



Canada

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

BD91/D01  
File: 104

**R E V I S E D**  
**Draft Agenda**  
**Meeting of Board of Directors**  
**24 & 25 June 1991**  
**St. John's, Nfld**

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<u>24 June</u>			
1. i. Call to Order, Quorum	09:00-09:10 (Chairman)	---	
ii. Adoption of Agenda	09:10-09:15	BD91/D01	1
iii. Comments by International Directors (Fishery Activity in South West Indian Ocean D. de St. Jorre)	09:15-09:45	BD91/D02	
2. REVIEW OF MINUTES OF 1 AND 2 NOVEMBER 1990 BOARD MEETING	09:45-10:00	BD91/D03	2
COFFEE BREAK	10:00-10:15		
3. APPROVAL OF ANNUAL FINANCIAL STATEMENTS * (to be distributed)	10:15-10:30		3

\* This matter must be raised at  
this time to allow for the  
printing of the Annual Report  
by the end of June



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	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<b>4. BUSINESS ARISING FROM MINUTES</b>	10130-11115 11:15-12:00		4
i. ICOD Forum - Seeking Sustainable Development of the Oceans (#900395) (Cost Increase)		BD91/D04	
ii. Selection of Candidates for the Position of President - Order in Council		BD91/D05	
iii. Status of Board Membership		Verbal	
<i>IV. Misc. Points Arising</i>			
PRESENTATION BY MR. JIOJI KOTOBALAVU (Please see attached)	11:15-12:30		
LUNCH	12:30-13:30		
<b>5. TABLING OF MINUTES</b>	13:30-13:45		5
i. Executive Committee 13 January 1991		BD91/D06	
ii. Executive Committee 17 May 1991 (to be distributed)		BD91/D07	
iii. Audit & Evaluation Comm. 3 June 1991 (to be distributed)		BD91/D08	
<b>6. PRESIDENT'S REPORT</b>	13:45-17:00 President (Coffee Break around 15:15)	Verbal	6
i. Overview			



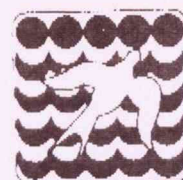
	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
ii. Policy - Update on Training Policy		BD91/D09	
iii. Programs			
iv. Administration			
v. Finance			
vi. Information			
vii. Issues Arising from President's Report			
viii. Documents (to be tabled at meeting)			
Projects Approved Under Delegated Authority		BD91/D10	
Cost Increases Approved Under Delegated Authority		BD91/D11	
List of ICOD Contracts		BD91/D12	
List of Scholarship Recipients		BD91/D13	
ICOD Brochure			
ix. Divisional Presentations		Verbal ICOD Directors	
<u>25 June</u>			
7. REPORT OF THE EXECUTIVE COMMITTEE	09:00-09:30	Verbal	7

	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<b>8. REPORT OF THE AUDIT AND EVALUATION COMMITTEE</b>	09:30-10:30	Verbal	8
i. Update on Special Examination			
ii. Audit Activities			
iii. Evaluation Activities			
COFFEE BREAK	10:30-10:45		
<b>9. FINANCIAL REPORT</b> (to be distributed)	10:45-12:00 Director of Finance		9
i. Consolidated Balance Sheet		BD91/D14	
ii. Statement of Operations		BD91/D15	
LUNCH AT MEMORIAL UNIVERSITY	12:00-14:00		
<b>10. PROJECT PROPOSALS</b>	14:00-14:45		10
i. Training at the University of the South Pacific; Republic of Palau (#870160) Cost Increase		BD91/D16	
ii. Development of a Centre for Marine Sciences - UWI (#890307)		BD91/D17	
iii. ICOD Canadian Awards Program (#910400)		BD91/D20	
v. Extension to Coral Reef Research Unit - Maldives (#880247) (to be distributed)		BD91/D21	



Dalhousie University

International Ocean  
Institute



I.O.I. - Malta

To: The Group of Fifteen  
Caracas, Venezuela

From: Layachi Yaker, President  
Elisabeth Mann Borgese, Chairman  
International Ocean Institute, Malta

Date: June 20, 1991

The undersigned wish to bring to your attention a situation that tends to be forgotten in face of the many emergencies confronting us and the unspeakable human suffering in so many parts of the world requiring priority action. The situation we are referring to is that surrounding the ratification and implementation of the United Nations Conference on the Law of the Sea.

1. While crisis management is necessary, we still need long-term solutions; we still need a new international order; and the Law of the Sea Convention is an opening wedge towards the establishment of a genuinely new international order. The importance of the Convention has been stressed in the Report of the South Commission, and we need not repeat the arguments. We might only add that, as the international community is getting ready for the United Nations Conference on Environment and Development (UNCED, Rio de Janeiro, 1992) it is becoming absolutely essential that the Law of the Sea Convention is solidly in place before that time. The Convention contains the only existing comprehensive (covering all sources of pollution), binding, enforceable international environmental law. It is the only existing legal instrument that effectively integrates the conservation of the environment and development (development of living and nonliving resources, of science and technology, of human resources) in the concept of sustainable development. It is the only existing legal instrument that provides for binding dispute settlement of conflicts arising from environmental issues. If this Convention is not ratified, any new Conventions to be adopted at Rio lose credibility from the outset.

2. The cost involved is fictional. Two years ago, the IOI made a study on the Cost of Ratification. This study was published in the current Ocean Yearbook (Vol.8). The study served as a basis for a new study undertaken this year by the Asian African Legal Consultative Committee, which came to very similar conclusions. Supposing that the Seabed Authority is a going concern devoted to exploration, research and development, and training of human resources, -- since there is not going to be any mining for the foreseeable future -- the cost to most developing countries would be about \$5,000 a year.

3. Attempts to change the Convention before it comes into force, or to adopt a Protocol that would effectively supersede the Convention, can only lead to

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delays, in the best case; to the disintegration and loss of the Convention, in the worst-case scenario.

4. We now have a fifty-year moratorium on mining in the Antarctic and the shelving of the Antarctic Minerals Convention. This will be used as a precedent, and pretext, for declaring a moratorium on seabed mining, and the shelving of Part XI of the Convention. The Seabed, however, is not Antarctica, and the Seabed Authority is not restricted to the club of Antarctic Treaty Consultative Powers. The Seabed Authority is not a mining company. It is a political, inter-governmental body responsible for the management of a vast part of ocean space: the international seabed. It is responsible for scientific research and technology development, for the protection of the environment, and for the development of human resources. It is, furthermore, the embodiment of the principle of the Common Heritage of Mankind, one of the greatest contributions to the evolution of international law since the end of World War II. Without this embodiment in an institutional framework, the principle of the Common Heritage of Mankind is thrown back twenty years -- back into the status of a pious phrase, without economic and legal content. It would imbalance the Convention in favour of the industrialized States. It would be a grievous loss for the developing countries and their efforts invested in twenty years of work.

5. The only way to meet this danger is to ratify and bring the Convention into force now, without delay. This, in our opinion, could well be accompanied by an understanding that Articles which are obsolete, will not be applied. These are the articles about financial arrangements, production, and production limitation (Article 151, all of Annex III, and the financing of the Enterprise in Annex IV). These articles should be frozen by an MOU of the Prep.Com. The trigger mechanism for the unfreezing of these articles should be the first application by a Pioneer investor for approval of a Plan of Work -- 20, 30 years from now. At that point, obviously, all these articles would have to be renegotiated, in the light of economic and technological realities of that rather far remote future. The content of the MOU could be confirmed by a consensus Resolution of the General Assembly, to give it universal recognition. In the meantime, the Pioneer Regime agreed on in 1990 remains in force, and should be developed further, for the benefit of all parties concerned.

6. We urge the Governments of those Third-World countries who have not yet ratified the United Nations Convention on the Law of the Sea to do so without delay: In a spirit of solidarity with other Third-World countries; to safeguard the integrity of the Convention as a first building block of a new international order; to enhance the goals of UNCED in the attainment of sustainable development; and to strengthen world peace through the reservation of the oceans for exclusively peaceful purposes, a principle which will have to be interpreted and progressively developed during the coming years.



	<u>Proposed Schedule/ Presenters</u>	<u>Document #</u>	<u>Tab #</u>
<b>11. CORPORATE PLAN AND POLICY ISSUES</b>	14:45-16:15		11
(COFFEE BREAK	15:15-15:30)		
<b>12. ELECTION OF COMMITTEE MEMBERS</b>	16:15-16:30	Verbal	12
<b>13. OTHER BUSINESS</b>	16:30-17:00	Verbal	13
i. Revisions of ICOD By-Laws (documents to be distributed)			

#### 26 June

09:00 - 10:00 Institute for Marine Dynamics tour  
 10:30 - 12:00 Marine Institute tour  
 12:00 - 13:30 Reception/Buffer at Marine Institute  
 14:00 - 15:30 Ocean Sciences Centre tour  
 16:00 - 17:00 Northwest Atlantic Fisheries Centre tour  
 19:00 - 21:00 Reception hosted by ICOD at Hotel Newfoundland for  
 Members of Parliament, various institutions and  
 consultants

#### 27 June

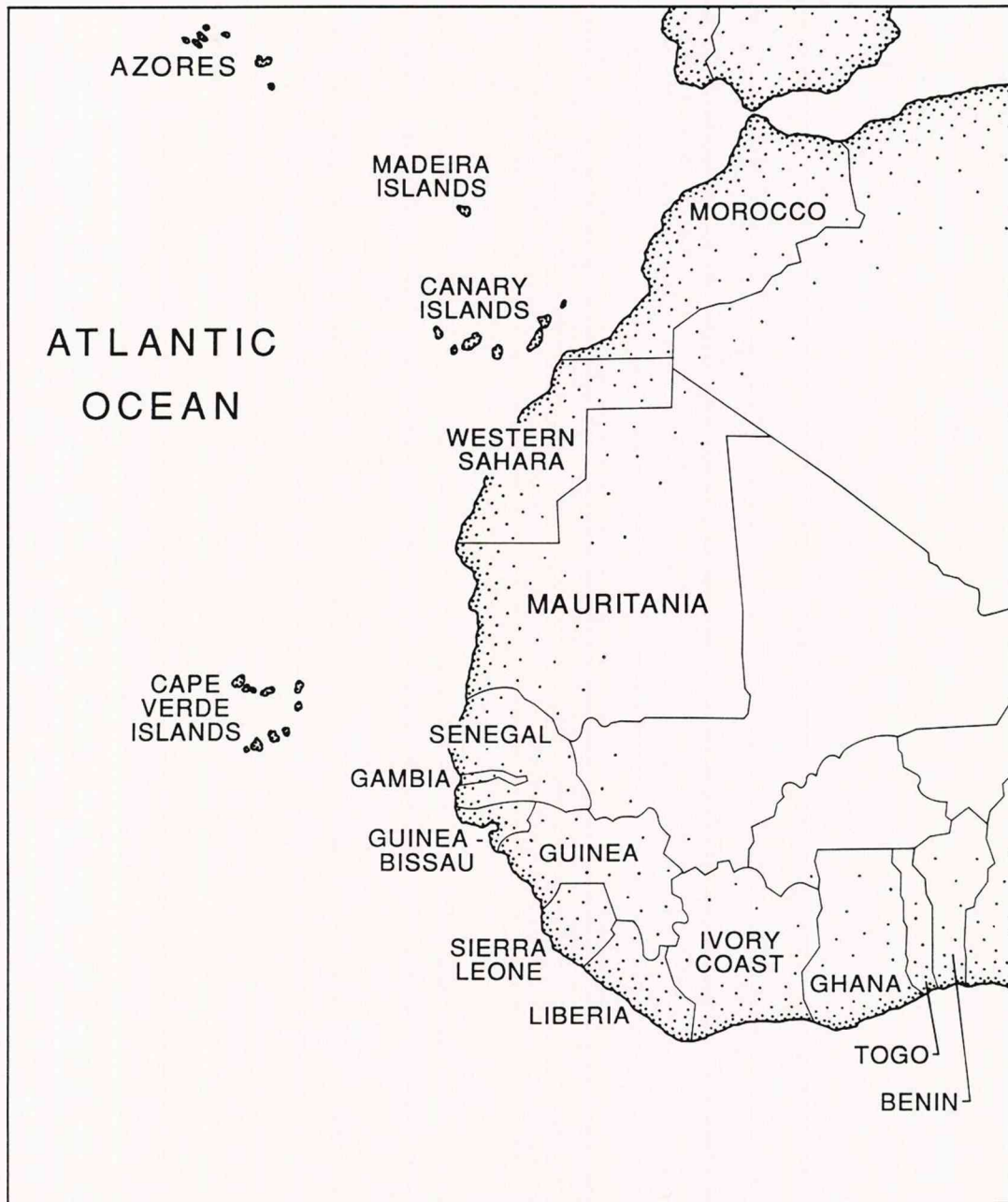
09:30 - 12:30 Depart St. John's Harbour on training vessel M.V.  
 Beinir

Please note that informal dinners on 24 and 25 June have also been  
 arranged. Also upon arrival at St. John's airport on 23 June,  
 please take taxis to the Hotel Newfoundland.

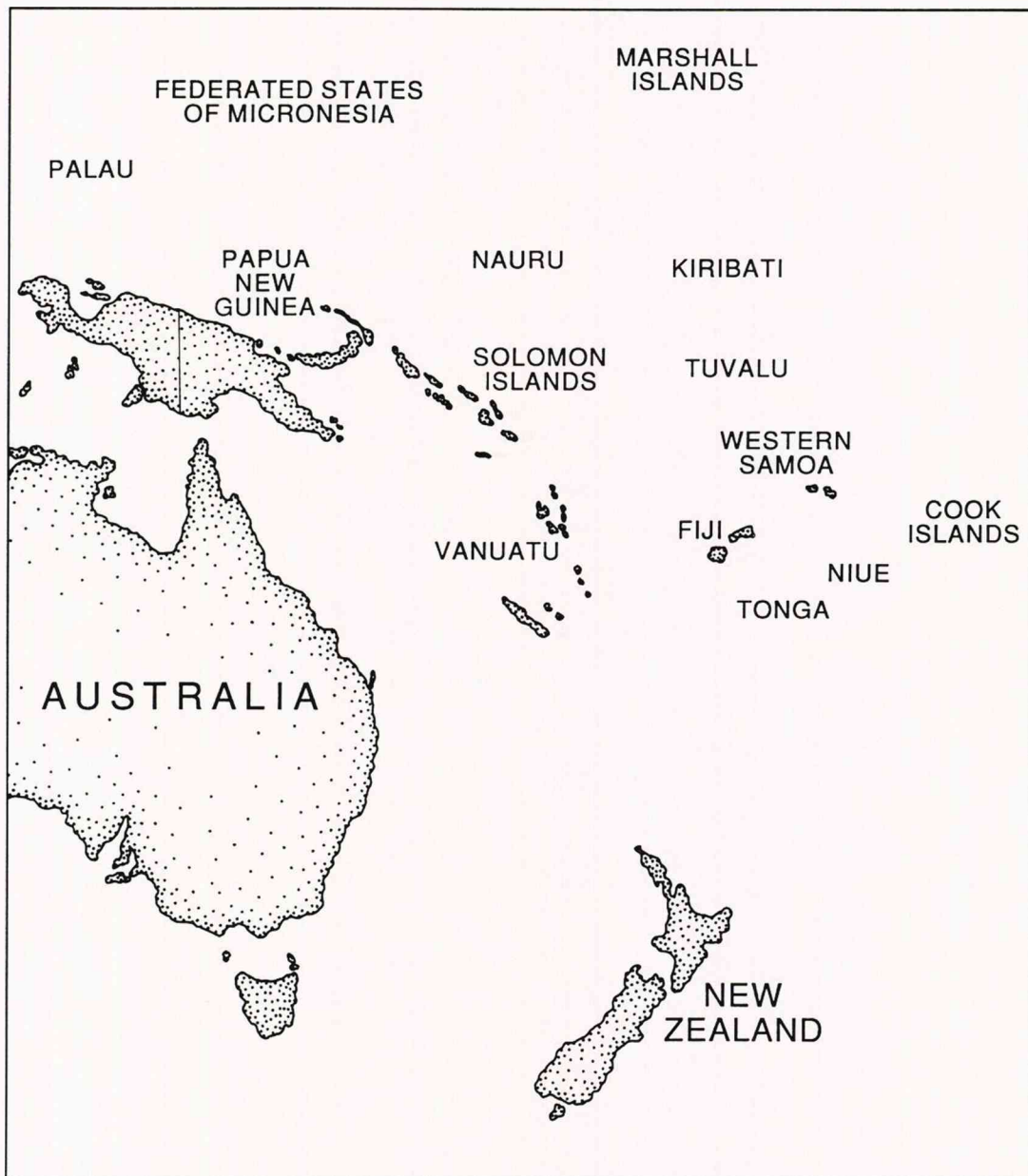
## CARIBBEAN BASIN



# WEST AFRICA

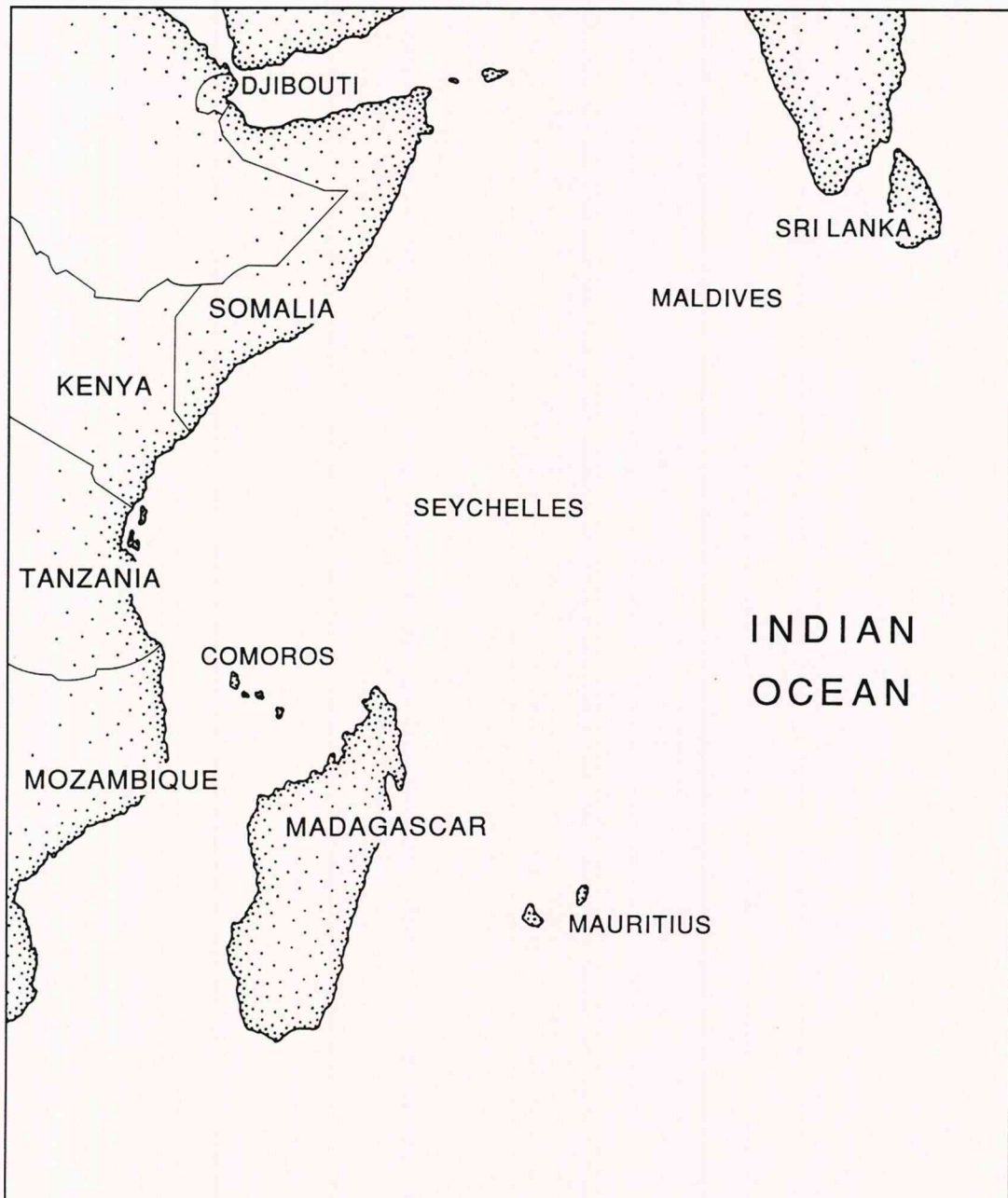


# SOUTH PACIFIC





## SOUTH AND WEST INDIAN OCEAN



Brief Statement on the fishery activity in the South West Indian Ocean Area

This presentation consists of a brief review of the status of the fishery of several of the coastal countries. It then looks at the recent activities of the most important regional organisations or projects.

