNU, IOI, National Film Board of Canada.

COMMENCEMENT/DURATION: Autumn, 1986. Four years.

## SUMMARY

Icod has a long-standing interest in developing a set of books and audio-visual aids to send to institutions in developing countries to assist them to develop their own training programmes. The Background Notes on ICOD state

In conjunction with the Marine Affairs Diploma program, ICOD will sponsor the development of a comprehensive package of course materials including workbooks, cassettes, audio-visual aids, films, etc. which will be designed to meet the needs of the developing world.

A great deal of work has already been undertaken by other institutions in this direction. Costs could be reduced and distribution enhanced if this project were undertaken on a cooperative basis, in connection with ongoing programmes and utilizing existing materials.

ICOD support should consist of:

- providing consultants;
- providing funding.

## JUSTIFICATION OF ICOD MANDATE:

The Project contributes to the fulfilment of the ICOD



mandate in the following ways:

- "improved management and utilization of ocean resources;"
- "enhancement of "indigenous expertise";
- "enlisting the expertise of people and institutions in Canada, developing countries and elsewhere";
- "developing and sponsoring the collection and dissemination of information relating to ocean resource development";
- "developing technical assistance and advisory services relating to ocean resource development."

#### ADVANTAGES AND BENEFITS

- 1) The project is designed to improve ICOD's own training efforts as well as to facilitate follow-up and spin-off or multiplier effects.
- 2) Co-operation with other institutions and ongoing programmes greatly reduces cost, guarantees better quality, and facilitates distribution and follow-up.

#### DISADVANTAGES:

Capital expenditure is considerable, given the over-all size of the project.

#### RELATIONSHIP TO OTHER PROJECTS:

The entire U.N. training effort would greatly benefit from this project and could contribute to it (UNU, TRAINMAR, World Maritime University, FAO, IOC, etc.) The same goes for other institutions such as the Open

University. Many bits and pieces for the project already exist and can be collated and utilized. IDRC could contribute both with material and financially. IOI has already developed a plan for 12 units each consisting of a loose-leaf "reader" and a 1½ hour video-tape. One of these has already been realized as a pilot project, in cooperation with Ambassador Tommy Koh of Singapore and the National Film Board of Canada.

#### FINANCIAL IMPLICATIONS

It is suggested that three units be completed annually for four years. The total cost would be around 2-3 million dollars. ICOD's contribution should be \$750,000 over a three year period. One-fourth of this should be made available during the current year.

#### EVALUATION/RECOMMENDATION:

This is a sample proposal, for discussion by the Board.

## PROJECT SUMMARY

PROJECT TITLE: Inventory of Training Programmes in  
Ocean Affairs

RECIPIENT/IMPLEMENTING  
AGENCY: ICOD

COMMENCEMENT/DURATION: Commencement upon approval.  
Duration: unlimited, ongoing  
project.

SUMMARY:

It is absolutely essential for ICOD to place its own training efforts into the broader context of national and international training activities. An inventory of this kind can be compiled through regular staff activities, without any additional cost. An inventory of training programmes should be list: (1) site, date, and duration of programmes; (2) summary of contents; (3) target groups; (4) costs and scholarship availabilities.

While this is of utmost importance for ICOD, it also is crucially important for developing countries who often do not take advantage of available programmes because they have no information about them.

The BACKGROUND NOTES ON ICOD states

The Centre will publish and distribute a complete catalogue of fisheries and oceans training institutes and facilities in Canada for foreign students.

Since the Centre is an International Centre and its mandate covers all uses of ocean space and resources, and, at the same time, developing countries are in need of more comprehensive information, it is suggested that this inventory should include training efforts in marine affairs in general, at the international as well as at the national



level.

#### JUSTIFICATION OF ICOD MANDAT

- "developing and sponsoring the collection and dissemination of information relating to ocean resource development".

#### ADVANTAGES/BENEFITS

An inventory of this sort will enable ICOD to fill gaps in the global training effort rather than duplicate efforts. It also will enable it to fulfil its mandate:

A key element in ICOD's program will be to assist developing countries in establishing and managing their own information systems. It will also assist developing countries to participate in regional and international information systems and to exploit these systems for their own benefit.

#### DISADVANTAGES

Really, none.

#### RELATIONS TO OTHER PROJECTS

A number of sectoral attempts have been made in the past by FAO (for fisheries training), IOC (scientific research) OETB (ocean mining), IOI (interdisciplinary training) etc. The material accumulated by these institutions should be utilized, computerized, and kept up to date.

#### FINANCIAL IMPLICATIONS:

The project can be conducted in-house, at no extra cost.

#### EVALUATION/RECOMMENDATIONS:

Sample project: for discussion by the Board

## PROJECT SUMMARY

PROJECT TITLE: Tools of Co-operation

RECIPIENT/IMPLEMENTING  
AGENCY: ICOD

COMMENCEMENT/DURATION Commencement upon approval.  
Duration: Illimited, continuous

SUMMARY

The U.N. Convention on the Law of the Sea contains nearly sixty references to "co-operation," which, in contrast to previous legal instruments, it appears to make mandatory. International lawyers have noted the emergence of a new international law of co-operation. This in itself is a concept which all trainees should be made aware of. Consequent upon this, they need to know the instruments of cooperation, i.e., institutions operating on a bi-lateral, regional and global level, to effect this cooperation. An inventory of such institutions should be established and kept up to date. This will include institutions for South-South and North-South cooperation. But even institutions specialized in North-North cooperation, as, e.g., EUREKA or ESPRIT, are of very great interest to developing countries who can learn a great deal from them. The inventory should contain name and address of the institution, describe its structure and function; give the name of the chief officers, and explain in which ways the institution fulfils the mandate of co-operation imposed by the Convention.

There will be an inevitable overlap between this project and the inventory of training institutions.

JUSTIFICATION OF MANDATE

The project contributes to the ICOD mandate in the following way:

- "Enlisting the expertise of people and institutions in Canada, developing countries and elsewhere";

- "developing and sponsoring the collection and dissemination of information relating to ocean resource development."

#### ADVANTAGES/BENEFITS

1. Defining the context within which ICOD is working;
2. laying the basis for the development of networks;
3. Strengthening the information basis for developing countries.

#### DISADVANTAGES

None.

#### RELATION TO OTHER PROJECTS

An inventory of this sort was initiated by the Delegation of Portugal during UNCLOS III. It was restricted to the U.N. family of organisations. Some work has been done subsequently in Canada. Marine Policy (1984/85) published a directory of organisations which might serve as a starting point.

#### FINANCIAL IMPLICATIONS

Project can be carried out by regular staff within the limits of the normal operating budget.

#### EVALUATION/RECOMMENDATIONS

Sample project: for discussion by the Board



SYLLABUS: NATIONAL AND INTERNATIONAL MARINE RESOURCE ORIENTED

AGENCIES AND INSTITUTIONS

*John Vando Meulen*

INTRODUCTION

I. MARINE-RESOURCE ORIENTED INTERNATIONAL AGENCIES AND INSTITUTIONS (\*)

Table 1. National and international agencies in the field of marine resources management

| Agency     | Country | Type of effort    | Budget         |
|------------|---------|-------------------|----------------|
| CIDA       | Canada  | funding           | \$100 million? |
| FAO        | UN      | programs, funding |                |
| UNEP       | UN      |                   |                |
| ICOD       | Canada  | programs, funding | \$3 million    |
| World Bank |         |                   |                |
| etc.       |         |                   |                |

Table 2. Academic institutions and centres in northern and southern hemispheres involved in third world marine affairs enhancement and training.

| Institution | Country | Funding source | Program focus |
|-------------|---------|----------------|---------------|
| WMU         |         |                |               |
| UNU         |         |                |               |
| IOI         |         |                |               |
| UNCTAD      |         |                |               |
| ILO         |         |                |               |
| etc.        |         |                |               |

Please explain various abbreviations (for ex. UNCTAD= )

## II. INTERNATIONAL LINKAGES

### Introduction

For ex. CIDA, Commonwealth ----- IOI

## III. SUBJECT AREAS CURRENTLY TARGETED

Table 3. Project areas and international agency involvement

| Program area                           | Region        | Agency/institutional involvement |
|--|---------------|----------------------------------|
| I. Training                            |               |                                  |
| Shipping - legal, political            |               | WMU                              |
| Mariculture                            |               | FAO                              |
| Coastal zone management                | fisheries/oil | IOI                              |
|  | ocean mining  | IOI                              |
|  | Caribbean     | IOI                              |
|  | China         | IOI                              |
| etc.                                   |               |                                  |
| II. Programs                           |               |                                  |
| Fishery surveillance, monitoring       | FFA           | ICOD                             |
|  | Caribbean     | ICOD                             |
| Deep sea mining                        |               |                                  |
| etc.                                   |               |                                  |
| III. Information                       |               |                                  |
| worldwide academic training facilities |               | ICOD                             |
| etc.                                   |               |                                  |

Table 5. Regional areas/subject areas currently targeted through international aid/training agencies - marine affairs only

| Region              | Program/economic | Agency/Institution |
|---------------------|------------------|--------------------|
| -----               |                  |                    |
| Africa              |                  |                    |
| Mediterranean       | Regional Seas    | UNEP               |
| Indian Ocean region |                  |                    |
| Asia                |                  |                    |
| S. Pacific          |                  |                    |
| China               |                  |                    |
| Far East            |                  |                    |
| Caribbean           | Regional Seas    | UNEP               |
| -----               |                  |                    |





## REVISED PROJECT SUMMARY

|  |                            |
|--|----------------------------|
| TITLE:   | ICOD Scholarship Programme |
| IMPLEMENTING AGENCY:                                     | ICOD                       |
| COMMENCEMENT:  | 1986-87                    |
| DURATION:  | 5 years                    |
| REVISED FELLOWSHIP<br>BUDGET (5 YR.):                    | \$3,184,747                |
| REVISED ICOD SCHOLARSHIP<br>PROGRAMME BUDGET<br>(5 YR.): | \$3,796,047                |

## BACKGROUND

At the December 1985 Board of Directors Meeting, approval was received to establish the ICOD Fellowship Programme. However, the proposed annual value for each fellowship was reduced by the Board in order to accommodate a greater number of awards. The amount approved was \$15,000 per year, excluding travel expenses, which are estimated at \$2,500 per year (ie. \$17,500 total).

CIDA and the Commonwealth Scholarship and Fellowship Plan adhere to the Technical Assistance Regulations (TARS) Schedule of Payments when sponsoring scholars for study in Canada; IDRC does not follow the schedule. CIDA has advised that the Technical Assistance Regulations are to be amended and that the new Schedule of Payments will be approved by Treasury Board in the near future.

There are various changes in the amended TARS Schedule of Payments; however, the monthly living allowance for trainees studying in Canada is the most notable in that it will be substantially increased. It is anticipated that this allowance will be set at \$900 per month. Based on the TARS schedule, the average annual cost of an ICOD fellowship would be \$20,095 including travel. Individual costs would vary depending on provincial tuition fees and the distance of travel. Foreign student differential fees vary from \$800 per year (Nfld.) to \$5800 (Quebec).



Should ICOD adopt the TARS schedule of payment, the following options are open:

- 1) the number of scholarships awarded annually could be decreased so as to maintain the approved fellowship budget; or
- 2) the fellowship budget could be increased to accommodate twenty annual awards at the increased rate.

#### CONSIDERATIONS:

Should ICOD adhere to the approved level of funding, students under the fellowship programme would be in a less advantageous position than those supported by CIDA or the Commonwealth Plan. This circumstance would undermine the intention that ICOD fellowships be prestigious awards. Furthermore, for the programme to have a reasonable international impact and permit fellowship allocations for several geographic regions, it is inadvisable to reduce the total number of awards below twenty per year.

ICOD's five-year budget can accommodate the increase associated with the fellowship programme. A revised Scholarship Programme summary budget, including all three components, is attached.

#### RECOMMENDATIONS:

It is recommended that the Board of Directors:

1. adopt the TARS Schedule of Payments as the financial basis for the ICOD Fellowship Programme.
2. approve the granting of 20 fellowships per year.
3. approve the revised ICOD Scholarship Programme budget.
4. authorize the President to expend the sum required to a maximum of 10% over the approved fellowship budget in view of the variance in tuition fees.

|                  |             | ICOD Scholarship Programme: Revised Budget Summary (A) |                      |               |                          |                         |
|------------------|-------------|--|----------------------|---------------|--------------------------|-------------------------|
| FISCAL YEARS     |             | ICOD FELLOWSHIPS (B)                                   | WMU SCHOLARSHIPS (C) | IOI BURSARIES | REVISED ANNUAL ESTIMATES | LEVELS APPROVED         |
| YEAR 0           | 1985-86     | 240,000 (D)  | 38,000               | -----         | 278,000                  | 360,000 (August 1985)   |
| YEAR I           | 1986-87     | 200,000 (D)  | 76,000               | 40,000        | 316,000                  | 380,000 (Dec. 1985) (F) |
| YEAR II          | 1987-88     | 401,900  | 79,800               | 40,000        | 521,700                  | 450,000 (Dec. 1985)     |
| YEAR III         | 1988-89     | (5%) 846,105   | 79,800               | 42,000        | 967,905                  | 750,000 (Dec. 1985)     |
| YEAR IV          | 1989-90     | 846,105  | (5%) 83,800          | 42,000        | 971,905                  | 800,000 (Dec. 1985)     |
| YEAR V           | 1990-91 (E) | (5%) 890,637   | 83,800               | (5%) 44,100   | 1,018,537                | 850,000 (Dec. 1985)     |
| FIVE YEAR TOTAL: |             | 3,184,747  | 403,200              | 208,100       | 3,796,047                | \$3,230,000 (Dec. 1985) |

(A) A moderate escalation of 5% every two years.

(B) Based on national average foreign student differential fees, TARS Schedule of Payments and 20 fellowships per year.