(i) Seychelles

The fisheries activity is second of importance to that of tourism in the economy of Seychelles. It is in this field that the greatest scope for expansion exists.

In 1990, 5,300 tonnes of fish was landed from the artisanal fishing fleet. This consists of semi-demersal and demersal species of which the total sustainable catch has been estimated at 8000t per annum. It is therefore important to ensure that over-exploitation does not take place in certain areas. It has been estimated that there are around 400 boats and 1000 fishermen active in this fleet. The fleet ranges from small wooden boats to schooners of up to 15m. In 1991 a 22m vessel and a mother-ship type with catcher vessels started operations.

Seychelles is the base of an important foreign industrial tuna fleet and in 1990 some 200,000t of tuna were caught in the South West Indian Ocean by purse seiners licenced in Seychelles.

It is in the tuna fishery that the greatest development will take place. To-date Seychelles has no industrial tuna fleet though by the middle of this year its first tuna purse seiner should become operational.

(ii) Comores

Fish is a major source of animal protein with a per capita consumption estimated at 10 to 5kg per year. The 8000 fishermen use about 3,500 dugout canoes. On the Grande Comores, the canoes are only about 4.5m long and have two outriggers, propulsion is by paddle. Those of Anjouan are rather longer and sometimes use sail.

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



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

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

(iii) Mauritius

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

Since 1979 a Mauritian vessel has been engaged in the offshore purse seine fishery for tuna which is now centered around the Seychelles. In 1987 another purse seiner became operational. These two vessels supply the Mauritian canning factory. Recently another purse seiner has been acquired on behalf of a joint venture company. All these vessels have obtained licences from Seychelles under a favorable Government to Government fishing agreement.

(iv) Tanzania

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

Light assisted purse seining for small pelagics adjacent to Dar-es-Salaam is also carried out. This presently involves the use of motorised traditional boats, as well as two larger steel vessels. The catch from purse seining in 1986 is estimated at about 2,500 tonnes, of which some 70 percent is included with the above-mentioned catch by the artisanal fishermen.

The other principle fisheries include both fish and shallow water shrimp trawling on grounds adjacent to the Rufiji Delta and Bagamoyo. An estimate of the landings of shrimp by trawlers in 1987 is 691 tonnes (whole weight). It is believed that an additional 500 to 700 tonnes is taken by the artisanal fishermen using seines, traps and scoop nets. The estimate given for the potential yield on the exploited grounds is 3,500 - 4,000 tonnes. Shrimp resources are known to exist outside the presently exploited areas.

(v) Kenya

The artisanal fishery is shown as providing some 92 percent of the overall annual catch from marine waters of 10,688 tonnes in 1984. The latter derived from the use of slightly less than 2,000 boats, mostly of traditional type. The number of fishermen involved is now known, but is probably around 4,500 persons.

There is a small fleet of semi-industrial trawlers operated from Mombasa. These are used mainly in Ungwana Bay for catching shallow-water shrimps and fish (by-catch). The reported landings for 1984 show 294 tonnes (whole weight) of shrimps and 445 tonnes of fish from six trawlers and a transport vessel.

Unsuccessful attempts have been made to develop offshore trawling for deep-water shrimp and lobster following exploratory trawl surveys. The densest concentrations were located off Ungwana Bay, for which the potential annual yields were given as 108 tonnes for the shrimps and 140 tonnes for the lobster.

(vi) Maldives

Fishing has always been the mainstay of the economy in Maldives. It is the largest source of employment and the second largest in its contribution to GDP. The thousands of reefs and islands of the country act as shelters for small fish and attract tuna from all over the Indian Ocean which feed on the resident fish population. Its 20 atolls, which cover an area of 800 by 125km, operate as a huge fish aggregating device. Hence the country has two fish resources: those of the many species of sedentary reef fish, ranging from large snappers to tiny schools of baitfish which are residents of the reefs, and migrating tuna.

Maldives shares these tuna stocks with other countries bordering the Indian Ocean and has traditionally caught 50,000t of skipjack and yellowfin. Tuna is caught using the pole and line fishing method by the most cost efficient tuna fishing vessels in the world.



The large reef areas in Maldives are lightly exploited as Maldivians generally eat very little reef fish and there is no major local market for these species. Total reported catches of reef fish in 1988 were only 3,400t.

### **Regional Organisations or Projects**

A number of international or regional bodies have been set-up and exist in the Indian Ocean. They deal particularly with fisheries management and development in the region with emphasis on fisheries resources in general. Many of these bodies focus on tuna as it is the species found around all of the coastal states.

#### **(i) Indian Ocean Fisheries Commission (IOFC)**

This intergovernmental forum formed under the auspices of the FAO includes coastal countries and also other countries outside the region that have an interest in the fisheries of that area. Various sub-committees have been formed under the IOFC.

#### **(ii) Indo-Pacific Tuna Development and Management Programme (IPTP)**

IPTP became operational in 1982 and has its headquarters in Colombo. It was formed to assist governments in the area in the preparation of long-term management and development of fisheries for tuna and tuna-like species. IPTP compiles and disseminates regional statistics, coordinates research and arranges for regular reviews on the status of tuna stocks and their exploitation. Whenever necessary it makes recommendations on the development/management of tuna resources. It has made considerable progress in collecting historical and current data from participating countries in an effort to continue its task of monitoring the trends in tuna fisheries in the Indian Ocean.

IPTP will most likely be phased out or be integrated in the new Indian Ocean Tuna Commission when it is established.

#### **(iii) Western Indian Ocean Tuna Organisation (WIOFO)**

This proposed organisation will be made up of Island and Coastal States in the region (Comores, India, Kenya, Madagascar, Maldives, Mauritius, Mozambique, Seychelles and Tanzania). It is expected that it will assist and advise participating countries in the management, conservation, socio-economic and political aspects relating to tuna and tuna-like species in the South West Indian Ocean.

It is felt that there is a need especially for small island countries to safeguard and protect their resources from outside interests. For example there has recently been a raise in illegal fishing activity.

With the assistance of ICOD two consultative meetings were held in Seychelles. A further meeting is planned in June 1991 to approve and finalise the statutes of the organisation.

(iv) South West Indian Ocean Project (SWIOP)

This project which involved Mauritius, Madagascar, Comoros, Seychelles, Tanzania, Kenya and Mozambique has contributed significantly in the formulation of development programmes to upgrade traditional fisheries, in the improvement of knowledge of resources and feasibility of fishing opportunities, in the upgrading of local capabilities through training and in the development of a strong fisheries data base. It has also contributed in institution building and in formulating fisheries legislation.

Though successful and even though countries strongly requested that it be continued lack of funds meant that the project had to be terminated in early 1991. However, funds were provided to assist participating countries in elaborating a technical assistance project aiming at self-sufficiency in fisheries monitoring, management and planning. FAO is providing a team leader and national and international consultants.

(v) Association Thoniere Project

The first phase of the project will end in mid 1991. Seychelles which had only observer status will join Mauritius, Madagascar, Comoros and Reunion as a full member in the new project. The project focusses on research, training and development of tuna resources. In the next phase development will be given more priority.

The project is funded by the EEC and member countries and has its headquarters at Antananarivo, Madagascar.



(vi) Indian Ocean Marine Affairs Cooperation (IOMAC)

IOMAC was initiated in 1985 by the Government of Sri Lanka. In 1987 a Conference on Economic, Scientific and Technical Cooperation in Marine Affairs in the Indian Ocean in the context of the new ocean regime was held in Colombo. The Conference adopted a plan of action covering all areas of marine affairs: Marine and Ocean Sciences, living resources, non-living resources, maritime transport, communication, management and environment. Their present activities are mainly focusses on training for manpower development in the marine sector for the Indian Ocean states, particularly in space technology applications, mineral resources and information.

The funding for IOMAC has up to now been mostly ensured by UNDP and the Government of Sri Lanka.

The IOMAC statutes were finalised at the Arusha Ministerial Meeting (IOMAC 2) and signed by five member states (Tanzania, Pakistan, Indonesia, Sri Lanka and Mozambique).



Canada

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

BD91/D03  
5 November 1990  
**CONFIDENTIAL**  
File: 104

**BOARD OF DIRECTORS MEETING  
HALIFAX, NOVA SCOTIA  
1 & 2 NOVEMBER 1990  
DRAFT MINUTES**

**PRESENT:** Elisabeth Mann Borgese, Chairman  
Roy Cheeseman  
Mary Jo Duncan  
Gastien Godin  
Vaughan Lewis  
Ellen McLean  
Moise Mensah  
Nicole Senécal  
John Vandermeulen  
Gary Vernon, President  
Garry Comber, Vice-President  
Jeanne-Mance Côté, Administration Officer

**ABSENT:** Danielle de St. Jorre  
Robert Maguire  
Philipp Muller  
Sharon Proctor

**GUESTS:** David Copp  
Carol Amaratunga  
Chris Barr  
Peter Flewwelling  
François Gilbert

**1. i. CALL TO ORDER**

The Chairman called the meeting to order, welcomed Members to Halifax and noted that there was a quorum. It was noted that ICOD's Legal Counsel would attend the meeting as an observer.

**1. ii. ADOPTION OF THE AGENDA**

The addition of "Committee Membership" under Item 3.iii was adopted. Item 7 of the Agenda, "Report of the Audit and Evaluation Committee" would now be dealt with immediately after Item 3 "Business Arising".

It was moved by Ellen McLean, seconded by Mary Jo Duncan,



It was moved by Ellen McLean, seconded by Mary Jo Duncan,

**BD90/2/R1            THAT THE AGENDA BE ADOPTED WITH THE ABOVE-NOTED CHANGES.**

Motion carried unanimously.

**1. iii.    MISCELLANEOUS - Comments from International Directors**

Caribbean Basin

Dr. Lewis thanked ICOD for their message of sympathy on the recent death of an OECS staff member and in turn asked that his condolences be expressed to Angela Graham.

Dr. Lewis reflected on the situation in the Persian Gulf and its effects on small Caribbean countries. Although oil revenues to Trinidad and Tobago have experienced a slight windfall, the Caribbean would be severely affected should the situation persist as it relies heavily both on imports and on tourism.

The recent attempted coup in Trinidad and Tobago has had a negative impact on both the government and the population of those two islands and it is hoped that they can recover quickly.

In the wider Caribbean, a series of discussions are being held to rationalize maritime boundaries with an agreement being reached between Venezuela and Trinidad and Tobago. After long negotiations, an agreement on fisheries exploitation has been reached between Barbados and Trinidad and Tobago.

The Government of St. Vincent and the Grenadines is still very supportive of the St. Vincent Fisheries Unit. Governments of Caribbean countries are increasingly concerned with the pollution of the environment through deforestation of small islands, agricultural pesticides and inappropriate water and sewage treatment plants, among others. Land exploitation by governments is being questioned and public debates are being held on tourism and its effect on the environment. Local NGO's are becoming very active on environmental issues. Governments in the Caribbean would be advised that this issue is being addressed in ICOD's Corporate Plan for future ICOD involvement.

Another ICOD theme under the Corporate Plan, Marine Transportation, was also very timely as many difficulties are being experienced in cargo transportation and there is insufficient warehousing at ports to store perishables.

Lower tariff levels recently negotiated among Caribbean Commonwealth countries would permit an easier flow of fisheries products within the region.



In closing, Dr. Lewis noted that some governments in the Caribbean are exploring possibilities of other sources of development assistance, notably with Japan.

### West Africa

Mr. Mensah conveyed his condolences to Angela Graham as well as his wishes for her own complete recovery.

In recent months, Benin has been undergoing drastic political changes towards a democratic system and Mr. Mensah is serving as Special Advisor to the ~~President~~ <sup>Prime Minister</sup> for an interim period.

Three subjects are gaining the attention of West African countries namely coastal erosion, productivity of estuaries in mangrove areas and marine pollution.

An ad hoc meeting of marine geologists in Abidjan emphasized the need for long term coastal management in the Central Eastern Atlantic region. A first project to study the effects of dams on sediment flux of rivers reaching the coastline was carried out in Ghana. The second project on hydrography and the study of the dynamics of coastal zones including the inner continental shelf would require a regional effort. A first scientific cruise using an oceanographic vessel from Nigeria was carried out from Cameroun to Côte d'Ivoire and plans are now underway for a second cruise with the possibility of using a Moroccan vessel. UNESCO who were involved with the first cruise may approach ICOD for possible support.

The second major problem concerns the effects on the productivity of mangroves of man-made modifications to the estuaries' ecosystem. A report on the results of two UNDP-UNESCO sponsored workshops on the subject has just been published. The report on a third research workshop attended by five West African countries is under preparation.

A seminar on the treatment of waste in the oceans was held in May and June of this year in Abidjan where West African countries learned of worldwide progress in marine pollution control.

Sustainable development of living and non-living resources may call for a greater contribution from ICOD to international efforts in these areas.

John Vandermeulen noted that the presentations were informative and provided a window on the activities of the regions. He then asked if ICOD could play a role in helping target countries with the processes of negotiation of maritime boundary agreements to which the President replied that ICOD's role would be to assist countries in the preparation stages of negotiations.



As research vessels are in short supply worldwide, Dr. Vandermeulen mentioned the possibility of leasing Canadian research vessels for work in other regions when they are not in use in Canada.

Members noted the document sent by Danielle de St. Jorre on the Fishery Activity in the South West Indian Ocean Area. The imbalance between industrial and artisanal fisheries was commented upon and it was noted that the extension of the EEZ had not affected this imbalance.

## **2. REVIEW OF MINUTES - Board Meeting, 12 & 13 June 1990**

On page 29 under Selection of Candidates for President, the following sentence would be added to the sections: "Members of the Executive Committee expressed their surprise at the fact that no action had yet been taken by the Selection Committee."

Also on page 29 under Board Expenses, Board Members felt that the advantages of holding overseas Board Meetings outweighed the disadvantages and that this should be reflected in the Minutes. The following wording was proposed to be inserted before the last sentence of the section: "On balance, it was considered a worthwhile exercise".

It was moved by Gastien Godin, seconded by Moise Mensah,

**BD90/2/R2                    THAT THE MINUTES OF THE JUNE 1990 BOARD MEETING BE  
ADOPTED WITH THE ABOVE-MENTIONED CHANGES.**

Motion passed unanimously.

## **3. BUSINESS ARISING FROM MINUTES**

**3. i. ICOD Development Forum** - It was felt that the Agenda for Day One should not present the case for rapid development of ocean resources as this went against ICOD's philosophy. The panel discussions should centre on how to reach sustainable development and on its implementation. The discussions on the first day would be open to the general public, students and the press. The Chairman would wrap up the first day of the Forum with a list of specific key issues to be discussed during the second day's workshops with a maximum 20 invited participants in attendance. If appropriate, publications resulting from the Forum would serve as a contribution to the 1992 World Conference on Environment and Development. Many comments and suggestions were made for ICOD management to consider and incorporate within the Forum.

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



BD90/2/R3

THAT ICOD MANAGEMENT PROCEED WITH THE ICOD FORUM HAVING TAKEN INTO ACCOUNT THE CONCERNS OF THE BOARD AND THE EXECUTIVE COMMITTEE.

Motion passed unanimously.

3. ii. Selection of Candidates for the Position of President - The Minister wrote ICOD's Chairman acknowledging the departure of the President and his willingness to remain in his position until the appointment of a new President. A Draft Order in Council extending the term of the President for an additional six months would be sent to the Minister's office. However, in the event that it did not come to pass by the 19 April 1991 deadline, an Amendment to ICOD By-Law No. 1 was also prepared whereby the Board could appoint an additional Executive Officer.

It was moved by Ellen McLean, seconded by Mary Jo Duncan,

BD90/2/R4

THAT THE FOLLOWING DRAFT ORDER IN COUNCIL BE SUBMITTED TO THE MINISTER: "HIS EXCELLENCY THE GOVERNOR GENERAL IN COUNCIL, ON THE RECOMMENDATION OF THE MINISTER FOR EXTERNAL RELATIONS, PURSUANT TO SUBSECTION 7(3) OF THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT ACT, IS PLEASED HEREBY TO RE-APPOINT GARY C. VERNON OF OTTAWA, ONTARIO TO BE PRESIDENT OF THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT TO HOLD OFFICE DURING PLEASURE, FOR A TERM OF SIX MONTHS, EFFECTIVE APRIL 19, 1991."

Motion passed with the President abstaining.

It was further moved by Ellen McLean, seconded by Mary Jo Duncan,

BD90/2/R5

TO AMEND ICOD BY-LAW NO. 1 BY DELETING PART VIII, SECTION 3 IN ITS ENTIRETY AND INSERTING THE FOLLOWING THEREFOR:

"3. (A) SUBJECT TO THE ACT AND THE BY-LAWS, THE PRESIDENT HAS, ON BEHALF OF THE BOARD, THE DIRECTION AND MANAGEMENT OF THE AFFAIRS OF THE CENTRE.

(B) IN THE EVENT OF THE ABSENCE OR INCAPACITY OF THE PRESIDENT, OR THE VACANCY OF THE OFFICE OF PRESIDENT, AND UNLESS AND UNTIL A PRESIDENT OR ACTING PRESIDENT IS APPOINTED PURSUANT TO THE ACT, THE BOARD MAY BY RESOLUTION APPOINT AN ADDITIONAL EXECUTIVE OFFICER OF THE CENTRE, DESIGNATED THE PRESIDENT PRO TEM, TO PERFORM SUCH DUTIES AND EXERCISE SUCH POWERS AS MAY BE SPECIFIED IN THE RESOLUTION OF APPOINTMENT."

Motion passed with the President abstaining.

Appointment of Gary C. Vernon as President pro tem - It was moved by Mary Jo Duncan, seconded by Moise Mensah,

BD90/2/R6

THAT PURSUANT TO PART VIII, SUB-SECTION 3(B) OF BY-LAW NO. 1, GARY C. VERNON BE APPOINTED TO THE OFFICE OF PRESIDENT PRO TEM, EFFECTIVE 19 APRIL 1991, FOR A TERM OF UP TO SIX MONTHS OR UNTIL SUCH TIME AS A PRESIDENT OR ACTING PRESIDENT IS APPOINTED PURSUANT TO THE ACT.

THE TERMS AND CONDITIONS OF EMPLOYMENT, INCLUDING THE SALARY, OF THE PRESIDENT PRO TEM APPOINTED PURSUANT TO THIS RESOLUTION SHALL BE THE SAME AS THOSE OF THE CURRENT OFFICE OF PRESIDENT OF THE CENTRE, EXCEPT TO THE EXTENT THAT SUCH TERMS AND CONDITIONS ARE INCONSISTENT WITH THIS RESOLUTION AND BY-LAW NO. 1.

THE PRESIDENT PRO TEM APPOINTED PURSUANT TO THIS RESOLUTION SHALL HAVE, ON BEHALF OF THE BOARD, THE DIRECTION AND MANAGEMENT OF THE AFFAIRS OF THE CENTRE.

THE APPOINTMENT OF THE PRESIDENT PRO TEM PURSUANT TO THIS RESOLUTION SHALL BE EFFECTIVE ONLY IN THE EVENT THAT, UPON THE EXPIRY OF THE CURRENT TERM OF THE PRESIDENT, A PRESIDENT OR ACTING PRESIDENT IS NOT APPOINTED PURSUANT TO THE ACT.

Motion passed with the President abstaining.

Board Members were invited to submit names of suitable candidates along with their cv's in strict confidentiality to the Chairman, care of ICOD. The Ad Hoc Committee would review suggestions and make a recommendation to the Minister.

3. iii. Status of Board Membership - A decision is expected soon from Cabinet on the issue of Board succession for terms ending in 1990. As for terms expiring in 1991, the Minister has indicated that she will take the Board's written recommendations into consideration.

The Chairman, in a letter to the Minister, would suggest that three of the six Members be reappointed in 1991 in order to maintain the continuity of Board operations and policies. It was suggested that Members who do not wish to be reappointed make their intentions known to the Chairman. A list of those Members will be included with the letter to the Minister.



Committee Membership -

It was moved by Moise Mensah, seconded by Vaughan Lewis,

**BD90/2/R7            THAT MEMBERS OF BOARD COMMITTEES BE REAPPOINTED  
UNTIL JUNE 1991.**

Motion passed unanimously.

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

**BD90/2/R8            TO KEEP THE STATUS QUO FOR THE VICE-CHAIRMANSHIP  
UNTIL JUNE 1991.**

Motion passed with John Vandermeulen abstaining.

**3. iv.    Delegation of Authority -**

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

**BD90/2/R9            THAT THE DELEGATION OF COST INCREASE AUTHORITY  
WOULD NOT BE AMENDED AS PROPOSED IN THE VICE-  
PRESIDENT'S MEMORANDUM OF 5 OCTOBER 1990.**

Motion passed with the President abstaining.

**4.            TABLING OF MINUTES**

- A.    EXECUTIVE COMMITTEE - 11 JUNE 1990**
- B.    EXECUTIVE COMMITTEE - 13 SEPTEMBER 1990**
- C.    AUDIT & EVALUATION COMMITTEE - 11 JUNE 1989**

Board Members took note of the Minutes.

**5.            REPORT OF THE EXECUTIVE COMMITTEE**

Date and Location of June 1991 Board Meeting - Members of the Executive Committee recommended that the June 1991 Board Meeting be held in St. John's, Nfld as late in June as possible. The Board agreed by consensus. Precise dates would be communicated to Members.

**6.            PRESIDENT'S REPORT**

**6. i.    Overview**

As the Canadian economic situation shows no signs of improvement, ICOD's budget for the next fiscal year will grow by only about 7 to



8%. With recession, the costs of military buildup and the needs of Eastern Europe, official development assistance funds will likely be further reduced.

Internationally, no new major initiatives are forthcoming in the oceans sector and most relevant agencies such as the International Maritime Organization, the International Oceanographic Commission of UNESCO, and the Food and Agriculture Organization are experiencing funding problems.

ICOD is now looking for outside funding particularly in view of the Canadian economic situation. Visits to the Asian and African Development Banks are planned and one Member suggested a visit to the Kuwaiti Fund which is now based in London and is still very active.

#### 6. ii. Policy

On the national scene, ICOD has participated in discussions with Dalhousie University which is trying to define its role in the oceans sector. ICOD has sponsored candidates for the Commonwealth of Learning meeting in Vancouver on Distance Education and is also participating in the planning of the Conference on "Internationalizing the Campus and the Community" sponsored by the Canadian Bureau for International Education (CBIE).

Internationally, several UN agencies are looking for outside organizations to either jointly fund projects the UN has identified or to directly undertake such projects themselves. Conversely, the Commonwealth Fund seems to be well funded and is looking to cooperate with ICOD in Namibia. There may be a possibility for ICOD to act as a manager for Commonwealth funds in the fisheries sector in that region. The President informed the Board he would be visiting Namibia, and noted he would also visit the headquarters of the Southern African Development Coordination Conference (SADCC) which includes countries from the southern tier of Africa bordering on South Africa.

Corporate Brochure - The redraft of the Corporate Brochure was noted. The photograph of a fisheries vessel was pointed out to be inappropriate.

#### 6. iii. Programs

Eight countries of the Indian Ocean area are discussing the formation of an Indian Ocean Tuna Organization and ICOD has already funded two of their meetings. It is expected that a convention will be ratified in early 1991.

Following positive reports on progress within ICOD's Mauritius

programs, ICOD is now ready to place a Marine Environment Specialist in the Marine Conservation Unit of the Government of Mauritius.

A World Bank sponsored donors' meeting similar to the one held for Mauritius is scheduled in Paris in February for bids on an environment program for the Seychelles. ICOD will be in attendance at the meeting.

#### **6. iv. Administration**

Subsequent to the completion of ICOD's reorganization, ICOD's major thrust will be to complete the work on its internal management system and to improve the program management cycle which includes the Corporate Plan process.

The Corporate Plan process will identify specific actions for the coming year on the basis of ICOD's overall objectives. Directors' performances will be judged on their adherence to their Divisional Operational Plans. Management responsibilities and accountability have been clarified and strengthened, authority levels have been assigned and key divisional targets have been set and agreed to for the remainder of the fiscal year.

Job descriptions for all positions are being written up to be followed by a classification review of levels based on positions and responsibilities. Positions of corporate experts and ICOD associates will be further defined.

ICOD now has three offices: Fiji, Ottawa and Halifax. The Ottawa office has just been moved to a new, more central location at a cheaper rental cost. It is still being shared with the World Food Day organization. In Halifax, additional space has been secured on the 7th and 8th Floors to accommodate new staff and the South Pacific and Caribbean Division now located on the 4th Floor.

#### **6. v. Finance**

The President had reported to the Executive Committee at their September meeting, that the rate of spending was low and that ICOD faced a possible lapse of up to \$400K at the end of this fiscal year. Meetings were held with divisional Directors to discuss corrective action through increased program spending, reallocation of funds and new programs and ICOD is now overcommitted by \$300K. The situation will be monitored very closely.

#### **6. vi. Information**

ICOD has obtained statistics from FAO on monies being spent by each



donor agency in the field of fisheries. Statistics were provided to Board Members on how much is being given by whom to ICOD target countries in the fisheries sector.

#### 6. vii. Issues Arising from President's Report

**Policy on Training and Scholarships** - The new thrust for training will be a more active determination of partner countries needs', provision of tailor-made training, better integration of training with technical assistance projects and drawing heavily on Lessons Learned.

Training programs tailored to managers and sectoral experts will help ICOD achieve its fundamental objective of fostering and supporting initiatives to assist developing countries with the management and utilization of their ocean resources.

Priority sites for the conduct of training projects will be, in descending order, ICOD target regions, Canadian institutions and at unique training institutions in other developed or developing countries.

One Member asked that a statement be added whereby ICOD recognizes that similar training activities are being carried out elsewhere and that efforts are being made to coordinate and harmonize training with that of other institutions. It was also suggested to give consideration to training at the support level, more specifically in the maintenance and repair of boats as they are closely tied to not only fisheries but also tourism.

It was felt that the section on Institutional Enhancement should be part of the general statement and not be made into a separate statement and that the addition of "The Strengthening of Oceanography in developing countries" should be inserted under the Sectoral Training Program. It was suggested that ICOD support short-term secondments of practitioners to academic institutions to broaden their knowledge base. Also, to ensure continuity, a small percentage of funds be dedicated to follow up activities stemming from training and scholarship projects.

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

**BD90/2/R10            THAT APPROVAL BE GIVEN TO ICOD'S "TRAINING POLICY"  
PAPER TAKING INTO ACCOUNT THE ABOVE-NOTED COMMENTS.**

Motion passed unanimously.

Namibia -

It was moved by Moise Mensah, seconded by Vaughan Lewis,



**BD90/2/R11        THAT NAMIBIA BE ADDED TO ICOD'S LIST OF TARGET COUNTRIES.**

Motion passed unanimously.

Establishment of an ICOD Office in West Africa - It was recognized by ICOD Management that ICOD would become more effective in dealing with West African target countries and that project proposals would be stimulated by the opening of an ICOD office.

Both Gastien Godin and Moise Mensah congratulated Management on their submission and on the thorough analysis leading to the choice of Sénégal.

It was moved by Gastien Godin, seconded by Moise Mensah,

**BD90/2/R12        THAT THE BOARD AUTHORIZE THE OPENING OF AN OFFICE IN DAKAR, SÉNÉGAL, DURING THE CURRENT FISCAL YEAR, IN KEEPING WITH THE BUDGET IN ANNEX 1 ATTACHED TO DOCUMENT BD90/D115; AND**

**THAT THE BOARD AUTHORIZE AN EVENTUAL COLLABORATION WITH ANOTHER CANADIAN GOVERNMENTAL OR NON-GOVERNMENTAL ORGANIZATION (NGO) ENTITY IN ORDER TO REDUCE COSTS.**

Motion passed unanimously.

## **7.                REPORT OF THE AUDIT AND EVALUATION COMMITTEE**

The Committee held a full day meeting on 31 October 1990. Invited guests included: Brian Pearce, Kevin Potter and Jay Johnson of the Office of the Auditor General and Ed Cayer, Corporate Management Advisor.

### Internal Audits

- i) 1989-90 Internal Audits - A document was presented which indicated the follow-up action taken on each of the audits completed during 1989-90. It is apparent that management has attempted to resolve items raised during last year's audits and that most of the issues raised have been actioned.
- ii) Lessons Learned - A summary of the major lessons learned by ICOD staff as a result of 1989-90 audit activities was then reviewed by the Committee.
- iii) 1990-91 Internal Audits - The Committee was briefed on the status of each of the internal audits completed or planned for the current fiscal year and was given information related to two additional audits which have been scheduled in the interim

for 1990-91. The following summarizes the current status of the Internal Audit function:

West Africa/Indian Ocean Division - This audit has been completed by Members of the Audit Services Bureau. The audit covered a number of projects in the West Africa and Indian Ocean regions as well as the management of the Division. The auditor's overall conclusion was that "ICOD delivers its program, manages its funds and serves its recipient clients, in West Africa and the Indian Ocean, in a manner that reflects due care and concern for efficient and effective project administration" . . . "and that the recipient countries and organizations involved exercise sufficient operational and financial controls in project administration." A number of specific issues were raised by the auditor and recommendations made. Management has responded to each of the recommendations made and has a plan for dealing with deficiencies identified.

OECS Follow-Up Audit - The audit has been completed by a private audit firm - Tom Egan and Associates. A number of problems were identified by the Auditor and the Audit and Evaluation Committee made a recommendation to the Board which was subsequently withdrawn.

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

**BD90/2/R13            THAT ICOD MANAGEMENT BE CHARGED WITH TAKING STEPS  
TO ENSURE CORRECTIVE ACTION IS TAKEN.**

Motion passed with the abstention of Vaughan Lewis.

Other Audits - Audits to be carried out during the current fiscal year include Finance Division, IOI projects, FFA projects and Delegation of Signing Authorities.

The IOI projects audit will be conducted in response to a recommendation made during the recent evaluation completed by ICOD. The FFA project audit will be conducted concurrent with the evaluation to be carried out this year.

- iv) 1991-92 Internal Audit Plan - The Internal Audit Plan for 1991-92 and future years was also reviewed by the Committee. The Plan will result in a complete internal audit of ICOD within the five year period as prescribed by Section 131(3) of the Financial Administration Act.
- v) Special Examination - A verbal report on the status of follow-up activities undertaken as the result of the Special Examination was presented to the Audit and Evaluation Committee. It was indicated that there had been progress towards resolution of concerns raised by the Auditor General. Management anticipates that items which remain outstanding at



this time will be addressed by June of 1991. Management will present a comprehensive report of action taken to address all shortcomings raised at that time.

- vi) Financial Audit Plan - A presentation was made by staff of the Office of the Auditor General respecting the plan for the 1990-91 financial audit. The plan for this year's financial audit is consistent with prior years with the exception that, to the extent possible, the staff of the Auditor General will place reliance on Internal Audit activities completed for ICOD. In addition, the new format for the 'Auditor's Report' was presented.

### Evaluations

- i) Follow-up to June 1990 Abstracts - A check list of recommendations and related action by ICOD, associated with each abstract was presented to the Committee. These were presented for the IOI, Marine Affairs, Study in Canada and World Fisheries Map evaluations. The OECS evaluation identified ongoing management suggestions which the desk has accepted and did not require a check list.
- ii) Lessons Learned - A description of the approach to the identification and communication of lessons learned within ICOD was presented. This approach, developed over the past year with input from the in-house Evaluation Committee was first attempted in September 1990 and appears to have produced the desired results i.e. staff participation in identifying the lessons and absorbing the experience.

A draft document outlining the Lessons Learned Pilot Project was presented reviewing the primary lessons learned by IRCAD from the evaluation of its scholarship projects.

- iii) 1990-91 Evaluation Plan Report - A verbal report covering the progress in implementing the evaluation plan was presented to the Committee. Also provided was a list of projects covered in the evaluations undertaken to date. The Committee felt that ICOD has responded well to the need for good evaluation coverage of the program while maintaining a close eye on evaluation costs.

Copies of evaluation abstracts on CERMES, Erindale, Maritime Boundary Delimitation Course, the Law of the Sea Advisory projects, DELMAR, and WMU were also presented.

- iv) 1991-92 Evaluation Plan - A preliminary evaluation plan for 1991-92 was discussed. ICOD plans to focus an increasing amount of its energy on making the system work in the coming year. The establishment of performance indicators this year



was discussed and the proposal to hold seminars with sister agencies and central agencies was outlined.

### Review of Corporate Plan Chapter

The Performance Indicators and Program Effectiveness chapter of the Corporate Plan was reviewed and accepted by the Committee.

### Bank Accounts

Presentations were made to the Committee with respect to the establishment of additional bank accounts to facilitate the management and administration of services.

The need to open an additional US\$ account in Fiji was identified to hold funds for transfer to the Canadian Cooperation Office - Fijian currency account to preclude major losses due to currency fluctuations.

It was moved by Gastien Godin, seconded by Mary Jo Duncan,

**BD90/2/R14        THAT ICOD OPEN A US\$ ACCOUNT AT WESTPAC IN SUVA, FIJI, TO HOLD CANADIAN COOPERATION OFFICE FUNDS SUBJECT TO THE PROVISIONS OF THE FINANCIAL ADMINISTRATION ACT.**

Motion passed unanimously.

The need to open an additional bank account in Halifax to accommodate CIDA funding for the Caribbean Fishery Resource Assessment and Management Program was also identified. Given that ICOD will require an additional bank account in Halifax each time a major project is undertaken which is sponsored by another major donor,

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

**BD90/2/R15        THAT ICOD OPEN ADDITIONAL DOMESTIC BANK ACCOUNTS AS REQUIRED TO ACCOMMODATE SPONSORED PROJECTS SUBJECT TO THE PROVISIONS OF THE FINANCIAL ADMINISTRATION ACT.**

Motion passed unanimously.

A new account will be needed in Belize to accommodate the safekeeping of project funds administered through the Caribbean Fishery Resource Assessment and Management Program.

It was moved by Gastien Godin, seconded by Mary Jo Duncan,

BD90/2/R16

THAT ICOD OPEN AN OVERSEAS ACCOUNT IN THE CARIBBEAN REGION TO ACCOMMODATE THE NEEDS OF THE CIDA CARIBBEAN FISHERIES RESOURCE ASSESSMENT AND MANAGEMENT PROJECT SUBJECT TO THE PROVISIONS OF THE FINANCIAL ADMINISTRATION ACT.

Motion passed unanimously.

This completed the report of the Audit and Evaluation Committee.

## 8. FINANCIAL REPORT

Nicole Senécal provided Members with a briefing on the current review of ODA budgets by the Government and the activities of CIDA and the Ministers responsible to deal with possible budget cuts and the impact of such cuts.

### 8. i. Consolidated Balance Sheet

The Balance Sheet to 30 September was noted by the Board. A detailed cash flow projection mechanism has been instituted within ICOD whereby only monthly cash needs are being drawn down as per government regulations.

### 8. ii. Statement of Operations

As of 30 September 1990, 50.6% of the total 1990/91 ICOD budget had been committed compared to 70% for Fiscal Year 1989/90. After undergoing an additional forecasting exercise, Directors have been given a new plan of action for the remainder of the year with specific targets and completion dates.

After one year of operation, employees have adjusted to the Free Balance system which has proven a useful financial tool. Members asked if Free Balance could be used by ICOD recipients but were told that recipients must report to several donor agencies each with its own financial reporting requirements and that a more feasible alternative would be for major recipient agencies to use one basic system which addresses generally accepted accounting principles.

Members noted document BD90/D113, Review of Banking Alternatives.

## 9. CORPORATE PLAN, POLICY ISSUES, DIVISIONAL PRESENTATIONS

The Directors for South Pacific and Caribbean Division, West Africa and Indian Ocean Division and the Acting Chief for the



Interregional and Cooperative Activities joined the meeting.

Corporate Plan - Members objected to the wording on page 13, paragraph (j) "... their relative importance to ICOD programming should diminish." The President explained ICOD's intention of working towards an increased parity between the West Africa/Indian Ocean and South Pacific/Caribbean regions by also focusing on countries which have a greater absorptive capacity. The wording would be changed to better reflect this strategy.

Section 2 in Chapter V on page 9 is redundant and should be dropped.

#### Divisional Presentations -

South Pacific - ICOD's target countries in the South Pacific cover an area of 204,000 square miles with six million square nautical miles of Exclusive Economic Zone, roughly four times the size of Canada. 25% of the world tuna and 40% of the world skipjack are caught in the region. With a net value of US \$500 M this is the most valuable renewable resource in the area.

In the past, ICOD has worked mainly with the Forum Fisheries Agency (FFA), the South Pacific Commission (SPC), the Forum Secretariat, the South Pacific Applied Geoscience Commission (SOPAC) and the University of the South Pacific (USP).

From 1985 to date, a major share of ICOD funding has been allocated to Fisheries Management. However, future planning allows for a greater parity amongst the various themes according to regional requests and requirements.

Because marine resources are transnational, regional agencies play a major role in maintaining a control over them. Since 1985 ICOD has focused on regional organizations to maximize the impact of the relatively small amount which was expended in the region. Bilateral efforts will be increased in support of regional agencies. To assist agencies in achieving self-funding, ICOD will have to plan for longer term support and, perhaps, financial assistance for those agencies.

Sustainability, social impact and environmentally-sound development will remain basic criteria for ICOD's efforts in the region.

In 1991/92, approximately \$1 M will be spent at the regional level while bilateral commitments will reach \$85,000. An assessment will be made on increasing the potential of bilateral projects in Western Samoa, Kiribati and Tonga to bring them up to the minimum standards of countries in the region. Although some ICOD funding will be drawn away from regional organizations, it will bring the bilateral effort closer to attaining regional objectives. The



Chairman emphasized the importance of national infrastructure to regional cooperation.

Future Planning Activities - ICOD will be looking at establishing a better balance between sectoral themes. The Division is presently devising a set of guidelines for project monitoring and evaluation whereby a program officer would, on a yearly basis, do a formal on-site monitoring of at least 50% of the projects and programs in the region each year. A mid-term evaluation of the CIDA project managed by ICOD will be undertaken and it is hoped that the results will lead to a second phase. Following ICOD's attempt to undertake a fisheries human resource training needs assessment, FFA, USP and SPC are forming a team of experts who will look at fisheries related training needs in the region.

As funds become available the following activities will be considered: an analysis of a secondary thematic focus, an analysis of the 5-year plan of the University of the South Pacific, human resource development training needs assessment in ICOD's other sectoral themes, the enhancement of inter-thematic linkages, a review of women's programs and other donor funding.

Nicole Senécal suggested that ICOD, as part of their recommendation to CIDA to extend the CSPODP project into a second phase, should have a substantiated impact study of the benefits of Canada's contribution to the region. She also felt that the term "sustainable development" had different meanings to different organizations and that ICOD should define what it meant by the term.

Caribbean Basin - ICOD target countries cover an area of .5 million square kilometres over an ocean area of 2.5 million square kilometres. The economy of the region centres on agriculture and tourism with ocean development a distant cousin.

ICODE deals with several regional organizations such as CARICOM, CEHI, UWI and the OECS to name a few. From 1985 to the present, ICOD has spent \$9 M in sectoral commitments with an emphasis on fisheries development and management. Special considerations in the region include: lack of economic diversity, short term tourist revenue pressures versus longer term environmental stability, the need for longer term planning and policy development, and other donor agencies' activities which do not promote sustainable development. ICOD is contemplating small scale projects in Central America based on the already successful themes for the Caribbean Basin. Priority will be given in the region to social impact analysis, gender-related issues and the environment.

The 1991/92 Caribbean program will focus on human resource development, institutional enhancement and policy development. There are five main thrusts to the program: follow-on support for ongoing initiatives; activities associated with the major ICOD



themes; development of underdeveloped themes; definition of ocean development needs and initial support in Central America and the Dominican Republic; and, consideration of expansion to Guatemala, Honduras and Suriname. Sectoral commitments on the environment theme at \$697,000 will surpass commitments in fisheries.

Future planning as funds become available includes: Phase II of CERMES (dependent upon a further review of their activities); support for the OECS Fisheries Unit; an assessment of environment training needs for future ICOD support in mariculture; and the potential role of the OECS in the oceans sectors such as coastal development, ports and marine transportation, etc.

Lessons Learned in general from evaluations done by other agencies and ICOD's own evaluations in other regions have helped to identify a number of areas for improvement and have helped to avoid potential problems.