(C) Estimate does not allow for currency fluctuation (based on \$13,000 USD = \$19,000 CDN).

(D) Ad Hoc Fellowship Programme

(E) Assumes all programme components are continuous.

(F) Includes \$20,000 development costs.





## PROJECT SUMMARY

TITLE: Dedicated Regional University  
Scholarships

IMPLEMENTING AGENCY: ICOD/Regional Institutions

COMMENCEMENT: 1986-87

DURATION: 5 years

TOTAL COST: \$576,000

## SUMMARY

### BACKGROUND

ICOD has Board approval to establish a Fellowship Programme available to students from developing coastal states to engage in marine-related study at Canadian universities.

Enquiries have been made concerning whether ICOD would support students wishing to pursue graduate level study at universities based in regions where the Centre has Technical Assistance projects. Indications are that support for graduate students is extremely limited, particularly in the Caribbean where government funding for university students tends to be focussed at the undergraduate level.

ICOD funding for appropriate graduate level training in the regions would support the Centre's Technical Assistance projects, by providing trained professionals to strengthen the general management and/or scientific capabilities of developing coastal states.

### PROPOSAL

It is proposed that ICOD establish a limited number of scholarships tenable at universities in regions in which ICOD has Technical Assistance projects. Though funded through the Scholarship Programme, the scholarships would complement the Technical Assistance programme by increasing the pool of trained professionals available beyond the term of a Technical Assistance project.

Scholarships would provide funding for study leading toward a Masters degree in a fisheries or marine-related field. Initial project implementation would involve the University of the West Indies, the University of the South Pacific and the University of Papua New Guinea.

Selection Criteria:

Selection criteria will be developed by ICOD and the recipient agencies, similar to those used for the ICOD fellowships programme.

Number of Awards:

- South Pacific Region: 3 awards each year, tenable at either university.

- Caribbean Region: 3 awards each year, tenable at UWI

Duration of each award:

Up to 24 months.

Value of each award:

\$12,000 per year.

JUSTIFICATION IN ICOD MANDATE

- a) initiating and supporting programmes in developing countries for the improved management and utilization of ocean resources,...
- b) supporting the development of indigenous expertise and institutions in developing countries in order to increase their capacities to utilize and manage ocean resources.

DISADVANTAGES

- The programme would not be directly administered by ICOD, though ICOD would participate in the selection of candidates according to established criteria.

BUDGET IMPLICATIONS (Year I = 1986-87 fiscal year)

The following budget summary assumes that the annual cost of one scholarship would not exceed \$12,000 (Cdn) and that the project is five years in duration. Thus, in the first and fifth year six students would be funded, while in the intervening years, twelve students would be funded by ICOD.

| <u>YEAR I</u><br><u>(1986-87)</u> | <u>YEAR II</u><br><u>(1986-87)</u> | <u>YEAR III</u><br><u>(1988-89)</u> | <u>YEAR IV</u><br><u>(1989-90)</u> | <u>YEAR V</u><br><u>(1990-91)</u> |
|-----------------------------------|------------------------------------|-------------------------------------|------------------------------------|-----------------------------------|
| 72,000                            | 144,000                            | 144,000                             | 144,000                            | 72,000                            |
| <u>TOTAL:        \$576,000</u>    |                                    |                                     |                                    |                                   |

EVALUATION

The project is designed to terminate in year five, one year after the termination of the existing Technical Assistance projects. Terms of the project will require that a programme review be undertaken in year three, following the graduation of the first twelve scholars, at which point a decision would be made to extend the project beyond the original five-year period should another Technical Assistance project be established in the region.

ADVANTAGES

- Enhances the body of trained professionals in fields of study relative to ICOD's regional Technical Assistance projects.
- Permits ICOD to support and strengthen regional universities, particularly in fisheries and marine-related disciplines;
- Permits ICOD to sponsor students wishing to pursue graduate study at regional universities, where funding is limited;
- Broadens ICOD's impact in a region and provides an opportunity to develop networks and contacts within a university community.



RECOMMENDATION

1. It is recommended that the Board of Directors approve the project for the South Pacific and Caribbean regions, subject to ICOD staff investigating implementation details.
2. It is recommended that the Board of Directors approve, in principle, the future implementation of this project in other regions as Technical Assistance projects are established, with final approval of each regional component to be delegated to the President.



## PROJECT SUMMARY

Project Title: World Fisheries Map

Recipient/Implementing Agency: World Food Day Association of Canada

### Summary:

ICOD has been asked to undertake a project on world fisheries for World Food Day 1986, which has the theme "Fish for Food". It was decided that a world fisheries map would be appropriate for World Food Day as well as serve other ICOD information needs. The World Food Day Association of Canada will distribute the map to schools and universities throughout Canada as part of their World Food Day information package.

The map will be a modification of CIDA's map "The Developing World" and contain the following information:

- 1) country name;
- 2) total volume of catch plus world ranking;
- 3) value of fish imports and fish exports;
- 4) total population with percentage employed in fishing; and
- 5) the per capita consumption of fish.

Pie charts and bar graphs will be used to present information on:

- 1) relative volume of fish caught from various species or species groups;
- 2) relative value of fish caught from various species or species groups;
- 3) breakdown of worldwide catch by major use category; i.e. canned, fresh, frozen, fertilizer, etc.;
- 4) comparison of volume of fish caught by region;
- 5) the size of industrial fleet by country;
- 6) comparison of catch by country (top 15 or 20 nations).



A small insert map will be used to represent information on regions of low, medium and high productivity and identify the size and location of distant water fishing fleets.

ICOD's cooperation with the World Food Day Association will convey to Canadians the importance of fisheries in lesser developed nations. ICOD will also distribute copies of the map throughout the developing world, particularly to schools, universities and to government personnel as part of an information package which will contain the other ICOD publications (the ICOD brochure, ICOD scholarship information and the ICOD directory of Canadian marine-related training facilities). The map will, therefore, function both as an educational and as a public relations tool to increase ICOD's profile both in Canada and in the developing world.

#### Justification in ICOD Mandate

The map would contribute to the fulfillment of the ICOD mandate in the following ways:

- 1) develop and support the collection and dissemination of information relevant to ocean resource development and management;
- 2) support programmes in developing countries (through cooperation with the World Food Day Association) for the improved management and utilization of ocean resources, particularly as a source of food.

#### Advantages and Benefits

This project will:

- 1) provide a useful teaching aid for use in schools in Canada and elsewhere;
- 2) increase the awareness of people in developing coastal states and in Canada, of the importance of the world's fisheries as a source of food;
- 3) increase ICOD's profile throughout Canada;
- 4) contribute to a package which would increase ICOD's profile throughout the developing world;





- 5) illustrate the Centre's intention to cooperate with other international agencies.

#### Relationship to Other Projects

- 1) This project will be an integral part of an ICOD information package.
- 2) One use of the map will be as a component of the World Food Day programme on "fish as food".

#### Financial Implications

Although final quotations on the costs of designing this map are not available, it is estimated that the design would cost approximately \$17,000. Another \$3,000 would be spent for the collection and compilation of the fisheries statistics. Finally, it is estimated that the printing costs for each map would be approximately \$1.00. The World Food Day Association in Ottawa predicts that there will be orders for a minimum of 30,000 copies of this map. Using these figures it is predicted that the minimum expenditure for the World Food Day project would be \$50,000 Cdn. As it is proposed that ICOD use this map for distribution throughout the developing world, the costs will be commensurately higher.

#### Recommendations

It is recommended that the Board of Directors approve a budget of \$80,000 Cdn. for the design and production of 60,000 copies of the World Fisheries Map of Canada. This will allow ICOD to produce at least 30,000 copies of the map for distribution in ICOD information packages throughout the developing world.



## Description

The map would be based on CIDA's map "A Developing World", however, instead of being Eurocentric, the map would be divided in the Atlantic Ocean so that the Pacific region is in the centre. CIDA has already agreed to provide ICOD with the original line artwork of their map. It would be a simple task to rearrange the map to suit ICOD's needs.

Like the CIDA map, the colour of the countries on the map would denote the per capita GNP. In this map there would be five colours used for the countries which would represent GNP's ranging from under \$360 US per year to over \$4,000 US per year. On the main map each country would have its name, the total volume of its catch and its world ranking, the value of its exports and ranking, the value of its imports and ranking, the total population with the percentage of population employed in the fishing industry, and the per capita consumption of fish.

In the lower left hand portion of the map there would be a smaller map of the world. This map would give information on the different regions of productivity, for example, the continental shelf and upwelling zones. Small symbols of ships would also be used to represent countries which have a major long distance fishing fleet.

In the lower right hand portion of the map would be three pie charts and three bar charts. One pie chart would give information on the total volume of all species of fish and the percentage allocation for various species or species groups. Similar to this pie chart will be a second pie chart which would give information on the value of the various species or species groups. The third pie chart would give information on the breakdown of the total worldwide catch by use of fish, for example, the amount of fish frozen, sold fresh, canned, etc. One bar graph would be used to represent information on total volume of all fish caught in the developed world and the developing world. These bar graphs would also give the total populations of the developed and developing world as well. A second bar chart would represent the various sizes of the industrial fleets for 15 or 20 different nations. The final bar graph would give information on the national catches for the top 15 or 20 nations. The number of nations used for this bar graph would be determined by Canada's position in the world fishing industry.

Finally, in the lower central portion of the map would be a description of the world fisheries. This section would contain definitions of various terms related to fisheries, for example, terms such as total allowable catch and maximum sustainable yield. This section would also contain the legend for the main map.





## PROJECT SUMMARY

|                              |   |
|------------------------------|---|
| <u>PROJECT TITLE</u>         | Training Module: Assessment and Management of Offshore Non-Fuel Mineral Resources   |
| <u>IMPLEMENTING AGENCIES</u> | International Centre for Ocean Development (ICOD), Intergovernmental Oceanographic Commission (IOC), United Nations - Ocean Economics and Technology Branch (UN-OETB), Department of Energy Mines and Resources (EMR) |
| <u>COMMENCEMENT</u>          | Immediately for preparation of course materials, notification and selection of participants.  |
| <u>DURATION</u>              | Course to be held at ICOD, Halifax in March 1987 for two weeks.   |

## PROJECT SUMMARY

In response to numerous requests from coastal states for information and assistance, the IOC and UN-OETB have proposed that ICOD support the establishment of a training program that would enable these countries to evaluate their offshore non-fuel mineral resource development potential and formulate appropriate plans and policy. There are no existing training courses that specifically address this subject, nor how the information, once obtained, may be used in planning offshore research and development programs.

The proposed course is designed for geologists employed by a government or academic institution from the Indian Ocean, South East Asia, Pacific Islands, eastern Pacific, south Atlantic and Caribbean, so that they will be able to:

- a) conduct preliminary assessments of their own offshore non-fuel mineral resources utilizing appropriate techniques;
- b) plan national and/or regional research programs and design approaches to resource management; and
- c) organize and teach similar courses in their country and region.



The implementing agencies will maintain contact with the participants to provide ongoing advisory support.

#### JUSTIFICATION IN ICOD MANDATE

"improved management and utilization of ocean resources";

enhancement of indigenous expertise and institutions;

"enlisting the expertise of people and institutions in Canada, developing countries and elsewhere";

"developing and sponsoring the collection and dissemination of information relating to ocean resource development"; and

"development and sponsorship of training programs ... relating to ocean resource development".

#### ADVANTAGES/BENEFITS

- 1) Enables ICOD to support the design and delivery of a training program in an important marine sector.
- 2) Enables ICOD to collaborate with a Canadian federal department and UN agencies to deliver a unique international program.
- 3) The program is designed to train trainers and support the establishment of secondary regional training programs; hence the benefits of teaching materials will extend beyond this course.

#### DISADVANTAGES

The proposal was submitted to ICOD by agencies with the endorsement of developing coastal states (statements of support attached to proposal) rather than directly from developing countries.

#### FINANCIAL IMPLICATIONS

The proposed course is estimated to cost \$45,000. The UN-OETB, IOC, and EMR will provide support in the form of course instructors, course preparation and materials, technical review and

continuing liaison with participants.

ICOD contribution covers costs of instructors' and 8 participants' travel, accommodation and living expenses, as well as course facilities, secretarial services and the course coordinator.

These financial arrangements may be modified subject to negotiation with UN-OETB, IOC and EMR.

#### EVALUATION

It is submitted that this proposal receive approval in principle from the ICOD Board of Directors.

ESM/mp



FILE #5071

PROJECT SUMMARY

PROJECT TITLE:

Marine Affairs and Aquatic Resources Information System - Sri Lanka and Indian Ocean.

RECIPIENT/IMPLEMENTING AGENCY:

National Aquatic Resources Agency of Sri Lanka. Proposed joint funding with IDRC.

COMMENCEMENT/DURATION:

Commencement by mid 1986. Duration five years.

SUMMARY:

The National Aquatic Resources Agency (NARA) of Sri Lanka is a statutory Corporation of the Sri Lankan Government with a mandate to carry out and coordinate research, development and management activities respecting aquatic resources. In addition to its national responsibilities, NARA has focussed on regional activity in the Indian Ocean through its sponsoring of a regional marine cooperation conference in the Indian Ocean.

NARA maintains a library facility including texts, FAO reports, journals, maps, microfiche and slides. The existing collection is heavily weighted towards fisheries biology, being based on the collections of two earlier research agencies. Since its inception, NARA has broadened its activities to include a number of different disciplines and programme areas. Given the current status and activities of the NARA library, it is proposed to build upon the present facility to create a Marine Affairs and Aquatic Resources Information System (MAARIS) within NARA. The project will have the following general objectives:

- i) upgrading of existing library collection, with particular emphasis on widening the disciplines represented;
- ii) development of information repackaging and dissemination services, both national and regional in scope;





- iii) enhancement of NARA's publication and data exchange programmes within the Indian Ocean;
- iv) establishment of an extension service to provide professional extension capability for public education and community development components of NARA's programmes.