The Division will review some policy issues affecting both regions.

ICOD will look at bilateral assistance, greater recipient involvement in program development, regional organization cooperation, joint donor evaluation and enhancement of ICOD's profile. There may be a possibility for a preliminary needs assessment with French Polynesia and New Caledonia who are moving towards independence. Individuals from developing countries could be offered short-term assignments with ICOD to develop strategies in areas of regional expertise.

1991/92 Budget - To date, of a total budget of \$1,715,497, commitments for the South Pacific have reached \$1,102,074. The Caribbean Basin is almost totally committed at \$1,681,657 with \$33,840 remaining uncommitted. In both regions, ICOD is also managing major CIDA-funded projects.

One Member asked what ICOD's strategy would be if there were no budget increase and it was felt best that, to obtain the most impact on an already relatively small budget, ICOD should concentrate on certain sectoral themes per region. Being aware of ongoing work by other donor agencies would also allow ICOD's role to be complementary and not competitive. One Member asked for more flexibility on the part of ICOD when asking for counterpart contribution, as this is not feasible for some of the poorer countries. However, Members strongly felt that some form of commitment on the part of recipient countries, not necessarily financial, ensures sustainability of the project.

A Member asked about lessons learned and was told that, to ensure maximum benefit, lessons learned will be determined by ICOD employees from the observations and recommendations of audits and evaluations carried out on each project.



Vaughan Lewis indicated that private sector development due to tourism was a major issue in his region. ICOD can assist governments by providing expertise in coastal development, by conducting environmental impact assessments and by training people in the region in these fields.

Roy Cheeseman suggested that it would be useful exercise for Board Members and Directors to have an exchange of views on ICOD policies.

West Africa/Indian Ocean - In West Africa, ICOD deals with countries stretching from Morocco in the north and Namibia to the south. Activities at the regional level must take into account five different languages and a great disparity in terms of population and revenues. Target countries in the Indian Ocean region comprise five coastal and six island states with three main languages. Although the coastline in the Indian Ocean Region is double the size of that of West Africa, the fish catch in the latter is twice as high. ICOD must take into account the tremendous per capita revenue disparities which exist in both regions.

Against the background of economic stagnation of the 1980s, the long term potential of the rich fisheries resources of the EEZs has stimulated renewed interest among both West African and Indian Ocean governments.

Training has been and remains a focal point of ICOD participation in both regions through scholarships, regional seminars and short term attachments. Special considerations to be taken into account by ICOD in both regions include: the lack of strong regional coordinating organizations; internal upheavals and conflicts with neighbouring countries; and, limited planning and absorptive capacity related to relatively large needs. Lessons learned from evaluations showed that planning and delivery of regional seminars should be handled through the services of institutions and that predetermination of a country's absorptive capacity will allow for better choices of initiatives to support.

In West Africa, at the regional level, institutional and project support will be given to various organizations. At the bilateral level, ICOD will consolidate its presence in Mauritania, Benin, Cap Vert and Sao Tomé. An ICOD office will be opened in West Africa.

In the Indian Ocean, institutional and project support will be given to tuna producing countries of the Indian Ocean and to IOMAC, SADCC, IOC and relevant NGOs. Programming will be consolidated in Mauritius and the Seychelles and will be established in Madagascar, Tanzania and the Maldives.

The Division will develop its "Southern Component" in Namibia and with SADCC in the coming year.



The total program budget for both regions will be increased by 25% from \$2 to \$2.5 M. Of the \$1.1 M allocated to West Africa, 35% has already been committed compared to 71% of the \$1.4 M for the Indian Ocean.

Interregional and Cooperative Activities - IRCAD focuses its efforts on training policies and programs, institutional links and partnership with educational organizations, experimental project initiatives including Women in Development, and corporate functions related to training and education. Since 1985, ICOD has initiated 130 projects with a training component. A budget of over \$3 M has been allocated to IRCAD for 1991/92.

The ICOD Training Policy approved by the Board will guide future IRCAD programming.

The scholarship and training programs are largely attributed to Integrated Ocean Management and Development, Fisheries Management and Development, Marine Environmental Conservation and, Non-Living Resource Management and Development. IRCAD cooperates with multi-lateral agencies, bilateral organizations and NGO's. Staff training and development seminars have been held on the subject of Women in Development.

Small island and coastal states have common needs with respect to protecting their offshore resources, such as information sharing, training and development, and regional cooperation. Greater emphasis will be given to support of regional training institutions as opposed to training in Canada and other developed countries. ICOD recognizes the need for more South-South and regional exchanges to reduce the heavy reliance on expatriates which in the long-term may retard the development of local expertise.

One of the major challenges of the division will be to train human resources to deal with the emerging issues of structural adjustment, environmental protection and food security. The need to train decision-makers and those working in sectoral areas has also been recognized.

Lessons learned from evaluations carried out in IRCAD showed that, given the profile of ICOD scholars, special considerations are required to adapt the programs to their needs. Over the next year, IRCAD will build a series of administrative tools for managing training projects. Formal specification of reporting and respective responsibilities of each partner should also improve overall administrative systems.

The workplan for 1990 through 1992 includes needs assessment studies, alumni follow-up, and administrative guidelines for nomination and selection procedures.



Corporate Plan - The chapter on Performance Indicators and Program Effectiveness had been presented to the Audit and Evaluation Committee for their review. A large number of evaluations were carried out in 1990/91 and major goals have been set for 1991/92 including the convening of an inter-agency group to help define corporate performance indicators. Major findings of the Special Examination carried out by the Office of the Auditor General will be highlighted under the section on Special Examination.

Commenting on the Corporate Plan, one Member asked that the following be added on page seven, Item B, third paragraph, "recognizing that environmental integrity is a common principle to all of them." Another Member felt that the issue of Women in Development should be better integrated into the Corporate Strategy. It was also suggested that a compilation of the Lessons Learned be published either into a document or as a part of the Annual Report. Caution was also expressed that ICOD should not spread too thin in view of the ODA budget restrictions.

The Chairman felt that the chapter on Communications dealt too much with ICOD public relations and not enough with developing countries. The Chairman will leave suggestions for changes to Annex B's Target Groups and these will be raised at the next Executive Committee meeting. The principle of follow-up funding to support the continuation of ICOD projects will be looked at and possibly factored into the Corporate Plan.

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

**BD90/2/R17            THAT FINAL APPROVAL BE GIVEN TO THE DRAFT CORPORATE PLAN (#BD90/D101)**

Motion passed unanimously.

#### **10.            PROJECT PROPOSALS**

**10. i.    Marine Parks and Protected Areas                            BD90/D103**  
**Management Network (#900371)**

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

**BD90/2/R18            THAT FINAL APPROVAL BE GIVEN TO PROJECT #900371 -**  
**MARINE PARKS AND PROTECTED AREAS MANAGEMENT NETWORK**  
**TO A MAXIMUM ICOD CONTRIBUTION OF \$964,000**  
**CANADIAN.**

Motion passed with one abstention from Vaughan Lewis.

**10. ii.    ERINDALE MARITIME BOUNDARY DELIMITATION                    BD90/D105**  
**COURSE (PHASE IV: TWO YEAR) (#900368)**



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

BD90/2/R19

THAT FINAL APPROVAL BE GIVEN TO PROJECT #900368 -  
ERINDALE MARITIME BOUNDARY DELIMITATION COURSE  
(PHASE IV: TWO YEAR) UP TO A MAXIMUM ICOD  
CONTRIBUTION OF \$203,435 CANADIAN.

Motion passed unanimously.

#### 11. OTHER BUSINESS

Board Members asked the President to thank all staff members for the presentations and other preparations. The meeting was then adjourned.



Canada

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

**CONFIDENTIAL**

BD91/D04

Project #900395

24 May, 1991

**Project Summary**  
(Cost Increase)

Project Title: ICOD Ocean Forum on "Seeking Sustainable Development of the Oceans"  
(November 20 & 21, 1991, Halifax)

Division: Interregional and Cooperative Activities

Recipient: Forum participants (LDC and Canadian participants)

Implementing Agency: Interregional and Cooperative Activities

Commencement Date: January 14, 1991

Duration: 11 Months

Components: Day 1 General Session  
Day 2 Workshops

Financial:

Original	Increase	Revised Budget
\$180,000	\$35,000	\$215,000

Conditions of Approval  
or Comments:

Record of Approval

Recommended By:

K. Zienholm for J. LeBlanc 24/5/91  
(Program Officer) Date

C. Amarasinghe 24.5.91  
(Director) Date

[Signature] 24/5/91  
(Vice President) Date

[Signature] 25/5/91  
(President) Date



## ABSTRACT

This project arose directly from the mandate of ICOD and its emphasis on the sustainable and integrated development of ocean resources, with particular reference to LDC's. The Forum was expected to promote a wide appreciation of the crucial role of the oceans in sustaining global environment amongst influential organisations and individuals. By addressing the requirements and priority actions needed for greater sustainability in the development of ocean resources, it promoted international cooperation for the development of strategies, policies and programs for sustainable ocean resources development. While Day 1 was open to the general public, attendance to Day 2 provided an opportunity for invited specialists to discuss the Earth Summit proposed agenda on oceans and marine sectors and to make recommendations with respect to the final agenda drafting. The event was held in Halifax on November 20 and 21, 1991.

11 Months:	\$215,000
Theme:	Integrated Ocean Management
Sector Code:	AJTH

## Project Summary:

### 1. BACKGROUND:

In December 1988, ICOD hosted a forum on **The Contribution of the Oceans and Ocean Development to wealth and welfare with particular reference to Developing Countries**. Following the event, the need for a second Forum was discussed at several Board meetings. The idea was approved at the November 1990 meeting. This second Forum was to be held in Halifax on November 20 and 21, 1991, with a total budget allocation of \$180,000.

Pursuant to the decision of the Board, a Steering Committee was established to plan and manage the event. Substantial progress has since been made: the program and publicity plan were outlined, letters of invitation and brochures were drafted and attendance of panellists and speakers is to be confirmed in the coming weeks. Steering committee members also met with the officer in charge of United Nations Commission on Environment and Development Earth Summit Agenda on oceans' related items. The exchange that took place confirms that the Forum will provide a timely opportunity for ICOD to have an impact on UNCED Agenda 21 (e.g. the framework and concepts of the Report of the World commission on Environment and Development).

As a result of the initial planning, the Steering committee was able to estimate a more precise budget outline. Hence, with the linkage of the Forum to UNCED 1992 and the emphasis on publications for distribution to Earth Summit delegates and Forum participants, the costs are expected to increase by \$17,000. With further contingency and GST costs to be provided for, the revised total cost estimate is now \$215,000 ( an increase of \$35,000).

### 2. PROJECT DESCRIPTION:

- a.) Goal: To promote the sustainable development of ocean resources
- b.) Purpose: To convene an effective Forum on sustainable ocean resources development which will contribute to UNCED 1992, promote a wider dialogue on key related issues and provide ICOD with an opportunity for increased leadership in the field of ocean development.

Specifically, this forum will:

- i - bring together leaders in the fields of sustainable



development and specialists in ocean development;

- ii - probe into emerging ideas about economic and environmental linkages including social, ecological and legal concepts considered important to more fully define sustainable ocean development;
- iii - consider successful examples and indicators of sustainable development related to marine and coastal areas;
- iv - provide recommendations for the development of strategies, policies and programs for sustainable ocean resources development.

The two day Forum plan is outlined as follows:

Day 1:

An open session targeted at representatives of developing countries, governments, ocean science managers and policy planners, academia, private sector, development assistance community and the general public, mostly students and members of the press (150 - 200 participants).

Day 2:

Up to four (4) Workshops on specific issues and questions related to Agenda 21 ( restricted to 30 - 40 invited participants).

An evening public lecture will be held in collaboration with Halifax universities.

3. COMPONENTS:

A.) The project components will include:

- I.) Lead up Activities and Documentation: Steering Committee, Working Committee and Think Tank Committee meetings, preparation of program and background paper.

(\$61,725)

i. Activities

Planning, organisation and the holding of committee meetings to make decisions on the Forum and also to follow-up decisions.

ii. Outputs

Decision on targets to be followed leading up to the

Forum event on November 20 and 21, 1991. Brochure, invitations, background paper, contracts with speakers as well as invitations to attendees. Other planning and administration activities such as logistical, hotel arrangements, language interpretation, publicity and public relations initiatives.

- 2.) The Forum event: To be held on November 20 and 21, 1991  
(\$98,050)

i. Activities

Holding the actual Forum (Day 1 and Day 2) including simultaneous translation, recording of deliberations and media relations (press kit, radio/TV/print interviews).

ii. Outputs

Discussions and proceedings for publications.

- 3.) UNCED publication: To be distributed in Brazil 1992.  
(includes translation costs) (\$23,400)

4.) BENEFICIARIES:

The Forum is expected to benefit:

- (a) ICOD target countries, ICOD scholars and participants
- (b) policy planners in the oceans sector in public and private sectors and academia; and
- (c) participants to the United Nations Conference on Environment and Development, Earth Summit, Brazil 1992.

5.) PROJECT MANAGEMENT:

The Steering Committee was comprised of the consultants involved in the project, representatives of NGOs, Canadian government agencies and the appointed ICOD Forum Secretariat Coordinator.

Within ICOD, a Secretariat has been set up. Reporting to the Secretariat coordinator are advisors, a publicity and publications coordinator, a program coordinator and logistics coordinator. A



working committee has also been set up to follow-up on a daily basis the targets established by the Steering Committee. Divisions are being encouraged to identify Forum invitees who would undertake other project activities in connection with their participation in the Forum. Additional sources of funding for travel are being investigated with CIDA and IDRC.

## **6.) PROJECT ANALYSIS:**

### **A.) JUSTIFICATION:**

The UNCED Earth Summit provides a unique and timely opportunity for ICOD and Canada to positively influence world opinion and actions respecting sustainable development of the oceans. Recent Federal government approval and funding for an Institute for Sustainable Development, combined with CIDA's newly adopted policy on the subject, confirms the importance of the concept of sustainable development. Because there has been very little progress on what is meant by sustainable development and how specifically it applies to the oceans, the Forum is likely to help define more clearly the purpose as well as the means for sustainable development.

ICOD is in a position to have a positive impact on the UNCED proceedings and gain international recognition as an agency involved in practical ocean development programs.

### **B.) RISKS:**

This project is subject to the risks that are common to international conference and workshop events e.g. travel cancellation due to inclement weather, last-minute cancellation of speakers and participants which may adversely impact on the quality and quantity of output. It is also possible that the Conference may not achieve desired results and may not contribute or influence the UNCED process and documentation.

## **7.) FINANCIAL INFORMATION:**

1.	FY 1990-91 ICOD disbursements	\$24,351
	FY 1991-92 ICOD disbursements	\$158,824
-	Contingency	\$18,000
-	G.S.T	\$12,852
2.	- ICOD Budget Components (see Appendix 1 )	

**TOTAL ICOD CONTRIBUTION**

**215,000**

8.) RECOMMENDATIONS:

It is recommended that approval be given to increase the budget of Project # 900395 - ICOD Ocean Forum on "Seeking Sustainable Development of the Oceans" (November 20 and 21, 1991, Halifax) - up to a maximum increase of \$ Cdn 35,000 for a total ICOD contribution of up to \$ Cdn 215,000.



**APPENDIX 1**  
**BUDGET**

**Components:**

**1. Lead up Activities and Documentation:**

	<u>90-91</u>	<u>91-92</u>	<u>TOTAL</u>
	\$	\$	\$
1.1. Chairman, Steering Committee Background Paper and UNCED	7,000	10,000	17,000
1.2. Program Coordinator	9,000	9,025	18,025
1.3. Communications Consultant	2,324	6,876	9,200
1.4. Editorial Consultant	110	2,000	2,110
1.5. Translation of Public Affairs Materials	-	3,500	3,500
1.6. Printing Conference Materials (Invitations, Announcements, Programs)	3,165	4,835	8,000
1.7. Communications	-	4,000	4,000
Subtotal (1)	21,599	40,236	61,835

**2. The FORUM event:**

	<u>90-91</u>	<u>91-92</u>	<u>TOTAL</u>
2.1. Chairman	-	1,000	1,000
2.2. Program Coordinator	-	800	800
2.3. Attendance of 8 Reps from ICOD Target Regions	-	40,000	40,000
2.4. Accommodation for speakers	-	2,250	2,250
2.5. Honoraria for speakers	-	2,250	2,250
2.6. Translation Services	-	7,500	7,500
2.7. Air Travel for speakers	-	20,000	20,000
2.8. Ground Transportation	-	1,000	1,000
2.9. Promotion and Advertising	-	-	-
2.10. Duplication	-	-	-
2.11. Audiovisual Services (Photographs, Slides, Drawings, Chart, etc.)	-	3,500	3,500
2.12. Conference Facilities/Meeting rooms (prepaid)	2,500	1,500	4,000
2.13. Meals/Coffee/Receptions	252	8,748	9,000
2.14. Evaluation	-	2,000	2,000
Subtotal (2)	2,752	95,298	98,050

	<u>90-91</u>	<u>91-92</u>	<u>TOTAL</u>
<b>3. <u>UNCED publication:</u></b>			
3.1 Chairman	-	2,000	2,000
3.2 Program Coordinator	-	800	800
3.3 Editorial Consultant	-	1,490	1,490
3.4 Support Services	-	2,000	2,000
3.5 Printing and distribution of publication (2,000 copies)	-	17,000	17,000
	-----		
Subtotal (3)	-	23,290	23,290
 <b>4. <u>Contingency:</u></b>			
Est. 9%	-	-	18,973
 <b>5. <u>G.S.T.</u></b>			
7%	1,290	11,562	12,852
	-----		
 <b>6. <u>GRAND TOTAL:</u></b>	25,641	189,359	215,000
	=====		



APPENDIX 11  
COST INCREASE

<u>1. ITEM</u>	<u>ORIGINAL</u>	<u>VARIANCE</u>	<u>REVISED</u>
Printing and distribution of publication*	--	\$17,000	\$17,000
Support services	--	\$2,000	\$2,000
Contingency (9%)	\$15,825	\$3,148	\$18,973
GST (7%)	<u>--</u>	<u>\$12,852</u>	<u>\$12,852</u>
	\$15,825	\$35,000	\$50,825

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\* The cost for translation of the UNCED publication is not included in the cost increase. The translation will be accommodated in ICOD's general budget.



P.C. 1991-709  
17 April, 1991

PRIVY COUNCIL • CONSEIL PRIVE

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

CERTIFIED TO BE A TRUE COPY - COPIE CERTIFIEE CONF

A handwritten signature in cursive script, likely of the Governor General, written in dark ink.





C.P. 1991-70  
17 avril 1991

PRIVY COUNCIL • CONSEIL PRIVE

Sur recommandation du ministre des Relations extérieures et en vertu du paragraphe 7(3) de la Loi sur le Centre international d'exploitation des océans, il plaît à Son Excellence le Gouverneur général en conseil de renouveler le mandat de Gary C. Vernon, d'Ottawa (Ontario), président du Centre international d'exploitation des océans, à titre amovible, pour une période de six mois, à compter du 19 avril 1991.

CERTIFIED TO BE A TRUE COPY - COPIE CERTIFIEE CONFOI

CLERK OF THE PRIVY COUNCIL - LE GREFFIER DU CONSEIL PF



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

BD91/D06

CONFIDENTIAL

EC91/D02

File: 105

**EXECUTIVE COMMITTEE MEETING  
18 JANUARY 1991  
HALIFAX, NOVA SCOTIA**

**Draft Minutes**

**PRESENT:** Executive Committee

Elisabeth Mann Borgese, Chairman  
John Vandermeulen, Vice Chairman  
Roy Cheeseman  
Gary Vernon, President

Garry Comber, Vice President  
Jeanne-Mance Côté, Administration Officer

**GUEST:** Chris Barr

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**1. i. CALL TO ORDER**

The Chairman called the meeting to order and welcomed Members of the Executive Committee. She noted that a quorum was present.

It was noted that Robert Maguire was no longer a Director (see 3.ii below) and there was a vacant position on the Executive Committee.

The Vice-Chairman announced that he would have to leave early.

**1. ii. ADOPTION OF THE AGENDA**

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

**EC91/1/R1 THAT THE AGENDA BE ADOPTED AS PRESENTED.**

Motion passed unanimously.



## 2. REVIEW OF EXECUTIVE COMMITTEE MINUTES OF 13 SEPTEMBER 1990

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

**EC91/1/R2            THAT THE MINUTES OF THE 13 SEPTEMBER 1990 EXECUTIVE  
COMMITTEE MEETING BE ADOPTED AS PRESENTED.**

Motion passed unanimously.

## 2. ii. TABLING OF BOARD MINUTES OF 1 & 2 NOVEMBER 1990

The Minutes were tabled for Members' information.

## 3. i. SELECTION OF CANDIDATES FOR PRESIDENT

The Chairman reported that the Ad Hoc Committee had met the previous week. As a result of that meeting, a letter to the Minister had been drafted for the Chairman's signature. Members of the Executive Committee reviewed the contents of the letter and proposed a change to the last page. It was agreed that the Chairman and the Vice-President would travel to Ottawa to meet with the Minister or Senior Officials in her Office to brief them on the situation.

## 3. ii. BOARD MEMBERSHIP AND COMMITTEE MEMBERSHIP

Two of the four Board Members whose terms expired in August 1990 have been replaced, (Mary Jo Duncan and Robert Maguire) the term of a third Member was extended for another three years (Gastien Godin) and there were no new developments on the status of the fourth Member (Danielle de St. Jorre). The terms of five additional Members were due for renewal during the course of 1991. The Executive Committee felt that two or three Members whose terms were coming up for renewal should remain on the Board to maintain a certain continuity. The vacancies created by the departure of the others would allow for sufficient "new blood".

It was noted that the two new Members brought the number of oceanographers on the Board to four. It was suggested that, in order to get a proper balance on the Board of different sector representatives ie private, public, and scientific, as well as recognizing the geographic, political and sectoral criteria, a profile on the mix of the Board should be drawn up to facilitate the task of replacing Board Members. ICOD Management agreed to prepare the document and present it to the next Executive Committee meeting who would recommend it to the full Board at its June meeting.

In the meantime, the Chairman will make recommendations to the

Minister concerning reappointments or new appointments this year.

Members asked that Thank You letters to the two outgoing Board Members and a letter of congratulations to the Member who was re-appointed be drafted and sent on behalf of the whole Board.

### **3.   iii.   ICOD FORUM**

A Steering Committee has been formed of which the Chairman and Vice-Chairman are invited participants. Professor Art Hanson of Dalhousie University will Chair the Committee and two additional Members will be included who can provide advice on sustainable development.

An in-house Secretariat has been set up headed by Carol Amaratunga to deal with the Conference administration, communications and follow up. ICOD has contracted Professor Hanson to provide a core paper. With the help of the Steering Committee, he will also identify speakers and develop the Conference program.

The Chairman has prepared a document on the institutional implications of sustainable development which she thought would be useful for the Forum.

### **3.   iv.   FOLLOW-UP TO SPECIAL EXAMINATION REPORT**

The issues that were raised by the Auditor General's staff as a result of the Special Examination are being dealt with and Management is confident that they will have been resolved before the June Board Meeting. A point-by-point document listing the issues raised by the Auditor General and the actions taken by ICOD to resolve those issues will be submitted to the Board.

### **3.   v.   UPDATED BY-LAWS**

The By-Laws were updated to reflect all changes and amendments, including the last amendment at the November 1990 Board Meeting, providing for the possible appointment by the Board of the current incumbent to the position of President pro tem if required. Resolution numbers have been added at the end of each By-Law to indicate when each resolution was taken. A copy of the By-Laws will be sent to all Board Members.

ICOD's Legal Counsel will be asked to undertake a general review of the By-Laws and make suggestions for changes or amendments.



#### 4. PRESIDENT'S REPORT

The President has met with the Presidents of several donor agencies in Ottawa and the consensus is that more cuts will probably be applied to the ODA envelope.

Some slippage is expected at the end of the Fiscal Year mainly due to the OECS situation discussed at the last Board Meeting which has not yet been resolved.

The President reported on his recent visit to Namibia and Zimbabwe and the issues of major concern in Southern Africa. The Director of West Africa and Indian Ocean Division will be representing ICOD at the February Seychelles Donors' Meeting in Paris dealing with the environment organized by the World Bank. He will then continue on to Dakar to review with IDRC and CIDA regional offices the modalities of establishing a regional ICOD office in West Africa.

The President indicated he would be travelling to Central America in late January for the signing of the CIDA/CARICOM project in Belize, a visit to OLDEPESCA in Panama and meetings with various officials in Costa Rica. After the Caribbean portion of his trip, the President would also participate in a South Pacific Donors' Meeting organized by the Forum Secretariat of the FFC

The proposed meeting between the Presidents of PCIAC/IDRC/ICOD has been cancelled due to the imminent departure of both Ivan Head and Gary Vernon. Johann Williams, representative of the Nordic Council of Fisheries, met with representatives from CIDA, IDRC and ICOD to propose cooperation with Canadian agencies for the use of the Nordic Research Vessel 'Fritdjof Nansen'. ICOD staff participated in a CIDA-sponsored Fisheries Workshop and in a tripartite CIDA/IDRC/ICOD coordination meeting, both in December 1990.

ICOD is working on a Business Cooperation policy paper and pilot program. It is hoped that the policy paper can be submitted at the June Board Meeting.

#### 5. FINANCIAL MATTERS

The Director of Finance presented a Consolidated Balance Sheet (EC90/D86). In reviewing the Statement of Operations as at 31 December 1990, Members felt that background information on the new negotiated lease for additional space on the 7th and 8th floors should have been provided and asked that this information be made available to the June Board Meeting.

ICOD will contribute \$100,000 to government restraint this Fiscal Year in response to a government request to help reduce the deficit. Some slippage is expected at the end of the Fiscal Year. The major part of this will depend on the outcome of the situation

with the OECS. Members of the Executive Committee took note of the projections made on the Statement of Operations but also noted the constraints due to the above circumstances. Members asked that explanatory footnotes be added to the Balance Sheet indicating the unusual circumstances which might lead to slippage as well as factors relating to other projected disbursements during the current Fiscal Year. These should be attached to the Minutes for future reference.

## **6. POLICY DISCUSSIONS**

### **6. i. CORPORATE PLAN**

The Corporate Plan was redrafted incorporating all the comments and suggestions made by Board Members.

It was noted that in Annex C, Yemen, which had been listed twice, should be deleted from the Non-recipients category.

The Chairman stated that there was an imbalance within the target groups listing in Annex B inasmuch as three out of the seven groups were targetting fisheries. It was agreed to drop that list from Annex B.

After careful examination and consideration,

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

**EC91/2/R3            THAT THE CORPORATE PLAN BE ADOPTED ON BEHALF OF THE  
BOARD OF DIRECTORS.**

Motion passed unanimously.

## **7. PROJECT PROPOSALS**

### **7. i. ECONOMIC ANALYTICAL SUPPORT - NAMIBIA FISHERIES (#900381) EC90/D76**

The Executive Committee asked that fisheries economics be looked at in the broader context including ecology and environment and that this be brought to the attention of the recipient.

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

**EC91/2/R4            THAT FINAL APPROVAL BE GIVEN TO PROJECT #900381  
"ECONOMIC ANALYTICAL SUPPORT - NAMIBIA FISHERIES"  
TO A MAXIMUM CONTRIBUTION OF \$532,000.**

Noting the above the comments, the motion was passed unanimously.



7. ii. SUPPORT FOR FISHERIES RESEARCH - DEMOCRATIC REPUBLIC OF SAO TOME AND PRINCIPE (#900379) - EC90/D77

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

EC91/1/R5 THAT FINAL APPROVAL BE GIVEN TO ICOD PROJECT #900379, "SUPPORT FOR FISHERIES RESEARCH" TO A MAXIMUM ICOD CONTRIBUTION OF \$910,000 CANADIAN.

Motion passed unanimously.

7. iii. GRADUATE PROGRAM IN MARINE RESOURCE AND ENVIRONMENTAL MANAGEMENT - PHASE I, UWI (#880195) EC90/D78 - Change of Scope

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

EC91/1/R6 THAT FINAL APPROVAL BE GIVEN TO INCREASE THE BUDGET OF PROJECT #880195 "GRADUATE PROGRAM IN MARINE RESOURCE AND ENVIRONMENTAL STUDIES (CERMES) PHASE I" UP TO MAXIMUM INCREMENT OF \$221,000 CANADIAN (OVER ORIGINAL APPROVED BUDGET) FOR A TOTAL ICOD CONTRIBUTION OF \$920,000 CANADIAN.

Motion passed unanimously.

7. iv. ESTABLISHMENT OF RURAL FISHING GROUPS (#870150) - EC90/D84 - Cost Increase  
v. PROVISIONAL TREATY LINES (#890279) - EC90/D85 - Cost Increase/Change of Scope

The Executive Committee was requested to provide post facto approval of the cost increases for the two above-mentioned projects.

Given the fact that aproval for those two projects had been given by the President prior to the clarification by the Board of the President's cost increase limitations,

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

EC91/1/R7 THAT UNDER THE CIRCUMSTANCES OUTLINED ABOVE, THE EXECUTIVE COMMITTEE APPROVES AND RATIFIES COST INCREASES FOR PROJECT #870150 AND PROJECT #890279 WHICH HAD BEEN APPROVED BY THE PRESIDENT.

Motion passed unanimously.

**8. DATE OF MEETINGS****8. i. EXECUTIVE COMMITTEE MEETING**

Members agreed to meet on 17 May 1991 subject to confirmation by the Chair.

**8. ii. JUNE BOARD MEETING**

The meeting would take place in St. Johns, Newfoundland, on 24 and 25 June followed by visits on 26 and 27 June.

**8. iii. NOVEMBER BOARD MEETING**

The meeting would take place in Halifax on 18 and 19 November followed by the ICOD Forum on 20 and 21 November.

**8. iv. MISCELLANEOUS**

A tentative date of 3 June 1991 was set for an Audit and Evaluation Committee Meeting.





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

TAB 5

CONFIDENTIAL  
BD91/D07  
File: 105

**EXECUTIVE COMMITTEE MEETING  
17 MAY 1991  
OTTAWA, ONTARIO**

Draft Minutes

**PRESENT:** Executive Committee

Elisabeth Mann Borgese, Chairman  
Roy Cheeseman  
Ellen McLean  
Gary Vernon, President

Garry Comber, Vice President  
Chris Barr, Director, Finance and Administration  
Jeanne-Mance Côté, Administration Officer

**GUEST:** Nicole Senécal

**ABSENT:** John Vandermeulen

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**1. i. CALL TO ORDER**

The Chairman called the meeting to order and welcomed Members of the Executive Committee. She noted that a quorum was present.

**1. ii. ADOPTION OF THE AGENDA**

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

**EC91/2/R1 THAT THE AGENDA BE ADOPTED AS PRESENTED.**

Motion passed unanimously.

**1. iii. APPOINTMENT OF EXECUTIVE COMMITTEE MEMBER**

Noting that this matter had been discussed with the Minister,  
it was moved by Roy Cheeseman, seconded by Gary Vernon,

**EC91/2/R2**            **THAT PURSUANT TO BY-LAW VI (3) AND BY REASON OF THE EXPIRY OF THE TERM AS DIRECTOR OF ROBERT MAGUIRE, DIRECTOR ELLEN MCLEAN BE, AND IS HEREBY APPOINTED AS, A MEMBER OF THE EXECUTIVE COMMITTEE, TO HOLD SUCH OFFICE FROM THE DATE OF THIS RESOLUTION UNTIL THE NEXT ANNUAL MEETING OF THE BOARD OF DIRECTORS.**

Motion passed unanimously.

## **2. REVIEW OF EXECUTIVE COMMITTEE MINUTES OF 18 JANUARY 1991**

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

**EC91/1/R3**            **THAT THE MINUTES OF THE 18 JANUARY 1991 EXECUTIVE COMMITTEE MEETING BE ADOPTED AS PRESENTED.**

Motion passed unanimously.

## **3. BUSINESS ARISING**

### **3. i. ICOD FORUM**

Invitations have been sent to Oscar Arias, former Prime Minister of Costa Rica, to be the guest speaker and to the Hon Monique Landry to be the luncheon speaker. Satya Nandan, Under Secretary General and Special Representative of the Secretary General for the Law of the Sea, has been invited to take part in the panel discussion. Alicia Barcena, Principal Officer Oceans, Enclosed and Semi-enclosed Seas, Coastal Areas and Living Resources, UNCED Secretariat, has indicated an interest in the Forum and suggested the inclusion of Agenda 21 items (21st Century issues) which will be discussed at the 1992 Brazil Conference.

It is expected that the ICOD Forum budget will be exceeded. A Cost Increase document will be presented to the Board in June for their approval. In addition, letters have been sent to CIDA and others to ask that they fund participants from developing countries outside of ICOD's target areas.

Roy Cheeseman indicated that the event would be an excellent opportunity to raise ICOD's profile through a public relations campaign and the use of the media during the Forum. He also asked that in the Briefing Note the words 'experts' and 'consultants' be replaced. It was noted that local Members of Parliament will be invited.



### **3. ii. SELECTION OF CANDIDATES FOR PRESIDENT**

In answer to the Chairman's letter to Madame Landry, the Minister's Office has indicated that ICOD's search committee could reconvene to assist in assessing new candidates. The President, who was given a list of candidates by the Minister's Executive Assistant, Paul-Émile Cloutier, felt that only two names could be considered for the position. The President has been invited by Mr. Cloutier to submit his own list of candidates and the former indicated to the Executive Committee that he would first turn over any potential names of candidates to the Board's search committee for their review.

The Chairman asked that biographical information on each candidate be supplied to the search committee.

### **3. iii. BOARD MEMBERSHIP**

The terms of five Board Members expire this year and as yet there has been no change in the status of Danielle de St. Jorre whose term expired in August of 1990. The Minister's Office have indicated that no replacements will take place before the end of June. A recommendation was made to the Minister that, of the four Canadian Directors whose term is up for renewal this year, two be reappointed to allow for continuity and two be replaced to allow for a measured turnover.

At the suggestion of Roy Cheeseman, an invitation will be extended to Robert Maguire and Mary Jo Duncan to attend part of the events surrounding the June Board meeting in St. John's, Newfoundland if they are in the area. This would give Board Members and ICOD staff an opportunity to express their thanks and bid their farewells to those two former Board Members.

Memberships on the Executive Committee and Audit and Evaluation Committee are coming up for renewal at the June meeting. A letter from the Chairman will be sent to all Board Members to remind them that, if they undertake to serve on those Committees, they should be prepared to dedicate the time required to serve the Committees' needs.

### **3. iv. FOLLOW-UP TO SPECIAL EXAMINATION REPORT**

A document will be submitted at the June 3rd Audit and Evaluation Committee Meeting outlining actions taken by ICOD Management regarding comments and recommendations made by the Auditor General's staff. Although Management is confident that staff from the Auditor General's office will be satisfied that ICOD has dealt with recommendations, the Vice-President indicated that unfortunate slippage had occurred in the finalization and promulgation of one



key document, the Project/Program Management Manual.

An update on the situation with the Organisation of Eastern Caribbean States was given. ICOD has frozen all project funding except legally binding obligations. In March 1991, a sum of \$45,000 was supplied by ICOD to allow for a review of their accounting system. Member States have renewed their financial pledge to the Fisheries Unit and the OECS is returning the funds taken from the ICOD account.

### **3. v. POSSIBLE UPDATE OF BY-LAWS**

ICOD is into its sixth year of existence and Members agreed that this was an appropriate time to deal with issues which have arisen and to make recommendations for changes to the By-laws. At the June Board Meeting, Members will be asked for any suggestions for amendments, additions or deletions. An updated set of By-laws would then be presented to the Executive Committee in September for discussion and to the November Board Meeting for final approval.

### **3. vi. ICOD ACCOMMODATION**

A document detailing the evolution of floor space from June 1990 to March 1996 was tabled. Although the President was given full authority to deal with administrative issues, one Member felt that the Executive Committee should be consulted before any major decisions are made on renewal of leases.

## **4. PRESIDENT'S REPORT**

OVERVIEW - Members had met with the Minister the previous day and she was very positive about the future of ICOD. She stated that ICOD had been protected from heavy budget cuts this year, and that the only requirement would be for ICOD to take over CIDA-funded scholarships to the World Maritime University (which ICOD presently administers for CIDA). She observed that, to ensure continued support, ICOD must strive to enhance its image both with Members of Parliament and the general public. As a cautionary note, she pointed out that the oceans sector is not seen as a high priority within the development assistance program in general.

The President noted that the Government is implementing a 10% reduction of its senior public servants and that in addition External Affairs had already laid off 350 employees.

POLICY - Consultants were hired to prepare reports on ICOD's seven program themes and three have now been completed: Fisheries, Ocean Transportation and Ports, and Environment. Executive summaries and recommendations for the first three will be presented at the June



### Board Meeting.

Internal policy dialogues between Management and staff will be held prior to the June Board Meeting and a verbal report will be given to Board Members.

TRAINING POLICY - A follow-up on ICOD alumni is planned within the next six months.

Whereas in the past ICOD's concentration has essentially been focused on governments and regional organizations, a new approach is now being tested which would involve both the private and public sectors.

The President attended a South Pacific Donors' Meeting where major donor agencies were critical of the level of development in the region when compared to the Caribbean or Indian Ocean. A series of meetings in the Caribbean organized by ICOD with public and private sector representatives revealed what are perceived to be the major impediments to development: first were government regulations and programs, second were financial institutions, and third was the lack of technical assistance (See item 6.i. below.)

### REGIONAL DEVELOPMENTS -

South Pacific - A replacement for Philipp Muller has been named. The new Director of the Forum Fisheries Agency will be the former Prime Minister of the Solomon Islands. Phillip Saunders, ICOD's first field representative in Suva is coming back to Halifax shortly and a search is on for a suitable replacement. The joint CIDA-ICOD 'Canada South Pacific Ocean Development' (CSPOD) program has been extended for one year and ICOD is suggesting to CIDA a long term extension. A mid-project evaluation by CIDA will be held shortly.

Now that ICOD is opening other field offices, Roy Cheeseman suggested that as a condition of employment, it should be clearly stated to program staff that they might have to relocate to one of those offices.

The President attended a meeting of the Asian Development Bank in Vancouver. The purpose was to try and attract outside funding from the ADB and Japanese sources where ICOD would manage projects on their behalf.

A team of high level FFA consultants, after studying the agency's financial situation, has recommended an increase in member contribution to bring the ratio of member versus donor dollars to 1 to 2.

Caribbean Basin - The signing of the CARICOM Fisheries Resources Assessment and Management Program (CFRAMP) took place in Belize on



24 January. The joint CIDA-ICOD program represents \$19M over a period of eight years. Preliminary staffing has been completed and a Program Director, a Program Administrator and a Senior Resource Assessment Unit Leader have been recruited. Opening of the Belize office is expected in June.

An evaluation of the CERMES program at the University of the West Indies indicated that there were problems during Phase I of the program. Action is being taken by UWI to deal with the issue of the management of CERMES itself, but there may be legal implications. The program is key to ICOD's environmental and resource management's efforts in the Caribbean and it is important that a satisfactory solution be arrived at so as not to disrupt other aspects of ICOD's programs, not to mention the needs of the Caribbean.

OECS Small Projects Fund - After meeting in Montserrat in January, island countries of the Caribbean have agreed to request an extension of the Memorandum of Agreement to the end of 1993 in order to utilize funds which have not been expended due to unforeseen delays.

West Africa - Recruitment is ongoing for the staffing of the Dakar office and an opening date is scheduled for 1 September. Gastien Godin has been asked to represent ICOD at the opening of a workshop on fisheries management in Morocco in May.

Interregional and Cooperative Activities - It was expected that Dalhousie University and UQAR in Rimouski would take over the Marine Affairs courses through upgrading of the diploma to a Masters degree and securing their own core funding for the program. The Université du Québec à Rimouski is preparing to start in the Fall of 1992 whereas Dalhousie University is experiencing problems with funding. Once the Marine Affairs project funds run out ICOD will only provide scholarships for international students from our areas of concentration. The English program could be replaced by other activities of two regional universities, the University of the South Pacific and the University of the West Indies, if necessary.

ADMINISTRATION - Approximately 3,000 replies have been received following newspaper advertisements placed nationally for sectoral consultants.

A review of all ICOD positions and their classification has been completed. The new job descriptions and the level of each position will help determine remuneration, and build appropriate internal career path systems.