Donor funding would include equipment and materials purchases, interim salary support and additional project costs associated with regional distribution facilities. It should be noted that joint funding of the project is being explored with IDRC through their Information Sciences Division.

JUSTIFICATION IN ICOD MANDATE:

The project contributes to the ICOD mandate in the following ways:

- support for the collection and dissemination of information relevant to ocean resource development;
- research in the field of ocean resource development is supported indirectly by the provision of adequate research resources;
- indigenous expertise and institutions in developing countries are strengthened through the provision of adequate information resources, both for Sri Lanka and for the region;
- existing expertise of people and institutions in Sri Lanka and the Indian Ocean is utilized in furtherance of this project.

The project falls within planned expenditures in the corporate plan respecting regional information activities in the Indian Ocean.

ADVANTAGES/BENEFITS:

1. Although NARA is a national organization, this project offers the opportunity to promote functional cooperation in information exchange throughout the Indian Ocean region. It is possible that NARA will be selected as an Information Centre for the Indian Ocean if a regional body emerges.



2. If joint funding with IDRC can be agreed upon, ICOD will benefit from existing IDRC expertise and from the fact that IDRC has a regional office to supervise and assist in implementation.
3. NARA already functions as a Centre for FAO information programmes, and this project would complement these existing efforts at regional information dissemination.
4. The inclusion of the extension services component ensures that the impact of this project is not limited strictly to government and academic users of the programme, but rather extends to the wider number of beneficiaries to be reached in NARA's public education programmes.

DISADVANTAGES:

1. It must be ensured that NARA has sufficient regional consensus for its role as an information service. This is presently under discussion under the auspices of the Indian Ocean Conference.
2. The total budget (up to \$400,000) would be a very large expenditure for ICOD to undertake in this region for one information project. If IDRC agrees to joint funding this problem could be eliminated.

RELATIONSHIP TO OTHER PROJECTS:

In addition to supporting all NARA programme activities, the project will benefit from the recent designation of NARA as an FAO information depository.

FINANCIAL IMPLICATIONS:

The detailed budget is still being revised in cooperation with NARA, but the latest draft involves the following commitments:

|                                    |                   |
|------------------------------------|-------------------|
| Total cost - 5 years               | approx. \$540,000 |
| Total requested donor contribution | approx. \$400,000 |
| ICOD contribution                  | approx. \$250,000 |





As noted earlier, joint funding of the proposal is being discussed with IDRC. Each agency will consider aspects of the project relating most closely to its mandate. It is recommended that the ICOD contribution be limited to approx. \$200,000-\$250,000.

EVALUATION/RECOMMENDATIONS:

The project could make a valuable contribution to the development of marine information services both in Sri Lanka and the Indian Ocean region. Further discussions with NARA are required to define and clarify the budgetary allocations. In addition, discussions are underway with IDRC on the matter of joint funding. In view of the time remaining before the next board meeting, it is recommended that the proposal be approved in principle on the understanding that it be a joint project and subject to finalization of project and funding details with IDRC. It is further recommended that final approval of the project be delegated to the Executive Committee.



INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT  
STATEMENT OF OPERATIONS AND SURPLUS  
FOR THE PERIOD JUNE 6, 1985 TO MARCH 31, 1986  
-----

|                                      |    |         |
|--------------------------------------|----|---------|
| REVENUE                              |    |         |
| GOVERNMENT APPROPRIATIONS            | \$ | 1124913 |
| INTEREST INCOME                      |    | 75434   |
| RENTAL INCOME                        |    | 2002    |
|                                      |    | -----   |
| TOTAL REVENUE                        | \$ | 1202349 |
|                                      |    | -----   |
| EXPENSES                             |    |         |
| ADMINISTRATIVE                       |    |         |
| SALARIES - REGULAR                   |    | 127247  |
| EMPLOYEE BENEFITS                    |    | 5127    |
| OTHER ALLOWANCES                     |    | 5219    |
| CASUAL HELP                          |    | 3079    |
| PROFESSIONAL SERVICES                |    | 100345  |
| HONORARIUM                           |    | 10800   |
| BOARD OF DIRECTORS-MEETINGS & TRAVEL |    | 42309   |
| TRAVEL & ENTERTAINMENT               |    | 66693   |
| ACCOMMODATION COST                   |    | 41440   |
| OFFICE SUPPLIES & SERVICES           |    | 19347   |
| EQUIPMENT RENTAL                     |    | 2911    |
| COMMUNICATIONS                       |    | 30314   |
| PRINTING, PHOTOCOPYING, SUPPLIES     |    | 8552    |
| INSURANCE                            |    | 1009    |
| TRAINING                             |    | 1138    |
| BANK CHARGES                         |    | 983     |
| POSTAGE                              |    | 1805    |
| PERIODICALS, BOOKS                   |    | 629     |
| RESOURCE & REFERENCE MATERIAL        |    | 276     |
| MAINTENANCE EXPENSE                  |    | 630     |
| TRANSLATION                          |    | 3000    |
| CONTRACT SERVICES                    |    | 158096  |
| FURNITURE AND EQUIPMENT              |    | 42605   |
| COMPUTER HARDWARE                    |    | 31658   |
| COMPUTER SOFTWARE                    |    | 1842    |
|                                      |    | -----   |
|                                      | \$ | 707054  |
|                                      |    | -----   |
| PROJECT                              |    |         |
| PROFESSIONAL SERVICES                |    | 18570   |
| ADVISORY COMMITTEE MEETINGS          |    | 3439    |
| TRAVEL & ENTERTAINMENT               |    | 30830   |
| OFFICE SUPPLIES                      |    | 197     |
| COMMUNICATIONS                       |    | 698     |
| MEMBERSHIP FEES                      |    | 100     |
| PRINTING, PHOTOCOPYING, SUPPLIES     |    | 419     |
| INSURANCE                            |    | 55      |
| POSTAGE                              |    | 52      |
| PERIODICALS, BOOKS                   |    | 19009   |
| RESOURCE & REFERENCE MATERIAL        |    | 75      |
| GRANTS                               |    | 276769  |
| CONTRIBUTIONS                        |    | 77035   |
| CONTRACT SERVICES                    |    | 1800    |
|                                      |    | -----   |
|                                      | \$ | 429048  |
|                                      |    | -----   |
| TOTAL EXPENSES                       | \$ | 1136102 |
|                                      |    | -----   |
| EXCESS OF REVENUE OVER EXPENSES      | \$ | 66247   |
| PROCEEDS FROM SALE OF ASSETS         |    | 10098   |
|                                      |    | -----   |
| SURPLUS FOR THE PERIOD               | \$ | 76345   |
|                                      |    | =====   |

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT  
BALANCE SHEET  
AS AT MARCH 31, 1986  
(TRANSACTIONS SINCE JUNE 6, 1985 ONLY)  
-----

ASSETS  
-----

|                             |        |            |
|-----------------------------|--------|------------|
| CURRENT                     |        |            |
| CASH IN BANK                | \$     | 74669      |
| ACCOUNTS RECEIVABLE - STAFF |        | 5070       |
| ACCOUNT RECEIVABLE - ICOD 1 |        | 42014      |
|                             |        | -----      |
|                             | \$     | 121753     |
|                             |        | -----      |
| <br>TOTAL ASSETS            | <br>\$ | <br>121753 |
|                             |        | =====      |

LIABILITIES AND EQUITY  
-----

|                                  |        |            |
|----------------------------------|--------|------------|
| LIABILITIES                      |        |            |
| ACCOUNTS PAYABLE - TRADE         |        | 24120      |
| EMPLOYEE BENEFITS PAYABLE        |        | 2658       |
| ACCRUED SALARIES PAYABLE         |        | 18630      |
|                                  |        | -----      |
|                                  | \$     | 45408      |
|                                  |        | -----      |
| <br>EQUITY                       |        |            |
| SURPLUS                          | \$     | 76345      |
|                                  |        | -----      |
| <br>TOTAL LIABILITIES AND EQUITY | <br>\$ | <br>121753 |
|                                  |        | =====      |

Revised

Draft

A G E N D A

ICOD Board of Directors April 17-18, 1986

Halifax, Nova Scotia

|   | <u>Proposed<br/>Schedule/<br/>Presenters</u> | <u>Document</u>  |
|---|--|--|
| 1) Introduction of new Chairman   | 9:00-9:15<br>Vice-Chairman                   | Nil  |
| 2) Chairman's Presentation  | 9:15-10:00<br>Chairman                       | Paper on<br>IOI / UNU<br>Seminar on<br>Training<br>sent Feb.<br>25/1986.<br>BD86/1/D20 |
| Break   | 10:00-10:15                                  |  |
| 3) Discussion relating to<br>mandate, objectives,<br>policies, strategy, etc. | 10:15-12:00                                  |  |
| Lunch (on ICOD premises)  | 12:00-1:15                                   |  |
| 4) Continuation of policy<br>discussion (if required)                         | 1:15-2:15                                    | Nil  |
| 5) Minutes a) June 14-15, 1985<br>(rewritten)<br>b) Dec. 11-13, 1985          | 2:15-2:45                                    | BD85/4/D57<br>BD85/1/D1  |



|   |              | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>  |
|---|--------------|---|------------------|
|   | (Ref. #)     |   |                  |
| 6) Business arising from the<br>Minutes of December 11-13,<br>1985: |              |   |                  |
| a) Salary Scales approved<br>by the Board in<br>December 1985       | #5(1)        | 2:45-3:00<br>President                      | BD86/1/D2        |
| b) System of Salary<br>Increases for ICOD                           | #5(1)        | 3:00-3:15<br>President                      | BD86/1/D3        |
| Break   |              |   |                  |
| c) Appointment of<br>International<br>Directors (Agenda<br>Item 9)  | #6(2)        | - -   | -                |
| d) By-Laws for the<br>Executive Committee                           | #7(1)        | 3:30-3:45<br>Secretary-<br>Treasurer        | Verbal<br>Report |
| e) Signing Authorities<br>of Board Members                          | #7(2)(b)(iv) | 3:45-4:00<br>Secretary-<br>Treasurer        | Verbal<br>Report |
| f) ICOD Scholarship<br>Programme (Agenda<br>Item 11)                | #7(2)(b)(v)  | - -   | -                |
| g) WMU Training<br>Modules (Agenda<br>Item 11)                      | #7(2)(b)(v)  | - -   | -                |
| h) Funds returned to<br>Government                                  | #7(4)(a)     | 4:00-4:15<br>Secretary-<br>Treasurer        | Verbal<br>Report |

|  | (Ref. #)    | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>  |
|--|-------------|---|------------------|
| i) Travel Insurance  | #7(4)(b)(i) | 4:15-4:20<br>Secretary-<br>Treasurer        | Verbal<br>Report |
| j) Advance Scheduling<br>of Meetings and<br>Cancellation of<br>Meeting Scheduled<br>for June 10-11, 1986       | #8(2)       | 4:20-4:40                                   | BD86/1/D4        |
| k) Halifax Office<br>Accommodation-<br>Sub- Lease<br>(Reference also<br>Resolution<br>BD85/3/R13 of Aug. 1985) | #8(4)(ii)   | 4:40-4:50<br>Secretary-<br>Treasurer        | Verbal<br>Report |

#### ADJOURN FOR DAY

|   |                         |                  |
|---|-------------------------|------------------|
| 7) President's Report                                 | 9:00-10:15<br>President | Verbal<br>Report |
| a) Report on Activities and<br>Potential Projects     |                         |                  |
| b) Update on Programmes                               |                         |                  |
| c) Projects Approved Within<br>Delegated Authority    |                         |                  |
| - Vanuatu Fisheries<br>Extension Project              |                         |                  |
| - Marine Affairs Bulletin<br>(Regional- Indian Ocean) |                         |                  |
| d) Administration and Financial Report                |                         |                  |
| Break   | 10:15-10:30             |                  |

|   | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>  |
|---|---|------------------|
| 8) ICOD Brochure and Commentary   | 10:30-11:00<br>President                    | BD86/1/D12       |
| 9) International Directors  | 11:00-11:30<br>President                    | BD86/1/D11       |
| 10) Advisory Committees to ICOD   | 11:30-12:00<br>Chairman                     | Verbal<br>Report |
| Lunch (on ICOD premises)  | 12:00-1:00                                  |                  |
| 11) Project Proposals   | 1:00-2:30                                   |                  |
| <b>Submitted by Chairman</b>  | Chairman                                    |                  |
| - Teaching Materials to<br>Train Trainers   |   | BD86/1/D5        |
| - Inventory of Training<br>Programmes in Ocean Affairs                                      |   | BD86/1/D6        |
| - Tools of Cooperation  |   | BD86/1/D7        |
| <b>Submitted by ICOD</b>  | President                                   |                  |
| - Scholarship Programme<br>(Revised estimates)  |   | BD86/1/D13       |
| - WMU Training Modules<br>(Final Approval)  |   | BD86/1/D14       |
| - Dedicated Regional<br>University Scholarships   |   | BD86/1/D15       |
| - World Fisheries Map   |   | BD86/1/D16       |
| - Training Module: Offshore<br>Non-Fuel Mineral Resources                                   |   | BD86/1/D17       |
| - Marine Affairs and Aquatic<br>Resources Information System<br>-Sri Lanka and Indian Ocean |   | BD86/1/D18       |



|  | <u>Proposed<br/>Schedule/<br/>Presenter</u> | <u>Document</u>         |
|--|---|-------------------------|
| 12) Administration Matters                                   |   |                         |
| ✓ i) Relocation Policy                                       | 2:30-2:45<br>Secretary-<br>Treasurer        | BD86/1/D19              |
| ✓ ii) West Coast Representative<br>- Asia Pacific Foundation | 2:45-3:00<br>President                      | Verbal<br>Report        |
| Break  |   |                         |
| iii) Banking Resolution for<br>Ottawa Bank Account           | 3:15-3:30<br>Secretary-<br>Treasurer        | BD86/1/D8               |
| iv) Accounts from Chairman and<br>Vice-Chairman              | 3:30-3:45<br>Chairman<br>Vice-Chairman      | BD86/1/D9<br>BD86/1/D10 |
| v) Report of Transition Process:<br>ICOD I - ICOD II         | 3:45-4:00<br>President                      | Verbal<br>Report        |
| vi) Report on Previous Chairman's<br>Expense Claim           | 4:00-4:15<br>Vice-Chairman                  | Verbal<br>Report        |



## Memorandum

To: Board of Directors

Our File: 1004.5  
8022

From: Gary Vernon

Date: March 24, 1986

Re: Relocation Policy for ICOD

### PURPOSE

The purpose of this memo is to seek the approval of the Board of Directors to adopt for ICOD the Treasury Board Regulations concerning relocation within Canada.

### BACKGROUND

The Treasury Board Regulations concerning the relocation of employees within Canada is found in Chapter 375 of the Treasury Board Administrative Policy Manual. The Regulations are applicable to Schedule C Crown Corporations which are listed in Part One of Schedule One of the Public Service Staff Relations Act. As ICOD is not so mentioned, these regulations are not binding upon ICOD.

However, we recommend to the Board the adoption of these regulations in order to:

- (a) provide regulations which have credibility and accepted fairness, while avoiding the difficulties of drafting and testing new ones;
- (b) provide regulations which ensure comparable relocation benefits to those found in the Federal Government (this will help to attract competent employees to ICOD from other parts of Canada).



It should be noted that the regulations apply to relocations involving persons on initial appointment. This would include persons appointed by Order in Council and employees on assignment or exchange duty to and from ICOD, such as persons on secondment or leave of absence from organizations such as the Department of External Affairs, the Department of Fisheries and Oceans, CIDA, Provincial Government Departments, etc.

These regulations are not intended to apply to the posting of persons in "cooperant" positions on projects. In due course, a recommendation will be made to the Board about such regulations.

The Treasury Board Relocation Regulations have been used by ICOD as an interim standard pending Board approval and will be applied to all employees who are recruited from outside the Halifax/Dartmouth area.

It is proposed that Chapter 375 of the Treasury Board Administrative Policy Manual be utilized, as is, with explanatory notes on the use of certain wording not relevant to ICOD, such as "public servant" or "Deputy Head". It would not be cost effective at the present time to retype the complete text of the Regulations in order to make small editorial changes. Eventually, this will be done as part of an ICOD Administrative Manual.

As the Regulations are 59 pages long, they have not been attached to this memo. They are available for Board members to review at our Halifax office. A note on the regulations and the Table of Contents for the relevant Chapter are attached.

#### PROPOSAL

That the Board adopt the Treasury Board Relocation Regulations as contained in Chapter 375 of the Treasury Board Administrative Policy Manual (as amended periodically) as the Relocation Regulations for ICOD, retroactive to January 1, 1986.

A handwritten signature in dark ink, appearing to be "GV", followed by a horizontal flourish.

Gary C. Vernon,  
President

Attach.



## TREASURY BOARD REGULATIONS ON RELOCATION

### Chapter 375 of the Treasury Board Administrative Policy Manual

The relocation regulations define, specify conditions of, and provide general guidance on, the following types of activities (see Table of Contents):

- 1) A house hunting trip;
- 2) Family separation expenses;
- 3) The disposal and aquisition of accommodation;
- 4) The cancellation of a transfer;
- 5) The shipment of effects and utilization of the Central Removal Services of the Department of Supply and Services;
- 6) Storage of effects;
- 7) Insurance on Shipments;
- 8) Incidental relocation expenses;
- 9) Travel to the new location including meals and accommodation, temporary accommodation, and interim accommodation;
- 10) Special situations including relocations from abroad on initial appointment.

It should be noted that on page 45 of Chapter 375, Article 9.1.1 indicates that relocation expenses are not normally reimbursed to a person on initial appointment. It then states that in exceptional circumstances, when it is considered that payment of such expenses is essential for effective staffing action, the relocation assistance to be provided shall be negotiated with the person during the selection phase.

It is considered that ICOD should (a) adopt these regulations for all initial appointments from outside the Halifax/Dartmouth area, and (b) offer them as a package not requiring individual negotiations during the selection phase. This is the practice of several departments in the Federal Government.



## Chapter 375

## Relocation

December 1982

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Complete revision

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Décembre 1982

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## Memorandum

To: Board of Directors Our File: 1004.5;2015

From: Garry A. Comber

Date: March 21, 1986

Re: Special Banking Resolution for Ottawa Bureau Operations

Purpose

The purpose of this memo is to seek authority from the Board to open a bank account in Ottawa for utilization by the Ottawa Bureau in the conduct of ICOD business.

Background

Article 135 of the Financial Administration Act indicates that "A Crown Corporation may maintain in its own name one or more accounts ...". At the present time, the Office Manager of the Ottawa Bureau writes cheques on the main ICOD account in Halifax which are then signed by either the President or the Secretary-Treasurer. The payment requisition form is then forwarded to the Halifax office.

This is not a satisfactory situation for the purposes of financial control or responsibility. Various alternatives have been considered, such as a larger petty cash allocation, a bank account in the name of the Ottawa Bureau Office Manager which would be used as a standing advance on expenses, and the recommended solution of establishing an official ICOD bank account specifically for the operations of the Ottawa Bureau.

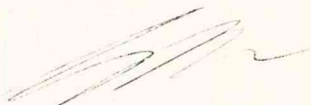
Initially, it is proposed that the bank account will be established with a ceiling of \$5,000. As cheques are drawn upon the bank account, the Ottawa Bureau Office Manager will be responsible for advising the Halifax office on a periodic basis about required replenishments. Such requests would include supporting documentation for the payments made in Ottawa, such as the requisition forms, invoices, etc. The replenishment would be accomplished by an inter-branch transfer by the Bank of Nova Scotia. As this would be a debit on the main Halifax bank account, this transaction would be undertaken in accordance with the Banking Resolution passed by the Board at its meeting of December 1985.

It should also be noted that the proposed Ottawa account may be used for deposits received in Ottawa, such as donations, small accounts payable by the World Food Day for photocopying, postage, etc. and perhaps for the World Food Day portion of the rent of the Ottawa office space. These deposits may have the effect of temporarily increasing the funds in the Ottawa bank account above the \$5,000 ceiling. However, as these funds are drawn down, the \$5,000 ceiling would once again determine the size of the replenishment subsequently requested.

Since the bank account will relate directly to the operations of the Ottawa Bureau, the proposed signatories are the President, the Secretary-Treasurer, and the Ottawa Bureau Office Manager. This differs from the banking resolution passed by the Board in December 1985 for the main ICOD bank account. However, the ceiling of \$5,000 and the nature of the Ottawa Bureau suggests that the Office Manager must have the ability to pay bills in the absence of the President and Secretary-Treasurer.

#### Proposal

It is proposed that the Board approve the attached banking resolution drawn up by the Bank of Nova Scotia, relating to the establishment of a bank account in Ottawa for the operations of the Ottawa Bureau and that the Board approve a ceiling of \$5,000 for said account.



Garry A. Comber  
Secretary-Treasurer

GAC/ad/tlc



## SPECIAL RESOLUTION

1. That any one of the President, the Secretary-Treasurer, the Ottawa Bureau Office Manager be and is hereby authorized on behalf of the Company:
  - (a) to negotiate with or transfer to the Bank for deposit or discount with or collection by the Bank (but for the credit of the Company's account only) cheques, promissory notes, bills of exchange, drafts, orders for the payment of money and other instruments, whether negotiable or not, purporting to be signed or endorsed on behalf of the Company by any one of them or having the name of the Company impressed thereon by rubber stamp or other device without any signature;
  - (b) to arrange, settle, balance and certify all books and accounts between the Company and the Bank and to receive all paid cheques and other vouchers, unpaid and unaccepted bills of exchange and other negotiable instruments and to sign the Bank's form of settlement of balances and release.
2. THAT all agreements, documents and instruments signed, made, drawn, accepted, endorsed or executed as aforesaid shall be valid and binding on the Company contingent upon point number 5.
3. THAT the Company shall furnish the Bank with a list of the names of all persons authorized by this Resolution to do any act or thing, together with specimens of their signatures and shall notify the Bank from time to time in writing of all changes of such persons; and such list when received by the Bank shall be binding on the Company until written notice to the contrary shall have been given to the Bank and receipt of such notice acknowledged by the Bank.
4. THAT this Resolution shall be communicated to the Bank and shall continue in force as between the Company and the Bank until written notice to the contrary shall have been given to the Bank and receipt of such notice acknowledged by the Bank.
5. The above authorities are only for the Company's Current Account maintained at the The Bank of Nova Scotia.

I/We hereby certify that the foregoing is a true copy of a Resolution duly passed at a meeting of the Directors of the Company held on                      day of                      1986.

Secretary-Treasurer

(Corporate Seal)





BD86/1/D10

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

Our File/Notre référence

1002.1

Your File/Votre référence

March 25, 1986

Dr. John H. Vandermeulen  
Vice-Chairman, ICOD  
Frenchman's Road  
Enfield, Nova Scotia  
B0N 1N0

Dear John,


Re: Expense Claim

We acknowledge receipt of your letter of March 11, 1986 to which you attached an expense claim relating to activities on behalf of the Board. Enclosed is a cheque for \$50.90 for expenses relating to the December 1985 Board meeting.

As discussed recently, the balance of the claim relating to special activities will be referred to the next meeting of the Board of Directors for their approval as we do not presently have specified authority to pay such expenses.

At that time, we would hope to establish specific guidelines relating to hospitality by Board members. We will also be suggesting that whenever individual Board members are asked to undertake specific assignments, the Board give its approval a priori up to a maximum level for the expenses which would be incurred in fulfilling the assignment. This would then allow ICOD management to pay such expenses without referring the matter back to the Board as in the current case.

Yours truly,

  
Garry A. Comber  
Secretary-Treasurer

GAC/ad  
Enclosure

March 11 1986

Frenchman's Road  
Enfield, N.S.  
BON 1N0

Miss Paula Scott  
International Center for  
Ocean Development  
9th Floor  
5670 Spring Garden Road  
Halifax, N.S.  
B3J 1H6

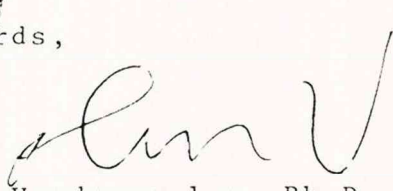
Re: Expenses claim

Dear Paula,

Attached is a statement of expenses and remuneration for the period December to today. I hope that the statement is sufficient for your purposes.

I would appreciate your letting me know as soon as possible if you need further documentation.

Regards,

  
J.H. Vandermeulen, Ph.D.  
Vice-chairman  
Board of ICOD

Certified by \_\_\_\_\_

Approved by \_\_\_\_\_

EXPENSES

J.H. VANDERMEULEN re: ICOD

---

December 11-13 Board meeting (Halifax)

travel (mileage) 2 days x 80 km @ .24/km  
2 breakfasts @ \$6.25

38.40  
12.50

*agreed*  
*HL*  
*20/3/88*

Luncheon with new Chairman (January)

(no receipt available)

14.40

Preparation/audit of H. Dowell expense claim

Remuneration 3 days @ \$200  
travel (discussions with G. Comber) 2 days  
parking  
\$3.00 (no receipt available)  
\$1.30

600.00  
38.40

4.30

---

\$ 698.00





The following documents have been  
finalized based on amendments  
requested by the Board in December 1985.  
They are forwarded for your information  
and records.

BD85/4/D56

BD85/4/D58

BD85/4/D50

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

FIRST BOARD OF DIRECTORS MEETING  
5670 SPRING GARDEN ROAD  
HALIFAX, NOVA SCOTIA  
JUNE 4-5, 1985

MINUTES

Present: Hanson, Dowell, Chairman  
John Vandermeulen  
Ellen McLean  
Sharon Proctor  
Doug Lindores  
Roy Cheeseman  
Robert Maguire  
Gastien Godin  
Gerry Ewing  
Gary Vernon, President

A. INTRODUCTION

1. Introductory Remarks by the Chairman

The Chairman welcomed the new Board of the International Centre for Ocean Development.

The matter of a Quorum was dealt with as the first item of business. As there were ten directors present, and all Canadian Citizens, a quorum was present and the Chairman declared the meeting duly constituted.

2. Adoption of Agenda

Moved by Roy Cheeseman, seconded by Ellen McLean

IT WAS RESOLVED  
THAT THE AGENDA BE ADOPTED. UNANIMOUSLY CARRIED.

B. ORGANIZATION/ADMINISTRATION

3. Corporate Plan

Discussion took place at this point concerning the corporate plan which must be submitted to Treasury Board 180 days after the date the Act came into force. It was agreed that the next Board meeting would have to be scheduled in early to mid August so that the Corporate Plan could be discussed prior to submission to the Minister.

4. By-Laws

The Chairman presented a draft set of By-Laws for consideration of the Board. It was decided to go through the By-Laws clause by clause.

Section 1

Definition and Interpretation

Accepted.

Section 2

Offices

Reference to "an office to be maintained in the City of Ottawa, Ontario" was deleted in order to leave open the question of the establishment of satellite offices for subsequent consideration by the Board.