Staffing - 58 positions have now been staffed at ICOD. Recruitment is ongoing to replace the Director of the South Pacific and Caribbean Basin Division as he is returning to the Department of



## Fisheries and Oceans.

The President announced his intention to appoint Dr. Carol Amaratunga as Director of the Interregional and Cooperative Activities Division. She had been Acting Chief of IRCAD for 18 months. The Executive Committee indicated their concurrence with this appointment.

INFORMATION - Copies of the new World Fisheries Map, the Corporate Profile, the Annual Report, and the Research Vessel Guide will be distributed in St. John's.

MISCELLANEOUS - Members discussed the possibility of naming ICOD's Legal Counsel as Secretary to ICOD and the Board of Directors and it was decided that the Executive Committee would recommend his appointment at the June Board Meeting.

## 5. FINANCIAL MATTERS

### 5. i. CONSOLIDATED BALANCE SHEET

The Treasurer indicated that the 1990 Audit had not yet been completed and that staff from the Auditor General's Office were still at ICOD. Therefore, all financial information submitted at this meeting were preliminary figures and were subject to audit revisions by the Auditors.

Budget figures from the Statement of Operations indicated that the attempt to achieve greater parity between ICOD target regions was on target with a 54% increase in the budget of the West Africa and Indian Ocean Division.

Under 'Breakdown of Administrative Services', the Treasurer explained that the variance in the Finance and Administration Division budget was in part due to the shift of the administration function from Human Resources to Finance Division. Acquisition of Local Area Network software and hardware for ICOD staff also accounted for part of the increase.

A copy of the final audited statements will be submitted to the Audit and Evaluation Committee at its June meeting.

## 6. POLICY DISCUSSIONS

### 6. i. BUSINESS COOPERATION

ICOD, recognizing that participation of the private sector is essential to sustainable development and management of national ocean resources, launched its Enterprise 2001 Project. Workshops were held in Grenada, Dominica and St. Lucia to try and identify

programs which will encourage the development of the private sector in ocean-related industries.

Participants identified three major problem areas: governments are hindering rather than fostering private sector participation in development; lending institutions are reluctant to lend money to businesses which are not well established; and, a lack of business management and technical training as well as technology transfer. A detailed Enterprise Development Program is presently being formulated and a proposal will be presented to the Board at its June meeting.

The Chairman noted that there were currently two apparently contradictory themes in development assistance: the first dealt with the role of the private sector and encouraged privatization and deregulation; the second dealt with sustainable development and the elimination of poverty which seems to call for a greater role to regulate the private sector.

#### **6. ii. IMPACT OF GOVERNMENT RESTRAINT PROGRAM ON ICOD**

ICOD was asked by the Canadian Government to lapse \$40,000 to help finance increases to the deficit largely due to Canada's involvement in the Gulf War. Management reviewed its financial situation and determined that \$100,000 could be made available due to delays in staffing actions and concomitant relocation costs, not to mention potential slippages in the key OECS program.

Instructions were received from Treasury Board requesting that Crown Corporations respect a 3% wage guideline being implemented by Government departments and agencies. Since all planning for 1991-92 has already taken place, Management intends to implement the guideline in 1992-93. A letter explaining ICOD's position will be submitted to Treasury Board.

Also, the Vice-President mentioned that ICOD has not yet obtained a final ruling from Government on ICOD's classification vis-à-vis GST. In the meantime, ICOD has adopted an interim procedure.

#### **6. iii. TRAINING PROPOSALS**

a) The President has held some discussions on a potential new training program for ICOD but it was premature to make suggestions at this time.

b) A brief discussion was held on our program of scholarships to the International Maritime Law Institute in Malta. This organization has funding problems and discussions are currently underway about its future.



**7. DATE OF MEETINGS**

**7. i. EXECUTIVE COMMITTEE**

The next meeting of the Executive Committee will take place on 27 September in Halifax, subject to confirmation by the new Members of the Executive Committee following the Annual Meeting in June.

The meeting was adjourned.



**CONFIDENTIAL**

**105.1**

**AUDIT AND EVALUATION COMMITTEE  
HALIFAX, NOVA SCOTIA  
3 June 1991**

**Draft Minutes**

**PRESENT WERE:** Ellen McLean, Chairperson  
Gastien Godin  
Sharon Proctor  
Gary Vernon, Ex-officio  
Garry Comber, Vice President  
Chris Barr, Treasurer  
Jeanne-Mance Côté, Administration Officer

**GUESTS:** Kevin Potter, Office of the Auditor General  
Ed Cayer, Corporate Management Advisor

**1. CALL TO ORDER**

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

**2. REVIEW OF MINUTES OF 31 OCTOBER 1990**

The Minutes were adopted with suggested minor editorial changes.

**3. 1990-91 FINANCIAL AUDIT**

**3. A. PRESENTATION OF AUDIT REPORT BY THE AUDITOR GENERAL'S STAFF**

Kevin Potter from the Office of the Auditor General presented the draft Auditor's Report on the statements of ICOD for 1990-91.

The auditors will be providing an unqualified opinion on ICOD's financial statements.



The auditors raised the issue that bank transfers should in all instances have two signatures. Transfers for the US dollar accounts in the South Pacific have been processed with one signature only. Management has agreed to correct this situation forthwith.

Mr. Potter indicated that in all significant respects their examination indicated that the financial statements were in compliance with Part X of the FFA and Regulations pursuant thereto, the International Centre for Ocean Development Act, and the By-Laws of the Centre. Accordingly, no matters falling within the scope of the auditors examination were deemed to be of a nature that would require that the auditors bring them to the attention of Parliament.

### 3. B. 1990-1991 FINANCIAL STATEMENT PRESENTATION AND APPROVAL

ICOD's Treasurer then presented the financial statements to the Committee.

The major points discussed were as follows:

#### Balance Sheet

The considerable amount of cash on hand at March 31 was required to address the accounts payable in the amount of \$1.49 million which represented expenditures that had been incurred in the old fiscal year but the bills not actually paid until after March 31.

#### Statement of Surplus

The first noteworthy item related to the parliamentary appropriation listed at \$12.2 million. The approved appropriation for the fiscal year actually amounted to \$12.3 million. However, during the year the Government had requested all departments, agencies and crown corporations to assist in a cost reduction program, and as a result requested that ICOD relinquish \$40,000 of its budget. Due to the financial circumstances which management foresaw at that particular time, management offered to relinquish an additional \$60,000 for a total of \$100,000 (see note #3 in the statements). Treasury Board has indicated their appreciation of this gesture and has subsequently agreed that the surplus incurred for the fiscal year, amounting to \$186,177, would not lapse but would be carried over to the new fiscal year to address budgetary requirements during that year. It should be noted that the total surplus amounted to 1.5% of the operating budget.

#### Statement of Operation

Total expenses have increased for 1991 over 1990 by 32%.



Increases were broken down as follows:

West Africa / Indian Ocean Division	+ 54.4%
South Pacific / Caribbean Basin Division	+ 22.9%
Interregional and Cooperative Activities Div.	+ 10%
Corporate Programs	+ 102%
Administrative Services	+ 29%

It was indicated that the 54.4% increase for the WA/IO Division represented an attempt to implement stated Board policy in this respect by augmenting activities in West Africa. It was also explained that, although Administrative Services has increased by 29% over the preceding year, this represented the last stages of the reorganization of the Corporation and that in future years, program costs will increase without proportionate increases in administrative services costs.

The significant increase in costs in Corporate Programs was explained as the Committee reviewed Schedule A which indicated expenditures on Program Evaluation of \$130,951 and Business Cooperation in the amount of \$123,664 where no expenses had been occurred in these two areas in the preceding year. In addition, Policy and Planning costs had increased by \$174,000, primarily as a result of the development of policy papers on ICOD's themes and the establishment of a consultant data base which will provide a wide range of expertise to the Corporation as well as facilitate and improve the consultant selection process. Increased costs totalling \$153,000 were also incurred for Communications and Publications due to a number of undertakings during 1990-91, the most significant of which were the preparations for the 1991 World Fisheries Map, the ICOD Corporate Profile Brochure, and an experimental Radio Coverage Initiative.

On the revenue side, interest and other income had increased above estimated amounts due to the payment by CIDA of administrative overhead related to CFRAMP as well as higher than expected interest revenues.

The Treasurer brought to the Committee's attention the incurrence of a cost amounting to approximately \$45,000 per year relating to differences in exchange rates between our Canadian and South Pacific banks which was incurred to allow the delivery of a very timely financial service to the South Pacific Region. The cost amounted to approximately 2% of project costs for the region. After lengthy discussion, the Committee concluded that this should be viewed as an acceptable cost of doing business in an effective manner in the region, provided that the percentage of project costs represented by this service did not exceed 2%.

One Member indicated that it would be preferable to include



this cost as a part of project budgets. Management indicated that it would pursue this suggestion to determine if there was a practical way in which this could be accomplished.

It was moved by Gastien Godin, seconded by Sharon Proctor,

**AEC91/1/R1            THAT THE COMMITTEE RECOMMEND APPROVAL OF THE  
FINANCIAL STATEMENTS BY THE BOARD OF DIRECTORS.**

Motion passed unanimously.

#### **4.    INTERNAL AUDIT MATTERS**

##### **4.    A.    STATUS OF IMPLEMENTATION OF RECOMMENDATIONS FOR PRECEDING INTERNAL AUDIT REPORTS PRESENTED TO THE AUDIT AND EVALUATION COMMITTEE**

The Committee reviewed follow-up activities undertaken regarding the audits of the Marine Affairs Program, USP/SOPAC, the Communications function, West Africa / Indian Ocean Division and the OECS Follow-Up audit. The information presented indicated that management is undertaking the necessary activities to ensure that the auditor's recommendations and concerns are addressed as quickly as possible.

As was raised later during the meeting relative to the comprehensive audit, the major undertaking which remains to be completed to address several substantive concerns is the completion of the Program and Project Management Manual, a draft of which was released to staff of the Corporation on December 3, 1990. This document is currently under review by the staff and a plan is in place for revising the document in preparation for implementation.

With respect to the OECS Follow-Up audit, the documentation presented and related discussion disclosed that the OECS had made considerable progress in restoring ICOD funds to the appropriate accounts, in addressing the whole core funding issue, and in addressing the accounting problems identified through the audit.

Other than legally binding transactions and support for revamping the accounting system, no funding has been provided to the OECS Fisheries Unit since the last Board Meeting.

Reports from Fisheries Unit staff have indicated that almost all funds had been returned and that guarantees had been received from Member States which would enable the remainder of funds to be returned in the near future as well as insuring that appropriate core funding is provided for the Unit in future.

As mentioned above, a Memorandum of Agreement has been executed between ICOD and the OECS Secretariat in the amount of \$50,000 to

provide support to the Fisheries Unit to develop and implement an appropriate system to provide for a sufficient level of internal control and accountability.

#### **4. B. LESSONS LEARNED**

Due to the demands on management and staff since the completion of the most recent audits, the process through which audit findings and recommendations will be internalized by ICOD staff through the Lessons Learned process is planned for September of 1991.

#### **4. C. PRESENTATION OF REMAINING 1990-91 AUDIT REPORTS**

Three additional audit reports had been forwarded prior to the meeting to the Committee members. These included the Delegation of Authorities Audit, the audit of the Finance Function at ICOD and the audit of the International Ocean Institute.

##### Delegation of Authorities

ICOD Program Directors had exercised certain signing authorities for about two years. This audit disclosed that the delegation of authority has resulted in no breeches in established policy or procedures, thereby paving the way for potentially higher delegation of authority levels to ICOD staff.

##### Finance Function

Since the Director of Finance and Administration also manages the Internal Audit function, the Terms of Reference for the Finance Function audit were completed by the Vice-President. ICOD's internal auditors, Consulting and Audit Canada, then subcontracted the complete audit, including report writing, to a private auditing firm.

The results of the audit of the Finance function at ICOD were extremely positive, indicating that this function was being carried out in an effective and efficient fashion. A few minor issues were raised for management to address, most of which did not actually relate to the Finance function.

The Committee discussed the manner in which travel is managed by ICOD. The auditor had felt that the adoption of a process which would employ established 'per diems' instead of the present methodology based on receipts for hotel and miscellaneous expenses would significantly reduce the amount of staff time and consultant time involved in processing travel claims. Management's point of view was that travel is a function which consumes considerable resources (12% of the administrative budgets) and which is subject to wastage, abuse and indepth scrutiny by government. Management



concluded that it would be unwise to implement a per diem process for staff; however, management indicated that procedures in place have always enabled the utilization of per diems for consultants, provided that contractual documents are written appropriately. It was the Committee's point of view that the Board may wish to have a brief discussion on this issue.

#### International Ocean Institute

The audit of the International Ocean Institute identified that there are serious problems within the organization and recommended that ICOD should not fund further activities through the Institute until the first five findings of the audit were addressed. The Committee agreed fully with Management's responses to all of the auditor's recommendations.

#### **4. D. UPDATED INTERNAL AUDIT PLAN 1991-92**

The Internal Audit Plan for the Corporation for 1991-92 was then presented. The major effort to be undertaken during the current fiscal year will be the audit of the South Pacific / Caribbean Basin Division. It is hoped that the OECS Follow-Up Audit can be accomplished within the scope of the divisional audit.

Approximately \$17,000 has also been set aside for an unspecified audit activity which could be employed to conduct a follow-up audit of the International Ocean Institute, should the organization be prepared for the audit during the current fiscal year. Alternatively, these funds could be employed for audit coverage of either ICOD's administration or the personnel functions, originally planned for years 4 and 5 of the Audit Plan respectively.

It was moved by Sharon Proctor, seconded by Gastien Godin,

**AEC91/1/R2            THAT THE UPDATED INTERNAL AUDIT PLAN FOR 1991-92 BE ADOPTED.**

Motion passed unanimously.

#### **4. E. REPORT - SPECIAL EXAMINATION FOLLOW-UP**

Management presented a lengthy and comprehensive document which showed action taken and follow-up required regarding the Special Examination undertaken by the Auditor General's Office during 1989.

The Committee concluded that, although the entire document should be reviewed by the Board, two issues of specific significance to Board activities should be presented. These items are included on pages 1 and 12 of the Follow-up report.



The item from page 1 related to the auditor's perception that Board Minutes did not clearly indicate decisions taken by the Board nor follow-up required. Management's suggested follow-up to this concern is as follows:

- a) during Board Meetings - ICOD staff, and in particular, the Secretary, may need to interrupt proceedings to seek clarification as to specific direction from the Board. Members will need to state quite clearly what, if any, action is directed by the Board on issues.
- b) following Board Meetings - the Secretary will need to exercise care and diligence in recording decisions, follow-up required, and subsequently ensure that the appropriate personnel are apprised of action required. The documentation of Board resolutions in a clear format and the maintenance of an index of resolutions should facilitate the follow-up process.
- c) Prior to subsequent Board Meetings - ICOD management will have to incorporate Board decisions/directions as a specific performance target of employees, measure performance at regular intervals to ensure that objectives are reached, ensure that documentation is prepared to either table or present to the Board to evidence follow-up and resolution.

It is obvious that the Board will need to be more clear in the future on the outcome of discussions and specific decisions taken to enable the provision of appropriate direction to Management.

The item on page 12 relates to Conflict of Interest. The concern raised by the auditors is as follows:

"Members of the Board of Directors, who have real or apparent conflicts of interest involving proposed projects, do not withdraw from the meeting at the time of voting as called for by the Centre's By-laws. The presence of these Directors during the discussion of such projects could have the effect of inhibiting free and open discussion of important issues. In addition, the names of Members of the Board of Directors who refrain from voting are not listed in the meeting Minutes. The personal integrity of Members of the Board of Directors is not questioned in any way."

The Committee discussed this matter at length and agreed with the auditors. Moreover, the Committee wished to recommend to the Board that, during the review of the By-Laws, provision be made that Board Members withdraw from meetings during, not only the voting, but also discussion of projects and matters related specifically to organizations and institutions with whom they have a direct relationship. The Committee agrees that this will enable more



frank discussions of such matters as well as minimize embarrassment for the Members who may be perceived to be a conflict of interest situation by being present during such discussions.

## 5. EVALUATION MATTERS

### 5. A. STATUS OF FOLLOW-UP TO ABSTRACTS PRESENTED IN 1990

A check list of recommendations identified in each of the evaluation abstracts presented in 1990 and ICOD's response was presented to the Committee. Where appropriate, planned or actual completion dates were also provided. The check lists presented dealt with the following evaluations:

International Oceans Institute  
 Marine Affairs Program  
 Study in Canada Scholarship Program (plus Regional Scholarships)  
 World Fisheries Map  
 OECS  
 CERMES  
 Erindale Maritime Boundary Delimitation Course  
 - Law of the Sea Advisory Service  
 - Delmar  
 World Maritime University

The Committee reviewed each seeking clarification of particular points.

In reviewing the IOI check list, some Committee members questioned how training programs could be made more relevant for small island states. The President and Vice-President indicated that some solutions might flow from programs like CERMES or other case studies could be made available to organizations like the IOI. They did point out that the size and unique geographic nature of these countries made quick and easy solutions unlikely.

In reviewing the Marine Affairs Program checklist, Members asked for clarification about the Centre's approach to reinforcing the link between the diploma program and other ICOD projects. The Vice-President indicated that the new Training Policy approved by the Board in November 1990 indicated that a closer link be established between training activities and ICOD projects and programs in our areas of concentration.

Some discussion was held on the efficacy of the Fisheries Map as a development vehicle. The new version of the Fisheries Map adopted the recommendations set out in the evaluation and went further. The new map had been created in an electronic medium which would facilitate updating and exchange and manipulation of the information for other specific purposes.

Some members expressed an interest in getting copies of the OECS Newsletter referred to in the checklist. Questions relating to CERMES which were raised were answered pointing out that the University of the West Indies is taking the necessary activities to deal with the main problems identified in the evaluation report.

## 5. B. LESSONS LEARNED REPORT

An overview of the development of the Lessons Learned Methodology used by ICOD was provided indicating the link between evaluation, lessons learned and enhanced management. The presentation of the experience both within IRCAD and at the Program Desks reinforced the commitment of the Centre to continue to use the approach. The Committee commended the approach developed by the Centre and expressed its appreciation for the Lessons Learned Report and suggested it be made available to the whole Board for information.

## 5. C. REPORT ON 1990-91 EVALUATION PLAN

A verbal report covering the Centre's progress in implementing the 1990/91 plan was provided. In particular the report highlighted that the activities undertaken during this Phase coincided with the original evaluation plan set out by ICOD in 1988/89. The report also highlighted :

- the Inter-Agency Performance Measurement Workshop hosted by ICOD (in May 1991),
- the development and testing of new lessons learned methodologies,
- the development of an evaluative document base including abstracts, lessons learned and evaluation reports,
- the completion of the following evaluations :

<u>EVALUATION</u>	<u>SCOPE</u>
* Scholarship Program	In Canada Scholarships Regional Scholarships
* OECS Fisheries Program	21 Projects
* IOI Training	6 Projects
* Communications	World Fisheries Map
* Boundary Delimitation Program	12 Projects
* World Maritime University	11 Projects



* Marine Affairs Program	4 Projects
* CERMES	Graduate Program

In addition a desk evaluation was conducted of five projects in the South Pacific as follows:

<u>EVALUATION</u>	<u>SCOPE</u>
* Forum Fisheries Agency	Research Coordination Unit
* Forum Fisheries Agency	Legal Affairs Unit
* PIMRIS	Regional Coordination Unit-USP Strengthening Technical Information Services-SOPAC Enhancement of Fisheries Information Handling-FFA

#### 5. D. PRESENTATION OF NEW EVALUATION ABSTRACTS

The following evaluation abstracts were presented:

- PIMRIS
- Legal Affairs, FFA
- Research Coordination Unit, FFA
- FFA Surveillance

#### 5. E. FOLLOW-UP ON EVALUATIONS COMPLETED SINCE LAST REPORT

The Committee reviewed the three "desk-top" evaluations completed since the last meeting of the Audit and Evaluation Committee (see 5.D. above) and highlighted both the advantages and disadvantages of "Desk-Top" Evaluations.

#### 5. F. UPDATED EVALUATION PLAN FOR 1991-92

The Evaluation Committee was presented with the new Evaluation Plan. Staff explained that this Plan represented the end of a three phase strategy for evaluation which was launched in 1988/89.

The 1991-92 Evaluation Workplan has four primary thrusts. These are:

- i) To test and adapt the new evaluation systems as necessary.
- ii) To ensure that findings from completed evaluations form the basis for assessing proposals as well as planning and re-

planning programs and projects.