Section 3

Seal

Accepted

Section 4

Board of Directors

- (1) to (4) These clauses, describing in general terms the powers of the Board, were accepted.
- (5) Clause (5) entitled "Meetings" was dealt with as follows (it should be noted that the lettering of the sub-clauses was altered to a numbering system in subsequent drafts):
- (a) No questions.
  - (b) After discussion and a short explanation by the Chairman this clause noting that meetings could be called by the Chairman or any three directors, was accepted.
  - (c) Concern was expressed about the short time required to notify directors of meetings of the Board. After some discussion, it was agreed to change "5 clear working days" to "15 clear working days".
  - (d) A question was raised concerning whether there was a Vice Chairman on the Board since Dr. Vandermeulen's name had been mentioned as such in correspondence. Even though the title did not appear in legislation or in

the Orders in Council, the Board agreed it would be beneficial to have a Vice Chairman. Accordingly, it was moved by Robert Maguire and seconded by Doug Lindores,

THAT THERE BE A VICE CHAIRMAN WHO SHALL BE A MEMBER OF THE BOARD.

CARRIED UNANIMOUSLY. (BD85/1/R1)

Having resolved that there would be a Vice Chairman, the Board further decided that the latter should preside over meetings of the Board in the Chairman's absence instead of the President. Accordingly, the clause was amended by removing the word "President" and replacing it with "Vice Chairman". In the absence of the Vice Chairman, it was agreed that another director "who is not an officer of the Centre" could act as Chairman.

- (e) The proposal that the Chairman should have a casting vote in cases where the Board is equally divided elicited a lengthy discussion. The clause was finally accepted as drafted.

## Section 5

## Executive Committee

Discussion under this section hinged on the role and constitution of the Executive Committee and its relationship

to the full Board. In particular, the Board sought a clearer definition of the powers of the Executive Committee.

(1) This clause inter alia describes the make up of the Executive Committee consisting of the Chairman, President and three other Directors. The Board, President and three other Directors. The Board agreed that at least two of three other Directors should be Canadian Citizens.

(2) to (5) These clauses were accepted.

(6) Discussion on the role of the Executive Committee and its powers focussed on Clause 6. The Board considered that the first draft of this clause did not sufficiently explain the relationship of the Executive Committee to the Board. It was emphasized that the Executive Committee should act on the behest of the Board and restrict its decisions to those matters requiring urgent action between Board meetings. It was also stressed that the Committee, in its deliberative role, should not stray from the broad policies established by the Board. The



list of powers and capacities which the Executive Committee could not exercise, was confirmed.

After lengthy discussion and two re-drafts of this clause, the following wording was agreed upon:

- (6) The Executive Committee shall restrict its decisions to those matters which it considers require action between Board meetings and which are consistent with the broad policies of the Centre as established by the Board. The Executive Committee is authorized to exercise all powers and capacities and perform all duties of the Board except the following:
- (a) to approve the corporate plan;
  - (b) to approve the operating budget;
  - (c) to approve the annual report of the Centre;
  - (d) to make, amend, or appeal any by-laws.

In the course of this discussion, a suggestion was put forward by several directors that the President prepare a document describing his own terms of reference and relationship to the Board and the Executive Committee.

- (7) This clause was accepted.

Section 6Audit and Other Committees

It was recognized that an Audit Committee is required under Section 150 of the Financial Administration Act and it was further agreed that the Committee would consist of three Directors, the majority of whom should be Canadians and not officers of the Centre. The Chairman and President would have the right to attend and vote at Committee meetings. Clauses (1) to (12), outlining the purpose and functions of the Audit Committee, were accepted. In keeping with the decisions made under Section 4 - Board of Directors - a change was made to the last sentence of Clause 12 of this Section: "In the absence or inability to act of the appointed Chairman, the Chairman of the Board and in the absence of the Chairman of the Board, the President may call and chair a meeting..." The "Vice Chairman" was substituted for the "President" in this sentence.

Section 7Officers

Discussion focussed on two major issues: the definition of the terms "officers" and "executive officer" and the role of the officers of the Centre. The latter question centered primarily on the respective roles of the Chairman and the President.

The initial confusion over the terms "officer" and "executive officer" was clarified as outlined below:

The Officers of the Centre are the:

- Chairman
- Vice Chairman
- President
- Secretary
- Treasurer

The Executive Officers of the Centre are the:

- Vice Presidents  
(if and when  
appointed)
- Senior employees  
of the corporation  
such as director  
or administrator

Those designated Secretary and/or Treasurer of the Board are corporate officers, having signing authority, and are responsible to the Board in the performance of that capacity. They might also be employees of the Centre, however, and would be responsible to the President in the discharge of their other duties.

The specific clauses in this section were dealt with as follows:

- (1) In keeping with its prior resolution, the Board added the title "Vice Chairman" to the list of the officers of the Centre who would be "elected or appointed by the Board..." (sentence 2). the "Vice Chairman" was also added to the last sentence of this clause which indicates the officers of the Centre who must be Directors of the Centre.



- (2) The statement of duties of the Chairman was redrafted to read, "The Chairman of the Board shall preside at all meetings of the Directors". The remainder of the clause was deleted.
- (3) In the original draft statement of duties of the President, reference was made to the President being subject to the direction of the Board and the Chairman. Consonant with the revised statement of duties for the Chairman in Clause 2 the words "and the Chairman" were deleted from this clause.
- (4) (5) Accepted
- (6) In discussion of the clause dealing with the discharge of executive officers, officers or employees of the Centre, the Board determined that the words "either with or without cause" should be removed wherever they appeared in the clause. Additionally, the words in the last sentence of the clause (lines 9/10) "... there be no cause for such removal or discharge and ..." were deleted.

Section 10Bank      Accounts,      Cheques,  
Drafts and Notes

- (a)                      There was some discussion on the question of reproduction of signatures of persons no longer employed with the Centre. Reference to this were deleted (i.e. all of the clause after the first sentence).

Section 11Execution of Documents

The original draft clause was discussed at length and amendments were agreed as outlined below. A new draft of the section was tabled late in the meeting but final consideration was put over until the next meeting in Ottawa.

- (1)                      The sections of the clause referring to monetary ceilings for documents to be executed by authorized officers was removed and the clause was redrafted.
- (2)                      Accepted.
- (3)                      Consonant with the Board decision on the role of the Chairman in Section 7, references to the Chairman's role in approving the legal form of documents or authorizing attorneys for such purposes was deleted.
- (4) (5)                      Accepted.

Section 12

Declarations

Accepted.

Section 13

Amendments

Accepted.

It was recommended by Douglas Lindores, Gastien Godin and Gary Vernon that further discussion of the By-Laws be put over until the meeting in Ottawa on June 14-15, 1985.

5. Remuneration of Officers and Directors

The Board addressed the question of a banking resolution as a last item of business. Discussion resolved around two basic questions:

- (a) What fees and rates were payable and what were the limits on such disbursements?
- (b) How would payment authorities be established?

With regard to (a), two separate charges were identified - a fee or honorarium for Board members (except the President) which is recommended by the Minister and fixed by the Governor in Council and a per diem rate for expenses which is standard for all government travel. Board members indicated that they had not been formally notified as to their daily honoraria for attendance at meetings and there was a difference of opinion regarding what the rates would be. The Chairman noted as well that his rate had not been



set. Discussion also focussed on the concept of "qualifying days" which included the time required to travel to and from Board meetings, as well as time spent on other legitimate Board work. It was noted that this concept might require further discussion since Board members travelling from distant locations would accumulate qualifying days at a faster rate than other Board members. Hence, they could easily exceed any limits on total days which might be imposed.

The Chairman outlined his personal financial needs which he noted were occasioned by the fact that he had been working exclusively on ICOD business since his appointment in April. He urged that a resolution on banking authority and accountable advances and/or payment of fees be passed forthwith. An interim fee scale of \$200 per day was proposed as an advance to cover the immediate needs of the Chairman; it was accepted by the Board that this figure would probably fall within the expected fee level set by Governor in Council for the Chairman. After further discussion, the following banking resolution was moved by Gerry Ewing, seconded by Sharon Proctor,

IT WAS RESOLVED

THAT ANY TWO OF THE CHAIRMAN, THE PRESIDENT OR ANY ONE OF THESE TOGETHER WITH ANY OTHER DIRECTOR OR ANY THREE DIRECTORS BE AND ARE HEREBY AUTHORIZED ON BEHALF OF THE COMPANY:

- (A) TO BORROW MONEY FROM THE BANK UPON THE CREDIT OF THE COMPANY ON CHEQUES, PROMISSORY NOTES, BILLS OF EXCHANGE, OTHER INSTRUMENTS, WHETHER NEGOTIABLE OR NOT, OR OTHERWISE IN SUCH AMOUNTS AND SUBJECT TO SUCH TERMS AS MAY BE CONSIDERED ADVISABLE;
- (B) TO ASSIGN, TRANSFER, CONVEY, HYPOTHECATE, MORTGAGE, CHARGE, PLEDGE OR MAKE SUBJECT TO A SECURITY INTEREST TO OR IN FAVOUR OF THE BANK ANY PROPERTY OF THE COMPANY, REAL OR PERSONA, MOVEABLE OR IMMOVEABLE, PRESENT OR FUTURE, UNDERTAKING, FRANCHISES AND THE COMPANY'S OWN DEBENTURES, AS SECURITY FOR THE FULFILMENT OF ANY LIABILITIES OR OBLIGATIONS, PRESENT OR FUTURE, OF THE COMPANY TO THE BANK AND TO EMPOWER THE BANK OR ANY PERSON OR PERSONS TO SELL BY PUBLIC OR PRIVATE SALE, ASSIGN, TRANSFER OR CONVEY FROM TIME TO TIME ANY SUCH PROPERTY;
- (C) TO SIGN, MAKE, DRAW, ACCEPT, ENDORSE, EXECUTE AND DELIVER ON BEHALF OF AND IN THE NAME OF THE COMPANY ALL SUCH CHEQUES, PROMISSORY NOTES, BILLS OF EXCHANGE, DRAFTS, ACCEPTANCES, ORDERS FOR THE PAYMENT OF MONEY, WAREHOUSE RECEIPTS, BILLS OF LADING, AGREEMENTS TO GIVE SECURITY, ASSIGNMENTS, TRANSFERS, CONVEYANCES, HYPOTHECS, MORTGAGES, PLEDGES, SECURITIES AND OTHER AGREEMENTS, DOCUMENTS AND INSTRUMENTS, WHETHER NEGOTIABLE OR NOT, AS MAY BE NECESSARY OR USEFUL IN CONNECTION WITH THE BORROWING OF MONEY BY AND OTHER BANKING BUSINESS OF THE COMPANY.

MOTION CARRIED

(BD85/1/R2)

A subsequent resolution on accountable advances was moved by Roy Cheeseman, seconded by Sharon Proctor,

IT WAS RESOLVED

THAT THERE IS AUTHORITY FOR ACCOUNTABLE ADVANCES AND/OR PAYMENTS FOR ANY FEES, REMUNERATION, BENEFITS OTHER THAN REMUNERATION, REASONABLE TRAVEL AND LIVING EXPENSES TO BE PAID TO ANY DIRECTOR, CHAIRMAN OR PRESIDENT.

MOTION CARRIED

(BD85/1/R3)

6. Review of "Background Notes on ICOD"

The President introduced the paper noting it was a distillation of several recommendations that had been developed over the past year. The sections on "Background" and "Role and Structure" were accepted. Under "Operating Guidelines", paragraph 8, the words, "or individual" were added after the words "...accrue to a single company..."

Under the section entitled "programs", concerns were expressed that ICOD should ensure accessibility of its programs to French-speaking countries. Under section (b) "Training", it was recommended that specific reference be made to francophone institutions. Additionally, it was suggested that the fourth paragraph of this section be redrafted to leave open the question of developing simultaneous diploma programs in anglophone and francophone institutions.

It was accepted that the training component of ICOD's program would be of primary importance in realizing the Centre's mandate. The possibility of funding from CIDA through international agencies to bring students to Canada for ICOD training programs was outlined.



Being moved by Doug Lindores, seconded by Ellen McLean

IT WAS RESOLVED

THAT GENERAL APPROVAL OF THE BOARD FOR THIS DOCUMENT BE  
GIVEN AS THE BASIS FOR THE PREPARATION OF THE OPERATIONAL  
PLAN.

CARRIED UNANIMOUSLY.

(BD85/1/R4)

7. Next Meeting

The Board agreed that its next meeting should be held in  
Ottawa on June 14-15, 1985.

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

BOARD OF DIRECTORS MEETING  
HALIFAX, NOVA SCOTIA  
AUGUST 13 - 14, 1985

MINUTES

Present: C. Hanson Dowell, Chairman  
John H. Vandermeulen  
Ellen McLean  
Sharon Proctor  
Roy Cheeseman  
Douglas Lindores  
Robert Maguire  
Gerald Ewing  
Gastien Godin (absent August 13)  
Gary Vernon, President

The agenda was the same one presented for the June 4 - 5, 1985 meeting. The Chairman indicated that this meeting should be a continuation of the first meeting on June 4 - 5; as a result, the minutes of that meeting and the subsequent meeting of June 14 - 15 were not addressed. These minutes should be dealt with under new business.

**NOTE:** The Chairman had submitted a written dissension to the Resolutions of the June 14 - 15 meeting dealing with A) the recommendation to the Minister respecting honoraria, expenses, and limitations on days (BD85/2/R1); B) the application of (A) above to the current fiscal year (BD85/2/R2); and (C) adoption in principle of the By-Laws (BD85/2/R3). Refer to Annex A, attached to these minutes.

Two suggestions were made concerning the preparation of the agenda and documents for future Board meetings:

- 1) that an annotated agenda with appropriate document numbers be sent to Board members a week to ten days before the meeting;
- 2) that time allocations should be indicated for each item of the agenda.

August 13-14, 1985

1) BY-LAWS

The Chairman brought to the attention of the Board, its responsibility with regard to the Financial Administration Act. The intervention placed on the By-Laws by the Chairman, which he circulated to the Board members on June 26, 1985, was tabled. After a short discussion of the most expeditious manner in which this matter could be dealt with,

it was moved by John Vandermeulen, seconded by Sharon Proctor,

THAT THE CHAIRMAN'S INTERVENTION DATED JUNE 26, 1985, AND CIRCULATED TO THE BOARD WITH RESPECT TO BY-LAWS CONDITIONALLY APPROVED BY THE BOARD ON JUNE 15, 1985, BE REJECTED.

MOTION CARRIED.

Dissenting - C. Hanson Dowell

As there were no other interventions received,

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

THAT THE BOARD ADOPT THE BY-LAWS AS CONTAINED IN THE DOCUMENT ENTITLED 3RD REVISION, FINAL JUNE 15, 1985.

MOTION CARRIED.

Dissenting - C. Hanson Dowell

A copy of the adopted By-Laws is to be submitted to the Secretary of State for External Affairs.

2. ELECTION OF EXECUTIVE COMMITTEE

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

THAT THE EXECUTIVE COMMITTEE BE JOHN VANDERMEULEN, ROY CHEESEMAN AND GASTIEN GODIN.

MOTION CARRIED UNANIMOUSLY.



It was moved by Douglas Lindores, seconded by John Vandermeulen,

THAT THE BOARD APPROVE THE CONDUCT OF EXECUTIVE COMMITTEE MEETINGS BY TELEPHONE CONFERENCE CALL.

MOTION CARRIED

Dissenting - C. Hanson Dowell

### 3. ELECTION OF AUDIT COMMITTEE

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

THAT THE AUDIT COMMITTEE CONSIST OF ELLEN MCLEAN, ROBERT MAGUIRE AND GERALD EWING.

MOTION CARRIED UNANIMOUSLY.

It was moved by Gerald Ewing, seconded by Robert Maguire,

THAT ELLEN MCLEAN BE CHAIRPERSON OF THE AUDIT COMMITTEE.

MOTION CARRIED UNANIMOUSLY.

### 4. ELECTION OF VICE CHAIRMAN

It was moved by Ellen McLean, seconded by Robert Maguire,

THAT JOHN VANDERMEULEN BE VICE CHAIRMAN OF THE BOARD.

MOTION CARRIED UNANIMOUSLY.

August 13-14, 1985

5. ELECTION OF SECRETARY AND TREASURER

It was moved by Gary Vernon, seconded by Gerald Ewing,

THAT RECOMMENDATIONS BE MADE TO THE BOARD CONCERNING THE OFFICES OF SECRETARY AND TREASURER IN DUE COURSE.

MOTION CARRIED UNANIMOUSLY.

6. BANKING RESOLUTION

Concern was expressed regarding the Banking Resolution passed at the June 4-5 meeting and a request was put forward to have it reviewed. The main concern was that banking transactions could be carried on without the knowledge and/or approval of the President, Treasurer or Secretary. It was suggested that one of the President, Secretary or Treasurer be required to be one of the signatories for all transactions not otherwise specified under this resolution. It was agreed that the resolution would be reviewed when a Secretary and/or Treasurer had been appointed.

Several Directors expressed concern regarding the inconvenience of requiring two signatures on cheques dealing with small expenses of general housekeeping duties. After consideration,

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

THAT "THAT THE PRESIDENT ALONE, UP TO THE SUM OF \$5,000, AND..." BE INSERTED IMMEDIATELY AFTER THE NUMBER TWO ON THE 'BANKING RESOLUTION OF DIRECTORS' FORM.

MOTION CARRIED UNANIMOUSLY.

Item 3 of Banking Resolution

Some concerns were expressed over authorities granted under Item 3 of the Banking Resolution which reads as follows:

"That any one of the Chairman, the President, be and is hereby authorized on behalf of the Company:

- (a) to negotiate with or transfer to the Bank for deposit or discount with or collection by the Bank (but for the credit of the Company's account only) cheques, promissory notes, bills of exchange, drafts, orders for the payment of money and other instruments, whether negotiable or not, purporting to be signed or endorsed on behalf of the Company by any one of them or having the name of the Company impressed thereon by rubber stamp or other device without any signature;
- (b) to arrange, settle, balance and certify all books and accounts between the Company and the Bank and to receive all paid cheques and other vouchers, unpaid and unaccepted bills of exchange and other negotiable instruments and to sign the Bank's form of settlement of balances and release;
- (c) to delegate any authority conferred on such person by sub-paragraphs (a) and (b) of this paragraph to any other employee of the Company, by notice in writing filed with the Bank.

It was considered that responsibilities under Item 3 should lie with the President. However, it was decided to leave the Item intact until such time as an amendment is necessary.

**ACTION:** The Board requested the President to submit a paper dealing with his recommendations for the delegation of authority for program and administrative expenditures.



August 13-14, 1985

## 7. OLD/NEW ICOD - REPORT OF THE AD HOC COMMITTEE

The report of the ad hoc committee, which met on June 26, 1985, was addressed by the Board.

Several amendments to the minutes of the ad hoc committee were noted as follows:

Page 3 - re Halifax premises lease, offers from potential sub-lessees to be reproduced and attached to the minutes.

Page 5 - Line 1 to be changed to read, "the Chairman requested that the President verify..."

- Acronyms to be spelled out in full with acronym in brackets.

- Last line to delete, "making use of" and replace with "occupying".

Page 6 - Line 6, replace "extensive" with "expensive".

- Second paragraph - mention should be made that ICOD, the NGO, had conducted a survey of accommodation throughout Halifax.

It was moved by Roy Cheeseman, seconded by Gerald Ewing,

THAT THE MINUTES OF THE AD HOC COMMITTEE BE ADOPTED AS AMENDED.

MOTION CARRIED UNANIMOUSLY.

There was discussion on whether it was legal for the President and Gerald Ewing to vote during the ad hoc committee meeting (and Douglas Lindores, the President and Gerald Ewing during the Board Meeting) on questions concerning the transition of ICOD, the NGO, to ICOD, the Crown Corporation. According to the Chairman's interpretation of the clauses of the Financial Administration Act dealing with conflict of interest, these Board members were not eligible to vote on matters concerning ICOD, the NGO, as they were members of both the Board of that organization as well as the Board of ICOD, the Crown Corporation.

August 13-14, 1985

Mr. Lindores disagreed with the Chairman's interpretation. The following is a statement he requested be included in the Minutes:

LINDORES: "I cannot accept that under any possible interpretation. There would be a conflict of interest here or a potential question of impropriety if there was any possible concealing or confusion on my part of the fact that I am a member of this Board as I was a member of the previous Board. There is absolutely no misunderstanding, no confusion on that at all."

In the resolutions contained in the minutes of the ad hoc committee, the President was requested to look into the leases - both equipment and premises - to see if a more advantageous deal could be arrived at.

As stated in the President's memo dated July 10, 1985, all requests made at the ad hoc committee meeting had been actioned.

Therefore, it was moved by Roy Cheeseman, seconded by Ellen McLean,

THAT ICOD THE CROWN CORPORATION ASSUME ALL THE OUTSTANDING OBLIGATIONS AND LIABILITIES OF THE THREE PERSONAL CONTRACTS, OF THE TERMS AND CONDITIONS SET OUT IN THE CONTRACTS APPENDED TO SCHEDULE 'A' THROUGH TO TERMINATION AND SUBJECT TO RENEGOTIATION.

MOTION CARRIED.

Gerald Ewing - abstained in conformity with the Chairman's interpretation of the clause of the Financial Administration Act dealing with conflict of interest.

Gary Vernon - voted noting their disagreement with the Chairman's interpretation of the relevant clauses of the FAA.

Douglas Lindores

August 13-14, 1985

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

THAT ICOD THE CROWN CORPORATION ACCEPT THE TAKE-OVER OF  
LEASE EQUIPMENT 'C' WITH MARITIME OFFICE EQUIPMENT.

MOTION CARRIED.

C. Hanson Dowell - Dissenting  
Gerald Ewing - abstained in conformity with the Chairman's  
interpretation of the clauses of the  
FAA dealing with conflict of interest.  
Gary Vernon - voted noting their disagreement with  
Douglas Lindores the Chairman's interpretation of the  
relevant clauses of the FAA.

ACTION: The President is to request the Chairman of ICOD,  
the NGO, to prepare a statement stating that  
Schedules 'B', 'C' and 'D' contain all the assets  
and obligations of ICOD, the NGO, before the leases  
are taken over .

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

THAT ICOD THE CROWN CORPORATION ASSUME ALL ASSETS AND  
OBLIGATIONS OF ICOD, THE NGO, SUBJECT TO RECEIPT OF A LETTER  
FROM ICOD, THE NGO, CONFIRMING THAT IN FACT THE OBLIGATIONS  
AS OUTLINED IN SCHEDULES 'B', 'C' AND 'D' ARE THE ONLY  
OUTSTANDING OBLIGATIONS AND REQUEST THE PRESIDENT, IN  
CONSULTATION WITH TREASURY BOARD AND DEPARTMENT OF JUSTICE,  
TO TAKE APPROPRIATE ACTION IN THE CONTEXT OF THE FINANCIAL  
ADMINISTRATION ACT TO EFFECT THE PROVISIONS OF THIS  
RESOLUTION.

MOTION CARRIED.

C. Hanson Dowell - dissenting  
Gerald Ewing - abstained in conformity with the Chairman's  
interpretation of the clauses of the  
FAA dealing with conflict of interest.  
Gary Vernon - voted noting their disagreement with the  
Douglas Lindores Chairman's interpretation of the relevant  
clauses of the FAA.



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

THAT UPON RECEIVING REQUISITE APPROVAL, THE PRESIDENT IS  
HEREBY AUTHORIZED TO EXECUTE ALL THE NECESSARY DOCUMENTS  
OR OTHER ASSURANCES THAT MAY BE REQUIRED FOR THE DISSOLUTION  
OF ICOD, THE NGO.

MOTION CARRIED.

Gerald Ewing - abstained in conformity with the Chairman's  
interpretation of the clauses of the FAA  
dealing with conflict of interest.

Gary Vernon - voted noting their disagreement with the  
Douglas Lindores Chairman's interpretation of the relevant  
clauses of the FAA.

The question of a cash surplus by ICOD, the NGO, was raised.  
CIDA had requested a return of any cash surplus on the  
dissolution of ICOD, the NGO. Douglas Lindores expressed  
the opinion that, as there had been no funds disbursed  
by CIDA during the current fiscal year, any surplus would  
be returned to the Receiver General of Canada. He suggested  
the President pursue with CIDA the interpretation that  
any surplus cash would be part of the assets being transferred  
to ICOD, the Crown Corporation.

As ICOD, the NGO, is presently very nearly out of funds,  
the President will devise a means of reimbursing ICOD,  
the NGO, for premises and equipment used by ICOD, the Crown  
Corporation, for the past three months and until such time  
as ICOD, the NGO, is dissolved.

## 8. THE PRESIDENT'S REPORT

### Annex I - Background Notes

The President noted the proposed change to the Training  
section. Since no comments had been received to the contrary,  
the Background Notes now stand as accepted.

Annex II - Programs

The ad hoc committee gave approval in principle to go ahead with six project proposals contained in the summary sheets submitted with the President's Report.

It was suggested that a financial profile for the coming years would be useful for the Board when approving projects.

It was recommended that ICOD should take time immediately to identify facilities in Canada which could contribute to the programs of the Centre. One approach might be to write to institutions inviting them to Halifax (at their own expense) to meet with management to explore areas of collaboration.

(1) OECS Fisheries Desk

Phillip Saunders

After a short introduction and some background information on this project, it was noted that there are some details to be worked out - i.e. consultants, reducing some of the budget items. The consensus was that this was a good project for ICOD to begin with.

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

THAT THE PRESIDENT BE AUTHORIZED THE EXPENSES TO BRING THE PROJECT PROPOSAL -- FISHERIES DESK, ORGANISATION OF EASTERN CARIBBEAN STATES -- FORWARD TO THE BOARD OR EXECUTIVE COMMITTEE FOR FINAL APPROVAL OF A MEMORANDUM OF UNDERSTANDING.

MOTION CARRIED.



- (2) Surveillance and Monitoring, Phillip Saunders  
Forum Fisheries Agency,  
Solomon Islands

It was noted that minor financial details would be completed for the final submission on this project.

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

THAT THE FINAL APPROVAL OF THE MEMORANDUM OF UNDERSTANDING FOR THE PROJECT PROPOSAL -- SURVEILLANCE AND MONITORING, FFA -- BE DELEGATED TO THE EXECUTIVE COMMITTEE OF THE BOARD.

MOTION CARRIED UNANIMOUSLY.

- (3) Marine Affairs Bibliography Evelyne Meltzer

There was a lengthy discussion on the size of the budget and the marketing concepts of this project. It was felt that the Bibliography could achieve wider dissemination through rigorous marketing rather than co-publication by ICOD. Another suggestion was that ICOD could purchase 250 copies outright rather than get involved in publishing.

The President undertook to discuss the Board's view further with the principals, including Les Foster. The Board made it clear that they thought the Bibliography could be useful; however, they were not ready to approve ICOD's full participation at this time. As an interim move, the President was asked to find out if Les Foster would be willing to come to ICOD on a 3-4 month contract to keep the Bibliography alive until the Board can deal with it at its next meeting.

- (4) Scholarship Program Evelyne Meltzer

The question concerning "in trust" was raised. It was pointed out that the Government of Canada would not permit funds to be put in trust in one year to be used during the next fiscal year. Unless another means of bridging was arrived at, the money allocated for this program might have to be redistributed to other program areas.

It was agreed that letters be written to universities in Canada mentioning the ICOD scholarship program and that an external advisory committee be established to appraise candidates.