- iii) To conduct a workplan of new and ongoing evaluations that is responsive to management needs.
- iv) To formulate the Program Performance Systems and incorporate them into the day to day operations of the Centre.

The Committee was also provided with a list of projects and programs, from which would be drawn the evaluations of 91/92. These included :

#### **Corporate**

Marine Training Directory  
ICOD Newsletter  
Short Term Attachments

#### **West Africa/Indian Ocean Program**

##### Related Projects - Maldives

860051 Economically Important Reef Fish  
880240 Maldives - Crown of Thorns Starfish  
880247 Maldives - Coral Reef Research Unit

##### Related Projects - Mauritius

860100 Coastal Sand & Coral Removal  
870135 Lagoonal Health Characteristics  
870182 Artemia Salina

##### Related Projects - Morocco

890276 Fisheries Morocco

#### **Caribbean Basin**

900371 Marine Parks & Protected Areas Baseline Study

#### **South Pacific/Caribbean Basin**

Completion of PIMRIS evaluation through field visits  
Research Coordination Unit, FFA  
Legal Affairs, FFA  
FFA Surveillance

The Committee was also informed that evaluation activities in 1991/92 would also include activities involving the training of staff, lessons learned seminars and Program Performance and Measurement Workshops. The Centre's Evaluation Manual would also be integrated with the new Program and Project Management Manual. Finally, the ICOD Project Information System may form the basis for the development of ICOD's Corporate Memory System.



## 5. G. PERFORMANCE INDICATORS SEMINAR REPORT

The Committee was informed about the Inter-Agency Workshop held May 30 and 31, 1991. The Committee was presented with an overview of the Workshop which included the following:

- \* Performance measurement systems are required by Managers at all levels as well as Central Agencies.
- \* The theoretical base and understanding of performance measurement is established but practical systems, techniques and tools are not well established.
- \* The Office of the Comptroller General for Canada (OCG) is responsible for providing overall guidance on the development and use of performance measurement facilities.
- \* All aid agencies, as well as other parts of the Canadian Government, are working to develop Performance Measurement Systems.
- \* ICOD invited others to a workshop to share its experience and learn from others.
- \* USAID, Treasury Board staff, and ICOD contributed documentation to the workshop.
- \* OCG, British ODA documents were also reviewed by the workshop group.
- \* Participants in the Workshop included :
  - Treasury Board Crown Corporations Analyst
  - Treasury Board External Aid Analyst
  - Office of the Comptroller General, Evaluation Analyst
  - Deputy to the Director-General, CIDA Evaluation & Audit
  - ICOD Managers and Staff

The Workshop was viewed as very successful by all participants. More importantly, ICOD managers believe that the Centre is now in an enhanced position to finalize development of its systems, in time for the preparation of the next Corporate Plan.

The Audit and Evaluation Committee commended the staff for their work in establishing the systems and mechanisms for ongoing evaluation of ICOD programs and projects. They noted that it was gratifying for Board Members to see the product of their efforts in the early years of the Centre and to find out what had happened as a result of their decisions over the years.

**6. PROCESS FOR PREPARATION OF REPORT TO THE BOARD**

A report will be drafted and made available for the Chairperson by 19 June.

**7. NEXT MEETING**

The meeting was tentatively scheduled for the week of 21 October subject to selection of new Members for the Committee.

**8. OTHER BUSINESS**

There was no other business.



NOTES FOR PRESIDENT'S REPORT

MAIN ISSUES FOR ICOD

1. DEVELOP AND REFINE ICOD'S STRATEGIC POLICIES

**A: ACHIEVEMENTS**

1. Articulation of ICOD Policies Under:
  - a. Four Geographical Areas and Global Activities
  - b. Seven Themes
2. Establishment of Target Countries and Rationale;
3. Articulation of Single-sentence Statement of Mission;
4. Statement of Operating Principles;
5. Broad Range of Specific Policies and Principles Listed in Policy Statements and Corporate Plan.

**B: FUTURE OBJECTIVES**

1. Review Seven Policy Themes and Make Recommendations;
2. Refine ICOD's Special Areas of Focus Under Each Theme;
3. Review Key Policy/Operating Issues;
  - project sustainability
  - proactive-reactive stance of ICOD
  - South-South cooperation
  - role of private sector
  - sociological vs. economic approach
  - ICOD as an aid broker/management agency
  - role of women, environment, aid to the poorest countries
4. Make a Concerted Effort to Influence Canadian ODA policy with respect to Greater Priority and Increased Resource Allocation to the Marine Sector;

## 2. ESTABLISH ICOD PROGRAMS AND DELIVERY MECHANISMS

### A: ACHIEVEMENTS

1. Establishment of Bilateral, Regional and Inter-regional Projects and Programs in ICOD Target Areas;
2. Establishment of ICOD as a credible, sectoral donor agency capable of flexibility, a quick response and receptive to the needs of developing countries;
3. Establishment of Scholarship and Training Programs including Sectoral Training, Institutional Cooperation and Public Education in Canada and Abroad;
4. Establishment of a Direct Linkage Between Training Requirements and Technical Assistance Programs;
5. Incorporation of Audit and Evaluation Findings and Lessons Learned into Project Planning;
6. Development of Program Management and Operational Manuals and Directives;
7. Establishment of ICOD Offices in Fiji in Cooperation With CIDA;
8. Establishment of a credible internal review mechanism for project proposals.
9. Establishment of Dialogue with Canadian and International Donor Agencies.

### B: FUTURE OBJECTIVES

1. Continue to Work Toward an Appropriate Balance of Programs Among Themes and Regions;
2. Continue to Refine ICOD's Areas of Concentration Under Each Theme.
3. Establish Norms for the Incorporation of Environmental and Social Impacts in the Consideration of ICOD Projects;
4. Establish a Set of Performance Indicators as a Gauge to the Assessment of ICOD Programs;
5. Begin to Develop a Multi-year Strategy with Longer Term Objectives and Built-in Measurement Systems
6. Continue with "Experimental Programming" to Explore New Themes and Approaches;
7. Implement the Training Policy Agreed by the Board;
8. Establish CFRAMP Office in Belize;
9. Establish ICOD Office in Dakar;
10. Establish a Series of Pilot Programs Which Incorporate the Private Sector in Development;



### 3. PROTECT AND EXPAND ICOD's FUNDING BASE

#### **A: ACHIEVEMENTS**

1. Growth of the Funding Base From \$1.5 Million to \$13.3 Million over Six Years;
2. Major Joint Funding Projects With CIDA of Approximately \$30 Million Over 10 Years;
3. Contacts With all Major Multilateral Funding Agencies;
4. Limited Cooperative Funding With World Bank.

#### **B: FUTURE OBJECTIVES**

1. Develop a Policy on Outside Funding;
2. Develop a Position on Seeking a Higher Base Level of Funding from The Government.
3. Work with ICOD Alumni and Key Officials in Target Countries to have ICOD and Other Canadian Companies Included on Lists for Proposals for Tenders from Regional Banks and UNDP Funding.

#### 4. ESTABLISH AN ADMINISTRATIVE STRUCTURE

##### **A: ACHIEVEMENTS**

1. Restructuring of ICOD;
2. Establishment of Personnel, Legal, Financial and other Corporate Service Functions;
3. Establishment of Information Systems, Corporate Memory System, Computer Policy;
4. Establishment of Financial Accounting, Control, and Reporting Systems as well as Financial Manuals;
5. Establishment of Classification Systems, Job Descriptions, Remuneration Scales, and a Personnel Policy Manual;
6. Establishment of Evaluation Systems and Incorporation of Lessons Learned;
7. Development of Model Contracts and Memoranda of Agreement;
8. Identification of a Consultant Database and Establishment of Standing Offers, Establishment of Contracting Guidelines;
9. Establishment of an Internal Audit Regime;
10. Consolidation of ICOD's Bilingual Capacity.
11. Design and Development of an ICOD Corporate Training and Alumni Data Base and Tracer System.

##### **B: FUTURE OBJECTIVES**

1. Establish Performance Measurement Criteria;
2. Establish a Policy and Planning Unit;
3. Institute a Complete Program Development Cycle;
4. Implement a Human Resources Development Policy;
5. Implement a Management Information System;
6. Implement a Human Resource Information System;
7. Implement a Computer Policy including hardware and software training.



5. DISSEMINATE KNOWLEDGE ABOUT ICOD AND ABOUT OCEAN DEVELOPMENT

**A: ACHIEVEMENTS**

1. Formulation of ICOD policy on Communications;
2. ICOD Corporate Publications;  
ICOD Overview Leaflet, 4 languages  
ICOD Corporate Profile Booklet - 2 editions  
ICOD Newsletters (3 years)  
Annual Reports  
ICOD Video documentary on South Pacific Ocean Development  
Approved Project Summaries by Region  
New Year's letter from President  
Preparation of ICOD Exhibit Materials for use at workshops, conferences, etc.
3. ICOD Project Publications/Databases  
Fisheries Map - 2 editions  
DELMAR  
Directory of Marine Training in Canada  
Méthodes d'évaluation des stocks halieutiques  
Research Vessel Guide  
MAP Training Materials  
WMU Training Materials and Simulation Exercise  
Database on Marine Education in Canada
4. Participation in Policy Discussions, Panels, etc.  
  
Participation in FAO/UNDP/WB Advisory Committee on Fisheries Research Needs;  
  
Participation in International Donors Committees on Development Assistance in The South Pacific and on Fisheries Assistance;  
  
Participation in Training and Development Assistance Committees in Canada and Abroad;  
  
Participation in Preparations for U.N. Conference on Environment and Development (UNCED);  
  
Development of a Tripartite Working Group (CIDA-IDRC-ICOD)
5. Public Affairs  
  
Average of 21 media-relations initiatives per year for past 3 years for coverage in Canada, ICOD target regions and other countries.

**B: FUTURE OBJECTIVES**

1. Continue to implement the Communications Policy
2. Host the ICOD Forum on Sustainable Ocean Development
3. Develop an ICOD Project Publication Policy
4. Develop a marketing approach for ICOD publications products
5. Produce a video (or tape-slide) presentation or series of presentations on the Centre
6. Develop companion publications to increase educational exposure of ICOD World Fisheries Map

UPDATE ON THE ICOD TRAINING POLICY

IRCAD

23 May, 1991



## THE ICOD TRAINING POLICY

### Overview of the Training Policy

The ICOD Training Policy was adopted by the Board in November 1990. The Policy stated that the key strategy to achieving ICOD's objective of assisting developing countries in managing and utilizing their ocean resources was through the development of human resources. ICOD's provision of training to managers, sectoral experts and for reinforcing educational efforts at the community level could be more effectively achieved through a gradual shift toward the development of training and support of institutions in the regions.

Wherever possible, sectoral training components will be included in each of the divisional budgets; training will be based on needs; and planning for these exercises will incorporate the lessons learned from evaluations and other relevant experiences.

With respect to training, the Interregional and Cooperative Activities Division (IRCAD) has been tasked to plan and implement training programs of an interregional or global nature, to coordinate and administer training policies and programs, to manage corporate functions related to training, and to provide functional guidance to the regional divisions.

Several basic sub-policy areas emerged from the review of scholarship policy:

- i. needs assessment protocol and tools/guidelines
- ii. alumni follow-up data base
- iii. scholarship promotion guidelines; nomination and recruitment procedures; administration guidelines for award recipients and implementing institutions; training and scholarship evaluation guidelines - curriculum assessment, peer review, baseline indicators.
- iv. twinning - institutional frameworks
- v. selection procedures
- vi. contractual guidelines for standing offers with institutions; student monitoring systems
- vii. scholarship memoranda of agreement;
- viii. executing agency guidelines for ICOD (i.e. other donor projects for example CFRAMP scholarships)

### Status of the Sub-policy Areas

#### **i. Needs Assessment Protocol and Tools/Guidelines**

A needs assessment questionnaire was developed and tested on 29 ICOD award recipients who were assembled for a 2-day ICOD Scholar Consultation/Workshop in Halifax (March 2-3, 1991). The questionnaire was subsequently revised and two documents were produced - one to be used by ICOD Consultants and Program Officers in the field and another for informed sources in the regions. The needs assessment tools were presented to Scholarship Committee representatives of all relevant ICOD Divisions. It was advised that the needs assessment guidelines be tested for 6 months.

In order to acquire training needs information specific to ICOD target countries, a list of ICOD alumni and nominators originating from ICOD target countries has been collated. The needs assessment tool is being redesigned and is to be forwarded to these sources in early June.

## ii. **Alumni Follow-up Database**

A consultant is working with IRCAD to develop a new alumni database using CDS-ISIS software. This database is compatible with ICOD's Project Information System.

Information respecting all the award recipients who studied/are studying in Canada, in regional Universities, at the International Maritime Law Institute and at the World Maritime University has already been stored while data collection which relates to participants of short courses, workshops and seminars conducted in the regions is nearing completion.

When the data input is complete, questionnaires will be sent to all ICOD alumni for acquisition of current information relating to their professional status, sectoral needs assessments and for use in developing follow-up activities in the regions.

Revised nomination and referees forms have been developed to conform to the format of the database.

## iii. **Development of Scholarship Promotion Guidelines; Nomination and Recruitment Procedures; Administration Guidelines for Award Recipients and Implementing Institutions; Training and Scholarship Evaluation Guidelines -curriculum assessment, peer review, baseline indicators.**

Utilizing the reports submitted by a consultant, the recommendations of the various scholarship evaluations and the comments of the award recipients who attended the ICOD-Scholar Workshop, the following guidelines were developed by IRCAD in consultation with the ICOD Scholarship Committee and the Regional Divisions:

- \* Revised forms for nominators of potential ICOD award recipients  
The forms are generic and will be used for all ICOD training activities which lead to certification. A shorter version of the form is being developed for candidates who are to attend short courses and seminars.
- \* Procedures for recruitment of potential award recipients through Program Officers in the ICOD Regional Divisions  
Candidates will be directly linked to ICOD projects and programs. This will therefore offer greater potential for targeting specific groups (e.g. women, community-based groups) and will deliver training which is more relevant to the recipient country or region. Additionally, those trained will return to the ICOD program or project and offer technical support after ICOD funding of the project has ended.
- \* Administration guidelines for award recipients and implementing institutions
- \* A generic questionnaire for participant evaluation of ICOD training activities
- \* A draft brochure for promoting scholarships for study which is to be delivered in Canada



**iv. Twinning-Institutional Frameworks**

A consultant was hired to develop frameworks for institutional support and a draft report with issues and recommendations has been submitted to ICOD Regional Divisions and Senior Management.

**v. Selection Procedures**

Based on the policy described in the award guidelines, a uniform approach to scholarship administration and management has been developed. Accordingly, needs assessments and selection procedures for study which is to be delivered in Canada will be standardized as the training activities will be linked to ICOD projects. Program Officers will play a key role in the recruitment of award-recipients.

**vi. Contractual Guidelines for Standing Offers with Canadian Training Institutions; Student Monitoring System**

Contractual guidelines for standing offers with Canadian training institutions will be developed following the Canadian Capacity Assessment which is scheduled to begin by July 1991. The student monitoring system will be an integral part of the contractual arrangements between ICOD and the training institution.

**vii. Scholarship Memoranda of Agreement (MOA)**

MOA will specify the financial provisions of the award; the management and administrative procedures governing the award; the dates of commencement and termination of the award; the terms and conditions which apply to ICOD award recipients. The contract signed by the award recipient will then be copied to the nominator, the training institution, Canadian Immigration Department and to the embassy in Canada which is responsible for the recipient's home country.

**viii. Executing Agency Guidelines**

Travel and medical insurance provisions will be managed by outside firms according to Treasury Board and ICOD guidelines.



Canada

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

TAB 7  
BD91/D18

MEMORANDUM

**CONFIDENTIAL**

To: Members of the Board of Directors      Our File: 104

From: Gary C. Vernon,  
President

Date: 20 June 1991

Re: **Briefing Note:**  
**The Position of Secretary to ICOD and the Board**

**Background:**

When the reorganization of ICOD was discussed in November 1988, a number of senior level positions were created. At that time, it was suggested that with the creation of the position of Vice President as Chief Operating Officer, the duties of Treasurer of the Corporation and Secretary to ICOD and the Board become part of the responsibilities of the managers providing sectoral expertise in those areas. The Board at that time did not agree and decided that the Vice President should continue as Secretary-Treasurer.

In June 1990, the Board agreed with the proposal that the Director of Finance should be named as Treasurer of the Corporation.

**Proposal:**

We are now requesting that the Board reconsider the matter of the position of Secretary to ICOD and the Board. (see attached excerpt from the By-Laws).

ICOD has changed dramatically since its origin and since its reorganization was approved in November 1988. Our budget has grown to a respectable \$13.3 million of Parliamentary allocations plus approximately \$4 million a year in other donor funding. We are now near our full complement of 60.6 people plus two field representatives positions. We operate in a complex domestic and international environment and we are, ourselves, a complex entity.

It is anticipated that the appointment of a corporate Secretary with a legal background will accomplish the following:

- a) Assure the Board of Directors that Board resolutions and other activities of the Board are undertaken with appropriate legal advice at the time of the deliberations;



Memo: Board of Directors  
File: 104  
20.06.91 - 2

- 2) Provide a more appropriate focal point for the keeping of ICOD Board Minutes, a catalogue of Board Resolutions, and a responsibility centre for the review and updating of ICOD Bylaws; and
- 3) Provide a more stable base of Officers of the Corporation which will allow for greater Corporate continuity as the President and, ultimately other Officers, leave the Corporation.

**Recommendation:**

The matter was discussed at the Executive Committee Meeting of May 17, 1991 in Ottawa (see Item 4 of the Executive Committee Minutes) and it was agreed to recommend this appointment to the Board of Directors.

Accordingly, the following resolution is proposed:

**That Mr. David Copp be appointed to the position of Secretary of the Centre as per Article VIII.6 of the By-Laws.**

BY-LAWS

OF

THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT

Halifax, Nova Scotia

Effective 27 June 1985  
Amended to 1 November 1990



#### VIII Executive Officers

1. The Officers of the Centre are the Chairman, Vice-Chairman, President, Vice-President, Secretary, Treasurer and such other Executive Officers as the Board from time to time may deem expedient. BD88/2/R9
2. The Chairman of the Board shall preside at all meetings of the Directors. BD88/2/R9
3.
  - a) Subject to the Act and the By-Laws, the President has, on behalf of the Board, the direction and management of the affairs of the Centre. BD90/2/R5
  - b) In the event of the absence or incapacity of the President, or the vacancy of the office of President, and unless and until a President or acting President is appointed pursuant to the Act, the Board may by resolution appoint an additional Executive Officer of the Centre, designated the President pro tem, to perform such duties and exercise such powers as may be specified in the resolution of appointment. BD90/2/R5

4. a) The Board may, on the recommendation of the President, appoint such Executive Officers of the Centre as it deems necessary to assist the President in carrying out the functions of the Centre. BD88/2/R9
- b) The Executive Officers of the Centre shall carry out such duties as are assigned to them by the President. BD88/2/R9
5. a) There shall be a Vice-President of the Centre, appointed by the Board on the recommendations of the President. BD88/2/R9
- b) The Vice-President shall:
  - i) ensure that the Centre's systems and procedures are developed and maintained;
  - ii) direct the administrative activities of the Centre;
  - iii) manage the selection and allocation of expert resources within ICOD;
  - iv) manage and participate in the planning processes within the Centre and ensure that the Centre responds to the requirements of central agencies and regulatory bodies;
  - v) participate in the long range planning, forecasting and defining of corporate goals and objectives;
  - vi) guide the development of the Centre's personnel and formulate plans for the enhancement of the Centre's human resources;
  - vii) assist the President in the conduct of the Centre's affairs;
  - viii) oversee ICOD's undertaking on behalf of outside funding agencies. BD88/2/R9
6. a) There shall be a Secretary of the Centre, appointed by the Board on the recommendation of the President. BD88/2/R9



- b) The Secretary shall:
  - i) serve as Secretary to the Board;
  - ii) keep the records of the Centre;
  - iii) enter or cause to be entered into the books kept for that purpose the minutes of proceedings at meetings of the board, the Executive Committee and, with the exception of the Audit and Evaluation Committee, any other Committees appointed by the Board;
  - iv) give the required notice of all meetings of the Board, the Executive Committee and other Committees;
  - v) co-ordinate the preparation of the annual report relating to the activities of the Centre for each fiscal year;
  - vi) keep the custody of the seal of the Centre;
  - vii) carry out such other duties as are assigned to him by the President. BD88/2/R9
- 7. a) There shall be a Treasurer of the Centre appointed by the Board on the recommendation of the President. BD88/2/R9
- b) The Treasurer shall:
  - i) manage the financial affairs of the Centre;
  - ii) have custody of the funds and securities of the Centre;
  - iii) co-ordinate the preparation of the budget of the Centre for each fiscal year;
  - iv) prepare the financial statements required for the annual report of the Centre for each fiscal year;
  - v) supervise the operation of any accounts established by the Centre for its operations;

ICOD  
April 25, 1991

Corporate By-Laws  
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Page 9 of 11

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- vi) provide for the Auditor General of Canada or his representatives such information relating to the accounts and financial transactions of the Centre as may be required;
  - vii) carry out such other duties as are assigned to him by the President or the Audit and Evaluation Committee. BD88/2/R9
8. Where for any reason the office of the Vice-President, Secretary, Treasurer, or any other Executive Officer becomes vacant during the term of the person appointed to that position by the Board, the President may appoint a replacement to that office on the same terms and conditions, but such appointment shall not extend past the date of the next meeting of the Board. BD88/2/R9





Canada

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

**CONFIDENTIAL**

BD91/D. 16  
Project #870160  
24 May, 1991

**COST INCREASE**  
(Board Approval)

**Project Title:** Training at the University of the South Pacific; Republic of Palau

**Division:** South Pacific and Caribbean Basin Division


**Recipient/** Ministry of Natural Resources; Republic of Palau  
**Implementing Agency:** University of the South Pacific

<b><u>Financial:</u></b>	<b><u>Original</u></b>	<b><u>Increase</u></b>	<b><u>Revised Budget</u></b>
ICOD Contribution:	\$ 120,000	\$ 30,000	\$ 150,000
Recipient Contribution:	<u>60,663</u>	<u>0</u>	<u>60,663</u>
PROJECT TOTAL:	\$ 180,663	\$ 30,000	\$ 210,663

Conditions of Approval or Comments

Record of Approval

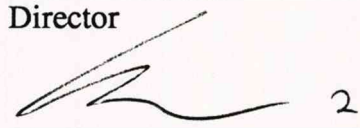
Recommended

  
Program Officer

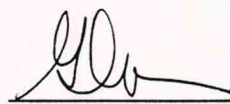
Recommended

 24/5/91  
Director

Recommended

 24/5/91  
Vice-President

Recommended

 25/5/91  
President

Cost Increase  
Project # 870160

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## SUMMARY

### Background and Description of Cost Increase

The project was approved by the ICOD Executive Committee in June, 1988. Subsequently, four students were selected by the Marine Resources Division (Ministry of Natural Resources, Palau) for study at the University of the South Pacific (USP). The students (three male & one female) commenced the three-year Tropical Fisheries Diploma program in the first semester of the 1989 academic year. Between academic years, the students have been retained by the Marine Resources Division on a study/work program. Progress reports indicate that the students have performed assigned duties well.