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

THAT THE PROJECT PROPOSAL -- SCHOLARSHIP PROGRAM -- BE APPROVED IN PRINCIPLE SUBJECT TO WHAT HAS BEEN EXPRESSED TO THE PRESIDENT CONCERNING THE QUANTITY OF MONEY, THE ADMINISTRATIVE PROCESS AND THE CRITERIA, AND COME BACK TO THE BOARD OR EXECUTIVE COMMITTEE.

MOTION CARRIED UNANIMOUSLY.

- (5) (a) Materials Development
- (b) Marine Affairs Course
- (c) Diploma in Marine Affairs

Evelyne Meltzer

Since the above are interconnected, a general overview of all three was given. There was a lengthy discussion concerning possible duplication with other courses available at the present time. It was felt that the ICOD courses would be filling a need and that duplication could be kept to a minimum. It was noted, however, that this was one area where close liaison with other courses and institutions would be required. The President also undertook to do an assessment of the level of interest and need for such courses among developing countries.

A suggestion was made that, with respect to Materials Development, rather than the material all being written in English and translated to French, some of it could be written in French and then translated to English.

It was also noted that the courses should be structured so as to accommodate the differing cultural views in developing countries.

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

THAT THE THREE PROJECT PROPOSALS -- (A) MATERIALS DEVELOPMENT; (B) MARINE AFFAIRS COURSE; (C) DIPLOMA IN MARINE AFFAIRS -- BE APPROVED AND THAT EVERY EFFORT BE MADE TO AVOID DUPLICATION OF ANY KIND.

MOTION CARRIED UNANIMOUSLY.

August 13-14, 1985

## (6) Training Catalogue

Carol Stanish

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

THAT THE PRESIDENT BE AUTHORIZED THOSE EXPENSES NECESSARY TO CARRY OUT PROJECT PROPOSAL NUMBER 6 -- THE ICOD TRAINING CATALOGUE -- WITH THE UNDERSTANDING THAT SPECIAL ATTENTION BE PAID TO THE OVERALL COSTS.

MOTION CARRIED UNANIMOUSLY.

Annex III - Budget (Corporate Plan)

The President went through the Corporate Plan presenting general remarks, then invited comments. The following amendments were made to the document:

- name of Directors to be spelled out and initials and degrees, etc., to be added.
  - page 2, line 4, Chapter 6 1984/85 to be added.
  - page 2, delete "will assume", replace by "intends to assume".
  - page 2, Minister of External Affairs, should be Secretary of State for External Affairs.
  - page 2 states that John Vandermeulen was Vice Chairman on April 19. Instead, add the words, "The following positions were established at subsequent meetings".
  - page 2, last line - re Search Committee, after "Board of Directors", delete "on the authority of the Governor in Council".
- Add: It is intended to appoint a Search Committee.... When a Search Committee is appointed, this Committee will make recommendations for international Board members to the Minister.
- page 3, 2nd paragraph - "five" program officers changes to "six".
  - page 8, delete "coordinating".

It was moved by Gastien Godin, seconded by Gerald Ewing,

THAT THE BOARD APPROVE THE CORPORATE PLAN AS AMENDED.

MOTION CARRIED UNANIMOUSLY.

Annex IV - Staffing

The President submitted a staffing proposal and a proposed salary scale for professional and administrative staff. The salary proposal was based on the IDRC schedule but with a reduced number of categories and scaled down wage rates. After a lengthy discussion, it was considered that the proposal should be further reviewed and that, as an interim measure, the top category should be removed. The President agreed to seek independent advice on the salary scale and to postpone hiring until a review was completed. Since the employment of a Treasurer was critical to ICOD, the Board agreed that the President should proceed with a competition for that position. In view of the fact that the Treasurer also would be recommended as Secretary to the Board, it was agreed that Ellen McLean and Robert Maguire would sit on the Selection Committee for that position.

It was moved by Gastien Godin, seconded by Gerald Ewing,

THAT ELLEN MCLEAN AND ROBERT MAGUIRE BE MEMBERS OF THE STAFF SELECTION COMMITTEE.

MOTION CARRIED UNANIMOUSLY.



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

THAT THE EXPENSES OF THE PRESIDENT'S APARTMENT IN HALIFAX OF \$512.00 PER MONTH SHALL BE PAID BY THE CENTRE TO THE PRESIDENT AS TRAVEL EXPENSES.

MOTION CARRIED UNANIMOUSLY.

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

THAT AT THE NEXT MEETING, THE BOARD APPROVE THE MINUTES OF THE THREE PREVIOUS MEETINGS -- JUNE 4-5, JUNE 14-15 AND AUGUST 13-14, 1985.

MOTION CARRIED UNANIMOUSLY.

The Rt. Hon. Joe Clark, P.C., M.P.  
Secretary of State for External Affairs



Le très hon. Joe Clark, C.P., député  
Secrétaire d'Etat aux Affaires extérieures

Canada

OTTAWA, Ontario  
K1A 0G2

June 24, 1985

Dear Mr. Dowell:

Thank you for your letters of June 15 and  
June 17.

I have noted your dissent to the motion  
passed by the Board but am, nonetheless, grateful for  
the guidance which the Board has provided me.

Please continue to keep me informed of  
developments at ICOD.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'J. Clark', written over a horizontal line.

Mr. C. Hanson Dowell, Q.C.  
Chairman  
International Centre for Ocean Development  
P.O. Box 2003  
Station M  
Halifax, Nova Scotia  
B3J 2Z1



International Centre for Ocean Development  
~~Centre international de développement des océans~~  
Centre international d'exploitation des océans

17 June 1985

The Rt. Hon. Joe Clark, P.C., M.P.  
Secretary of State for External Affairs  
125 Sussex Drive  
Ottawa, Ontario  
K1A 0G2

Dear Mr. Clark:

I want you to know that I have registered my dissent to the following resolutions of the Board, viz.: (1) recommending levels of honoraria and imposing limits that was transmitted to you by my letter of the 15th inst.; (2) one which would make the foregoing resolution applicable for the current fiscal year; and (3) adoption of by-laws in principle.

Some of the business still outstanding includes the following:

- 1) consideration by ICOD the Crown Corporation of whether to accept or reject the assets and obligations of ICOD the non-government organization;
- 2) programme matters;
- 3) benefits other than remuneration for the President; and
- 4) staffing proposals of the President

Pending the next meeting of the Board which will take place mid-August in Halifax a committee comprising the Chairman, President and three other directors plans to meet in Halifax on June 26 to consider items (1) and (2) above.

You may expect further word in due course respecting your letter to me of May 31st and further comment on some or all of the above matters.

Yours respectfully,

C. Hanson Dowell, Q.C.  
Chairman





International Centre for Ocean Development  
Centre International de Développement des Océans

June 28, 1985

Mr. C. Hanson Dowell, Q.C.  
Chairman,  
ICOD,  
Post Office Box 2003,  
Station "M",  
Halifax, N. S.

Dear Hanson:

Further to your request, this will acknowledge receipt of your letter dated June 15 (which I received on June 18, 1985) concerning the resolutions passed at the Board Meeting held in Ottawa on June 14-15, 1985.

Yours truly,

A handwritten signature in cursive script that reads 'Anne Irvin'.

Anne Irvin

Ottawa, Ontario  
June 15, 1985

Mrs. Anne Irvine,  
Executive Assistant,  
International Centre for  
Ocean Development,  
Ottawa, Ontario

Dear Mrs. Irvine:

In your capacity as Secretary to the meeting of the Board of Directors of the International Centre for Ocean Development held this date in Ottawa please ensure that the minutes show that I dissent to each of the following resolutions that were passed, viz.,

- (1) adoption in principle of the by-laws;
- (2) recommendation to the Minister, respecting honaria, expenses and limitations on days; and
- (3) application of (2) above to this current fiscal year

Yours respectfully,  
C. Hansen



International Centre for Ocean Development  
Centre International de Développement des Océans

June 15, 1985

The Rt. Honourable Joe Clark  
Secretary of State for External Affairs  
125 Sussex Drive  
Ottawa, Ontario  
K1A 0G2

Dear Mr. Clark:

I have been asked to draw your attention to the following resolution which was passed by the Board of Directors of ICOD at its meeting of 14-15 June:

... that the Board recommend to the Minister for approval by the Governor in Council that the Chairman receive a per diem honorarium of \$250 plus travel and living expenses as set out in Treasury Board directives for attendance at meetings of the Board and its relevant Committees, and that directors receive a per diem honorarium of \$200 plus the same travel and living expenses for attendance at meetings of the Board and its relevant Committees. The Chairman may receive honoraria to a maximum of 20 days per annum and other directors to a maximum of 15 days per annum. The same rates would also apply to any additional duties requested of any director by the Board in advance, and such authorized days may be in addition to the maximum limit established above for attendance at meetings and Committees.

As Chairman of the Board I respectfully submit the above for your consideration.

Yours sincerely,

A handwritten signature in dark ink, reading 'C. Hanson Dowell'.

C. Hanson Dowell, Q.C.  
Chairman



BD85/4/D50  
Amended and approved December 1985

CONFIDENTIAL

INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Proposal

Organization Structure  
Staffing, Pay  
Benefits Package

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CONFIDENTIALICOD ProposalOrganizational Structure, Staffing, Pay and Benefits PackageOBJECTIVE

The purpose of this proposal is to seek Board approval for:

- i) a staffing plan for ICOD (see Parts A,B);
- ii) a salary scale to be used for full-time staff (see Part C);
- iii) a package respecting pensions, insurance and other benefits for ICOD full-time staff (see Part C).

PROPOSAL

That the Board approve the staffing plan, salary scale and benefits package as set out herein.

INTRODUCTION

The Centre has been in operation as a Crown Corporation since February 27, 1985. Until now the Centre has operated using contractual employees who cannot act on behalf of the Corporation. The Centre must now begin the process of hiring employees on an indeterminate basis. The target date to begin hiring indeterminate employees has been set at early January, 1986. An organization chart describing the proposed structure of the Centre over the next three years has been prepared and is attached. The estimated establishment at the end of the next three fiscal periods will be as follows:

|                    |                    |                    |
|--------------------|--------------------|--------------------|
| $\frac{86/87}{23}$ | $\frac{87/88}{27}$ | $\frac{88/89}{30}$ |
|--------------------|--------------------|--------------------|

There may also be contract personnel hired to meet specific requirements.



The following package describes the organizational structure proposed for the Centre. It recommends a process to staff the proposed positions and presents a Pay and Benefit package to be offered to ICOD employees.

In order to substantiate the proposed pay level, a salary survey has been conducted and is attached.

#### A. Organizational Structure

The Centre will be organized by a functional breakdown of activities. Three program directorates will be set up:

1. Technical Assistance Directorate
2. Training Directorate
3. Information Services Directorate

Each directorate will be headed by a Director reporting to the President. A support and services unit headed by a Secretary-Treasurer will provide all the necessary support services, coordination and links with the Board. This support services unit will also be responsible for the Ottawa office.

Each directorate will be staffed by a number of senior and junior officers. Appropriate support and secretarial services will also be provided.

During its first year of operation, the breakdown within the directorates will remain flexible since a number of officers may be asked to work in activities from two different directorates. This semi-matrix organization will progress toward a more functional structure as the Centre establishes itself and on-going programs are set-up.

The recommended organization chart of the Centre is presented in Appendix 1.

#### B. Staffing

Staffing will be done according to needs, with management positions being staffed by competition as required.

By the end of the current fiscal year, up to fifteen (15) positions are intended to be staffed, including the Director of Information Services.

Other specific tasks will continue to be performed by consultants. It is expected that a number of permanent positions will be offered to employees currently on contract with ICOD. This will ensure the retention of the corporate memory developed at the Centre. Support, clerical and secretarial positions will be staffed from the existing contractors or from the Halifax work

force market through advertisement or other forms of recruitment. Director positions and some programme officer positions will be staffed by a national selection process and from the inventory of curriculum vitae already received by the Centre. All Director level appointments will be selected by competition.

The proposed establishment over the next three years is for reference purposes only. All staffing requirements will need to be justified as part of the planning cycle. Staffing of positions below Directors will require the President's prior approval for staffing action to commence.

The staffing objective of the Centre is to develop a small core of experienced, professional staff fully conversant with ICOD objectives. The staff will be complemented by the use of consultants or other professional services as the need arises.

When required by operational needs, the Centre will use the services of the Language Training Facilities of the Public Service Commission to assist employees in upgrading their skills in their second official language, either French or English. These services are provided free of charge to ICOD.

#### C. Pay and Benefits Package

The Centre will have a pay and benefits package which is attractive and competitive with other employers, but not excessive in comparison with similar organizations. A package similar to the one offered to the employees of the International Development Research Centre (IDRC) has been prepared. The highlights of the package follow:

##### 1) Employee categories and classification

The recommended classification of employment positions is subdivided into eight levels. Positions will be assessed and rated relative to internal responsibilities and to outside market comparisons. Detailed pay rates will be determined by the President in consultation with the Treasurer after approval by the Board. Employees will be hired on a full-time (37.5 hours full scheduled work week) or part-time basis. Full-time employees will be hired on indeterminate or fixed term contracts, while part-time staff will be hired for fixed terms. Employees in levels 5-8 will be subjected to a one-year probationary period, whereas employees in levels 1-4 will be on probation for six months.

##### 2) Rate of Pay

Eight grades of pay, each with a minimum and maximum are proposed. The proposed wage scale is presented in Appendix 2. Employees in levels 1-4 will have salaries ranging from



a minimum of \$13,000 to a maximum of \$33,000 at the top of level 4. Employees in levels 1-5 will have pay levels competitive with government departments and other Crown Corporations.

Salary will be increased yearly by an economic factor to be determined by the Board and performance increases will be given yearly based on the employee's performance appraisal.

### 3) Pensions, Insurances and Other Benefits

The Centre must contribute to a number of compulsory insurance and benefits packages for employees. Those include:

- Public Service Superannuation Plan (PSSP)
- Supplementary Death Benefits (SDB)
- Long Term Disability (LTD)

Employees will also have the option to join a number of insurance packages. Those include:

- Group Surgical Medical Insurance Plan (GSMIP)
- Public Service Management Insurance Plan (PSMIP) for senior management
- Insurance for employees on travel status

The Centre will pay its share in those plans. It is common practice in both the private and public sectors for the employer pay a greater share of insurance plans on behalf of the senior managers of the corporation.

The benefits and the costs of those insurance plans are explained in greater detail in Appendix 3.

### 4) Leave

The Centre will allow the eleven statutory leave days offered by the Federal Government.

Following the IDRC pattern, during the first ten years of pensionable service, employees would earn 1 1/4 days per month of annual leave (15 days/year). After ten years of pensionable service, employees will earn 1 2/3 days per month of annual leave (20 days/year). After 20 years of service, leave will be granted at the rate of 2 1/12 days per month (25 days/year). At the time of entry for new employees, the Centre may recognize previous work experience in determining their annual leave entitlement. Annual leave credit earned at the Centre would not be carried over from one fiscal year to the next if it is in excess of 25 days. In such cases pay will be offered in lieu of leave. Sick



leave and other leave benefits will match the current practice of the Public Service of Canada. Employees joining the Centre from a Government Public Service may roll over their accumulation sick leave, but not annual leave.

6) Termination

If the performance of an employee is judged unsatisfactory by an immediate supervisor, and if the President agrees, a notice will be given by the Centre to the employee stating the reason, the required remedial action by the employee and the time-frame for such action. The employee will be required to sign the notice. If the requirements are not satisfied within the stated period, the employee will be terminated without further notice, subject to applicable statutory standards.

7) Payroll Administration

The Centre will be using the services of a commercial bank to provide a payroll service to its employees. A number of services have been reviewed resulting in the selection of the Bank of Nova Scotia as the best alternative. The Centre will use the SCOTIA PAY package. This package is a computerized payroll service which calculates employees' earnings and deductions, maintains records, prepares payments and generates management reports. Payments to National Revenue (TAX, UIC, CPP) are issued by the Bank and adjustments resulting from a change in legislation are automatically updated.

This system provides maximum autonomy to the Centre with minimum financial and personnel input. Employees would be paid every two weeks with a 24 hours turnaround time for any required changes. The system is inexpensive (\$.60 per cheque) and can be set up on short notice.

A formal agreement with the Bank of Nova Scotia will be required.

# ORGANIZATION CHART

APPENDIX I

ICOD

Proposed  
Organization Chart

BOARD OF DIRECTORS

Proposed  
As of December 1, 1985

President

(Level 9)

Director

Technical  
Assistance

(Level 8)

Director

Training

(Level 8)

Assistant  
to the  
President

Executive  
Secretary

Director  
Information  
Services

(Level 8)

Secretary  
Treasurer &  
Administrator

(Level 7)

Secretary  
&  
Support

Secretary  
&  
Support

Secretary  
&  
Support

Secretary  
Receptionist

Senior  
Programme  
Officer

Senior  
Programme  
Officer

Information  
Librarian

Finance &  
Administration  
Officer

Support

Programme  
Officer

Communication  
Officer

Administrative  
Support

Programme  
Officer

Programme  
Officer

Support

Manager  
Ottawa  
Office

ICOD

Proposed Wage Scale To December 31, 1986

| <u>Level</u>                                   | <u>Minimum</u> | <u>Maximum</u> |
|--|----------------|----------------|
| 1  | 13,000         | 16,900         |
| 2  | 16,250         | 21,150         |
| 3  | 20,300         | 26,400         |
| 4  | 25,400         | 33,000         |
| <u>Managerial &amp;</u><br><u>Professional</u> |                |                |
| 5  | 31,800         | 39,750         |
| 6  | 38,200         | 47,800         |
| 7  | 45,900         | 57,400         |
| 8  | 55,100         | 68,900         |

- Notes:
- Levels 1 to 5 have not been surveyed
  - 25% spread between each minimum at each of levels 1, 2, 3, and 4
  - 20% spread between each minimum at each of levels 5, 6, 7 and 8
  - 30% spread between minimum and maximum for each of levels 1,2,3 and 4
  - 25% spread between minimum and maximum for each of levels 5,6,7 and 8



INSURANCE & BENEFITS PACKAGE

| NAME  | AVAILABLE TO   | BENEFITS   | PREMIUMS  |
|---|--|--|---|
| Public Service Super-annuation Plan (PSSP)    | Compulsory for all employees for terms over 6 months | For all employees:<br>.2% x yearly average Pensionable earnings over best 6 years x years of pensionable services<br>. Maximum 70%<br>. Minimum 10 years in the plan or over 45 years old<br>. Years of service + age must equal 85 for full pension               | All Employees<br>6.3% of pensionable earnings<br>Employer<br>Contributions equal to employee<br>(NOTE: Less CPP/QPP contributions for the same period)  |
| Supplementary Retirement Benefits (SRB)       | Compulsory for all employees for terms over 6 months | Provides indexed pension to cost of living   | All Employees<br>1% of pensionable earning<br>Employer<br>Contribution equal to employees   |
| Group Surgical Medical Insurance Plan (GSMIP) | Optional for all employees                           | Open for employees, spouse & dependants:<br>. provides additional cost for semi-private & private hospital room coverage<br>. 80% of most prescribed drugs, nursing services physiotherapy, ambulance service, chiropractor, etc.<br>. \$25/\$40 deductible yearly | All Employees<br>. based on a schedule of rates set by Treasury Board and revised yearly<br>. rates are based on options selected<br>Employer<br>. pays equivalent share to cover employee and dependants<br>Senior Management<br>. Both shares to be |

| NAME   | AVAILABLE TO   | BENEFITS   | PREMIUMS  |
|--|--|--|---|
| GSMIP continued                                  |  | <ul style="list-style-type: none"> <li>emergency medical &amp; hospital care not covered by provincial health insurance plan while travelling outside their province of residence</li> </ul>   | <p>paid by employer. Does not include Optional Hospital Expense Benefits.</p>   |
| Disability Insurance (DI) Plan                   | Compulsory for all employees except for employees eligible to PSMIP  | <ul style="list-style-type: none"> <li>70% of gross monthly salary reduced by full amount of other basic disability benefits</li> <li>Net benefits are escalated annually by 3%</li> <li>Benefits to commence only after 13 weeks of disability</li> </ul> | <p><u>All Employees</u><br/>         . 19¢ per \$250 of annual salary per month<br/> <u>Employer</u><br/>         Pays equivalent share</p>                   |
| Public Service Management Insurance Plan (PSMIP) | <p>Employees in Managerial &amp; confidential Positions</p> <p>Long Term Disability (LTD) portion is compulsory</p> <p>All other benefits are optional</p> | <p>(See below)</p> <ul style="list-style-type: none"> <li>long term disability</li> <li>Basic life Insurance</li> <li>Supplementary Life Insurance</li> <li>Accidental Death &amp; Dismemberment Insurance</li> <li>Dependant Insurance</li> </ul>         | <ul style="list-style-type: none"> <li>- Rate establish yearly by Treasury Board</li> <li>- Special rate for Senior Executive</li> <li>- See below</li> </ul> |

| NAME                                    | AVAILABLE TO  | BENEFITS  | PREMIUMS   |
|---|---|---|--|
| PSMIP continued                         |   |   |  |
| a) Long Term Disability Insurance (LTD) | Compulsory for all eligible employees   | <p>For all eligible employees:</p> <ul style="list-style-type: none"> <li>. 70% of gross monthly salary reduced by full amount of other basic disability benefits</li> <li>. Net Benefits are escalated annually by 3%</li> <li>. Benefits to commence only after 13 weeks of disability</li> </ul> | <p><u>All Eligible Employees</u></p> <ul style="list-style-type: none"> <li>. based on adjusted salary</li> <li>. 32¢ for each \$1,000 per month</li> </ul> <p><u>Employer</u><br/>Pays equivalent share</p>   |
| b) Basic Life Insurance                 | <ul style="list-style-type: none"> <li>. Optional for all eligible employees</li> <li>. Compulsory if any other insurance plans are selected</li> </ul> | <ul style="list-style-type: none"> <li>. one year's "adjusted salary"</li> <li>. Reductions apply after 60 years of age</li> </ul>  | <p><u>All Eligible Employees</u></p> <ul style="list-style-type: none"> <li>. based on sex and age when member joined per \$1,000 of adjusted salary (monthly)</li> </ul> <p><u>Employer</u><br/>No contribution to optional insurance package except for managerial employees</p> |
| c) Supplementary Life Insurance         | <ul style="list-style-type: none"> <li>. Optional for all eligible employees</li> <li>. Must have Basic Life Insurance</li> </ul>                       | <ul style="list-style-type: none"> <li>. Equal to Basic Life Insurance so total protection is equal to twice the adjusted salary</li> </ul>   | <p><u>All Eligible Employees</u></p> <p>Based on sex and age when member joined per \$1,000 of adjusted salary (monthly)</p> <p><u>Employer</u><br/>No contribution to Supplementary Life Insurance</p>  |



| NAME   | AVAILABLE TO  | BENEFITS  | PREMIUMS  |
|--|---|---|---|
| d) Accidental Death and Dismemberment Insurance (AD&D) | <ul style="list-style-type: none"> <li>. Optional for all eligible employees</li> <li>. Must have Basic Life Insurance</li> </ul> | <ul style="list-style-type: none"> <li>. One to ten units of \$10,000</li> <li>. Special conditions apply</li> </ul>  | <u>All Eligible Employees</u><br>. 20¢ per month per unit<br><u>Employer</u><br>No contribution to AD&D package except for managerial employees |
| e) Dependents' Insurance                               | <ul style="list-style-type: none"> <li>. Optional for all eligible employees</li> <li>. Must have Basic Life Insurance</li> </ul> | <ul style="list-style-type: none"> <li>. Life insurance:<br/>\$2,000/spouse<br/>\$1,000/each child</li> <li>. AD&amp;D<br/>\$2,000/spouse<br/>\$1,000/each child</li> </ul> | <u>Employee</u><br>Based on member age and sex. Monthly premium per \$1,000<br><u>Employer</u><br>No contributions                              |

- In conjunction with the Marine Affairs Diploma program, ICOD will sponsor the development of a comprehensive package of course materials including workbooks, cassettes, audio-visual aids, films, etc. which will be designed to meet the needs of the developing world.
- In the longer term, the Centre will also undertake to develop courses and materials for specific marine sectors such as mariculture, fisheries, sea-bottom surveys, etc.

(c) Information

- A key element in ICOD's program will be to assist developing countries in establishing and managing their own information systems. It will also assist developing countries to participate in regional and international information systems and to exploit these systems for their own benefit.
- ICOD will seek to assist developing countries to construct or strengthen extension services to improve the effectiveness of fishing operations and of fish-handling.
- ICOD will develop an in-house capacity linked to government/university/industry networks to respond to requests for information from its partners in developing countries.
- ICOD will publish some key documents for international distribution which may be donated when required to developing countries.
- The Centre will publish and distribute a complete catalogue of fisheries and oceans training institutes and facilities in Canada for foreign students.

2. ICOD will concentrate its assistance in areas of recognized Canadian expertise. Although the following is not meant to be an exclusive listing, the primary areas of concentration for ICOD assistance in the near future will be:

- (a) policy development as it relates to implementation of the provisions of the LOS Convention;
- (b) identification, formulation and implementation of national and/or regional priorities and objectives related to the marine environment;
- (c) hydrography and nautical charting and their application to delimitation, resource development and transportation;
- (d) fishery management, including stock assessment, allocations, monitoring and enforcement;
- (e) negotiations of access by foreigners to the 200 mile zone including relations with foreign fleets, joint ventures, vessel traffic management systems;
- (f) information systems, gathering and processing of statistics;
- (g) environmental impact assessment.



33-34 ELIZABETH II

CHAPTER 6

An Act to establish the International Centre  
for Ocean Development and to amend the  
Financial Administration Act in relation  
thereto

(Assented to February 27th, 1985)

33-34 ELIZABETH II

CHAPÎTRE 6

Loi constituant le Centre international  
d'exploitation des océans et modifiant  
la Loi sur l'administration financière  
en conséquence

(Sanctionnée le 27 février 1985)



## Memorandum

To: Board of Directors

Our File: 1004.5

From: Garry A. Comber

Date: March 24, 1986

Re: BOARD OF DIRECTORS MEETING, APRIL 17-18, 1986

In keeping with Article V.4 of the By-laws, this is official confirmation that a Board Meeting will be held on April 17-18, 1986 at the ICOD premises in Halifax.


Please find attached a draft agenda which has been discussed with the Chairman and the President. The agenda was developed along three broad lines: Items 1 to 4 are of a special nature involving the introduction of the new Chairman, a presentation by the Chairman, and a policy discussion. Items 5 to 7 deal with old minutes, business arising from the board meeting of December 1985, and the President's report; the remaining items represent generally new business.

In keeping with a request from the August 1985 Board Meeting, we have suggested time allocations for each item on the agenda. We have also indicated whether there will be a document or a verbal report. In keeping with the wishes of the Board, we have tried to ease the paper burden involved in meetings and have, where it seemed appropriate, decided on oral rather than written reports.

The agenda indicates the document number for various items and these are attached hereto. However, a number of documents for the meeting of April 1986 are not yet finalized. Most, but not all, of these will follow within one week. There is, for instance, an information document for Items 2, 3, and 4 which will not be ready until after the Chairman has returned from Jamaica on April 7.

We are also enclosing a number of documents which have been finalized based on the comments of the Board in December 1985. These are forwarded for your information and records.

We look forward to seeing you shortly. Should you have any questions or comments about the agenda or the documents, please call Gary Vernon or Paula Scott during my absence from April 1 to April 14.



Garry A. Comber  
Secretary-Treasurer

GAC/ad  
Attachments