In 1989, all students experienced difficulty with their academic courses (ie. Mathematics, Sciences, English), failing between two and five of the ten required first- year courses. USP has observed that most Micronesian students are poorly prepared academically. However, it has been the University's practice to permit students to proceed to subsequent years of study despite failed first year academic courses which, it is understood, will be made up at a later date. As a result of a review of the fisheries diploma (Cliff Report, 1989; project #880222), the University placed a moratorium on new admissions to the program until deficiencies, such as academic qualifications, could be rectified. Students already in the program were permitted to continue study. It is within the responsibility of the USP Marine Studies Program (Sub-Project C-005) to re-establish appropriate programs of study to meet the development needs of the region's fisheries sector. ICOD will also address the matter of academic qualification with respect to future training activities.

The students passed all required second-year courses taken in 1990. Although now in their final year of study, the students are not in a position to qualify for the Diploma because of failed first-year courses. USP and the Marine Resources Division are therefore investigating options for the students to re-take the failed courses (ie. Mathematics and English from the Community College of Micronesia; Sciences from University of Guam). Expenses associated with additional study are not related to the cost increase proposed. This Division's efforts to ensure that the students qualify for the Diploma demonstrates its commitment to the project.

As the attached financial information indicates, expenses (academic, maintenance and travel) associated with student sponsorship have risen considerably since project approval. Regional airfare increases and the unanticipated level of miscellaneous travel expenses have been a major contribution to cost overruns. As a result, a cost increase of \$ 30,000 is being sought in order to cover student expenses to the end of their third year of study (1991 academic year) at USP.



Cost Increase  
Project # 870160

## FINANCIAL INFORMATION

### 1. Projected Disbursement by Fiscal Year

<u>Original</u>	<u>Revised</u>
FY 1988/89 \$ 33,000	FY 1988/89\$ 36,555 <sup>1</sup>
FY 1989/90 40,000	FY 1989/90 43,829 <sup>1</sup>
FY 1990/91 40,000	FY 1990/91 36,500 <sup>2</sup>
FY 1991/92 7,000	FY 1991/92 33,116

### 2. ICOD Budget Components (Four Three-Year Scholarships)

<u>Item</u>	<u>Original<sup>3</sup></u>	<u>Variance</u>	<u>Revised Budget<sup>4</sup></u>
<b>ACADEMIC EXPENSES</b>			
Tuition Fees	\$ 48,365.00	\$ 4,788.18	\$ 53,153.18
Student Association Fees	260.00	127.30	387.30
Books	2,608.00	780.83	3,388.83
Special Equipment	0.00	491.80	491.80
<b>RESIDENCE FEES &amp; MAINTENANCE ALLOWANCES</b>			
Fees	19,430.00	5,905.25	25,335.25
Allowances	10,435.00	(368.40)	10,066.60
<b>TRAVEL EXPENSES</b>			
Return Airfares (Palau to Fiji)	26,400.00	18,234.98	44,634.98
Miscellaneous Travel Expenses	0.00	9,241.21	9,241.21
Sub-Total:	\$ 107,498.00	\$ 39,201.15	\$ 146,699.15
Contingency:	\$ 12,502.00	\$ (9,201.15)	\$ 3,300.85
<b>TOTAL ICODE CONTRIBUTION (UP TO):</b>			
	\$ 120,000.00	\$ 30,000.00	\$ 150,000.00

<sup>1</sup> Actual disbursements.

<sup>2</sup> Figure represents partial payment.

<sup>3</sup> CAD\$1.00 = F\$1.15

<sup>4</sup> See Annex I for details.

**Cost Increase  
Project # 870160**

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**RECOMMENDATION**

**It is recommended that approval be given to increase the budget of project #870160 -- "Training at the University of the South Pacific; Republic of Palau" -- up to a maximum increment of \$CAN 30,000 for a total ICOD contribution of up to \$CAN 150,000.**



## ANNEX I

**REVISED ICOD BUDGET COMPONENTS - BY ACADEMIC YEAR**

(Four Three-Year Scholarships)

ITEM	1989	1990	1991	TOTAL
<b>ACADEMIC EXPENSES</b>				
Tuition Fees	\$ 16,393.44	\$ 17,540.98	\$ 19,218.75	\$ 53,153.18
Student Association Fees	131.15	131.15	125.00	387.30
Books	1,147.54	1,147.54	1,093.75	3,388.83
Special Equipment	0.00	491.80	0.00	491.80
<b>RESIDENCE FEES &amp; MAINTENANCE ALLOWANCES</b>				
Fees	7,711.48	8,173.77	9,450.00	25,335.25
Allowances	3,278.69	3,475.41	3,312.50	10,066.60
<b>TRAVEL EXPENSES</b>				
Return Airfares (Palau to Fiji)	9,878.69	14,756.30	20,000.00 <sup>1</sup>	44,634.98
Miscellaneous Expenses	<u>3,183.84</u>	<u>2,557.38</u>	<u>3,500.00<sup>1</sup></u>	<u>9,241.21</u>
<b>Sub-Total:</b>	<b>\$ 41,724.82</b>	<b>\$ 48,274.33</b>	<b>\$ 56,700.00</b>	<b>\$ 146,699.15</b>
<b>Contingency:</b>				<u><b>3,300.85</b></u>
<b>TOTAL ICOD CONTRIBUTION (UP TO):</b>				<b>\$ 150,000.00</b>

**Note:**

Exchange Rates: In converting expenditures from F\$ to CAD\$, the following rates were used:  
 1989 & 1990: CAD\$1.00 = F\$1.22  
 1991: CAD\$1.00 = F\$1.28

<sup>1</sup> Travel Expenses for 1991 are estimates (based on previous years' expenses). Miscellaneous expenses cover excess baggage, medicals, study permits, en-route expenses, early arrival/late departure accommodation, etc.



Canada

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

CONFIDENTIAL

BD91/D17  
Project #890307  
24 May 1991

COST INCREASE  
(Board Approval)

Project Title: Development of a Centre for Marine Sciences - UWI

Division: South Pacific and Caribbean Basin

Recipient/  
Implementing Agency: The University of the West Indies (UWI)  
Centre for Marine Sciences (CMS)

Financial:

	<u>Original</u>	<u>Increase</u>	<u>Revised</u>
ICOD Contribution:	\$325,000	\$120,000	\$445,000
UWI Contribution:	<u>164,994</u>	<u>23,974</u>	<u>\$188,968</u>
Project Total:	\$489,994	\$143,974	\$633,968

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Conditions of Approval or Comments

Record of Approval

Recommended Wade Leppan 24/05/91  
Program Officer

Recommended [Signature] 24/05/91  
Director

Recommended [Signature] 24/5/91  
Vice-President

Recommended [Signature] 24/5/91  
President



Cost Increase  
Project 890307

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## SUMMARY

### Background and Description of Cost Increase

1. The project was approved by the ICOD Board of Directors in November, 1989 with a maximum contribution of \$325,000 over a four year period and the Memorandum of Agreement signed with UWI in January 1990. Funding was provided for the establishment of an interdisciplinary Centre for Marine Sciences with an initial mandate to facilitate and coordinate research required to generate scientific information and technical advice to policy makers in the Caribbean.

Initial support for the Centre for Marine Sciences consisted of salary support for the Director and Information Officer, communications and duty travel for the Director, library resources, and computer equipment. This support was considered to be sufficient to provide the basic resources necessary for the establishment of the Centre. The University subsequently requested release of contingency funds for the purchase of a vehicle for the Centre. In light of the constraints placed upon the Centre due to lack of available local transportation, release of contingency funds was approved.

2. Recruitment of a Director was inhibited by the low salary scales at the Mona campus of the University of the West Indies. As a result, the University, in consultation with ICOD, appointed an interim Director. As part of the offer, a research assistant was required to assist the interim Director in continuing his research program to meet prior commitments. ICOD approved the release of contingency funds for this position for a period of one year. (This cost increase restores the contingency.)
3. The University has recently reviewed the salary scales at the Mona campus and approved a general salary increase of 30% per annum for a period of two years and a 15% increase for the subsequent (third) year. ICOD has been requested to increase its support for the Director and the Information Officer positions accordingly.
4. Strengthening support for the Centre for Marine Sciences will increase the University's capacity for involvement in the implementation of the CARICOM Fisheries Resource Assessment and Management Program presently being implemented by ICOD. (The University has expressed a strong interest in

Cost Increase  
Project 890307

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participating in the program.)

5. The University's strategy for the development of the Centre for Marine Sciences was designed to take place in two phases. The first phase, of which this project is part, aimed at strengthening the leadership and administration of the Centre. Once the new Director has taken up appointment, it will be his/her responsibility to finalize the development of the workplan begun by the interim Director and seek funding for this second phase in which the Centre will develop research and training in various aspects of oceanography. Planning for this second phase will be based on the consultancy report which was funded by ICOD (#880261 - "Advisory Support for Oceanographic Data Collection and Training").

#### FINANCIAL INFORMATION

1) Project Disbursement by Fiscal Year:

	<u>Original</u>	<u>Revised</u>
FY 1989/90	\$ 22,000	\$ 53,000 <sup>1</sup>
FY 1990/91	\$ 84,000	\$ 57,000 <sup>1</sup>
FY 1991/92	\$ 82,000	\$ 82,046
FY 1992/93	\$ 68,000	\$112,789 <sup>2</sup>
FY 1993/94	\$ 69,000	\$ 78,945
FY 1994/95		\$ 61,220 <sup>3</sup>

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<sup>1</sup> Actual disbursements.

<sup>2</sup> Includes Interim Assessment

<sup>3</sup> Includes Contingency and Evaluation



Cost Increase  
Project 890307

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## 2. ICOD Budget Components

Item	Original	Variance	Revised
<b>Salaries<sup>1</sup></b>			
Director	\$174,487	\$ 69,273	\$243,760
Information Officer	52,388	20,783	73,171
Research Assistant	0	15,000	15,000
<b>Travel</b>			
Airfare	11,700	0	11,700
Meals and Accommodation	10,790	0	10,790
<b>Communications</b>	17,444	<900>	16,544
<b>Library</b>	8,230	<1,250>	6,980
<b>Equipment<sup>2</sup></b>	<u>6,000</u>	<u>17,150</u>	<u>23,150</u>
<b>Sub-total</b>	\$281,039	\$120,056	\$401,095
<b>Contingency</b>	28,011	<56>	\$ 27,955
<b>Interim Assessment</b>	4,500	0	4,500
<b>Evaluation</b>	<u>11,450</u>	<u>0</u>	<u>11,450</u>
<b>TOTAL I COD CONTRIBUTION (UP TO):</b>	\$325,000	\$120,000	\$445,000

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<sup>1</sup> Salaries and benefits based on UWI salary scales.

<sup>2</sup> Copier, computer, vehicle.

Cost Increase  
Project 890307

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3. Recipient Budget Components.

<u>Item</u>	<u>Original</u>	<u>Variance</u>	<u>Revised</u>
Salaries <sup>1</sup>			
Director	\$ 45,987	\$18,441	\$ 64,428
Information Officer	13,807	5,533	19,340
Transportation <sup>2</sup>	26,300	0	26,300
Office/Lab Space	43,900	0	43,900
Administration	<u>35,000</u>	<u>0</u>	<u>35,000</u>
<b>TOTAL</b>	\$164,994	\$23,974	\$188,968

**RECOMMENDATION**

It is recommended that approval be given to increase the budget of project #890307 - "Development of a Marine Sciences Centre" - up to a maximum increment of \$CAN 120,000 for a total ICOD contribution of up to \$CAN 445,000

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<sup>1</sup> One quarter of salary for year three and one half for year four.

<sup>2</sup> In country travel: Kingston - Discovery Bay, Port Royal; plus, interregional travel in years three and four.



Cost Increase  
Project 890307

# **ANNEX I**

## **REVISED DETAILED ICOD BUDGET COMPONENTS - BY ICOD FISCAL YEAR**

Item	1990/91	1991/92	1992/93	1993/94	1994/95	Total
<b>SALARIES</b>						
Director	\$27,545	\$ 62,320	\$ 72,594	\$ 57,276	\$24,025	\$243,760
Information Officer	\$17,577	\$ 19,608	\$ 21,791	\$ 14,195		\$ 73,171
Research Assistant		\$ 15,000				\$ 15,000
<b>TRAVEL</b>						
Airfares*		\$ 4,600	\$ 3,660	\$ 2,345	\$ 1,095	\$ 11,700
Meals and Accommodation**		\$ 4,150	\$ 3,153	\$ 2,283	\$ 1,204	\$ 10,790
<b>COMMUNICATIONS</b>						
Fax machine	\$ 1,800					\$ 1,800
Telecommunications	\$ 1,134	\$ 4,536	\$ 4,253	\$ 3,120	\$ 1,701	\$ 14,744
<b>LIBRARY</b>		\$ 1,625	\$ 2,880	\$ 2,475		\$ 6,980
<b>EQUIPMENT</b>						
Copier	\$ 4,100					\$ 4,100
Computer	\$ 4,050					\$ 4,050
Vehicle	_____	<u>\$ 15,000</u>	_____	_____	_____	<u>\$ 15,000</u>
<b>Sub-total</b>	<b>\$56,206</b>	<b>\$126,839</b>	<b>\$108,331</b>	<b>\$ 81,694</b>	<b>\$28,025</b>	<b>\$401,095</b>
<b>Contingency</b>						<b>\$ 27,955</b>
<b>Interim Assessment</b>						<b>\$ 4,500</b>
<b>Evaluation</b>						<u><b>\$ 11,450</b></u>

**TOTAL ICOD CONTRIBUTION (UP TO):**

**\$ 445,000**

\* Based on an estimated one trip per year to Canada (\$1,200), two trips per year to the Eastern Caribbean (\$1,600) and one trip per year to Belize (\$800) with increasing contribution from UWI in years 3 and 4.

\*\* Based on a per diem of \$166: 20 days in Year 1; 20 days in Year 2; 15 days in Year 3; and, 10 days in Year 4.



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**CONFIDENTIAL**

BD91/D20  
Project # 910400  
May 17, 1991

**PROJECT SUMMARY**

Board Approval

Project Title: ICOD Canadian Awards Program

Division: Interregional and Cooperative  
Activities Division

Recipient: ICOD Scholarship Project

Duration: 4 years starting August 1992

Components: 60 Person Years of scholarships  
Mid-point Evaluation  
End of project Evaluation

Financial: ICOD Contribution: \$1,800,000  
PROJECT TOTAL: \$1,800,000

Record of Approval and  
Conditions of Approval or Comments

Record of Approval

D. Ramnath  
Program Officer

C. Amarasinghe  
Director

[Signature] 24/5/91  
Vice-President

[Signature] 25/5/91  
President

Date



Project # 910400

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**ABSTRACT**

The ICOD Canadian Awards Program provides funding for up to 60 person-years of training in Canada for nationals of ICOD target countries over a 4-year period. The program delivers graduate, undergraduate and technical/vocational training which is unavailable in the regions.

Duration:	Four years
Budget:	\$CAN 1,800,000
Theme:	Integrated Ocean Management
Financial Sector Code:	Integrated Ocean Management (AA) Post-Secondary Education (TB)

Project # 910400

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## PROJECT SUMMARY

### 1) BACKGROUND

The ICOD Scholarship Program was introduced in 1986 and had a budget of \$3,796,047. This program included Scholarships for the World Maritime University, bursaries for the International Ocean Institute and ICOD Fellowships for pursuing graduate study in Canada. The financial component for the Canadian Fellowships was valued at \$2,984,747 with each Canadian university fellowship valued at \$15,000 per year excluding travel expenses which were estimated at \$2,500 (i.e. a total of \$17,500).

The Fellowship component of the ICOD Scholarship Program approved the funding of 20 awards annually at Canadian universities over a period of 5 years. By 1989, the program was undersubscribed by approximately 50% and a moratorium was placed on it. An evaluation involving ICOD alumni and Canadian universities was conducted in 1990.

As of May 1991, this Program has supported 32 award recipients. Sixteen of these have graduated, 12 are still engaged in studies and 4 failed to complete their programs at the required levels. The unspent and unallocated balance of funds left in the program's budget is \$1.8 million.

With Board approval of the ICOD Training Policy in November 1990, the moratorium on the ICOD Fellowship Program was lifted. The ICOD Canadian Awards Program is proposed as the replacement of the ICOD Fellowship Program with implementation scheduled for September 1992.

The financial provisions and the terms and conditions which apply to the Canadian awards, as well as the management and administration procedures proposed, were derived from the recommendations of the evaluation of the ICOD Fellowship Program, the results of a 2-day ICOD - Scholar Consultation/Workshop held in March 1991, and from consultations with the ICOD regional divisions.

Utilizing the uncommitted balance of funds in the ICOD Fellowship Program as the basis of the budget for the ICOD Canadian Awards Program, the ICOD Canadian Awards Program will



Project # 910400

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provide training for candidates associated with existing ICOD projects. For future planning and continued implementation of ICOD's training policy, ICOD will ensure that projects continue to include discrete components which provide for human resource development. In keeping with the IRCAD mandate which states that one of the key functions of the division is coordinating and administering training policies and programs, training components which are to be delivered in Canada will be administered by IRCAD.

2) DESCRIPTION - Goal and Purpose

a) **Goal**

The goal of the program is to assist developing countries to effectively manage and develop their ocean sector resources.

b) **Purpose**

The purpose of the program is to provide marine-related training in Canada for nationals of developing countries with which ICOD is involved in technical assistance programs. The training provided will not compete with that which is delivered by regional institutions.

3) COMPONENTS

a) **Scholarship Component**

The scholarship component provides funding for nationals of developing countries to pursue training in Canada. The training provided is unavailable in the regions. The average estimate for delivering one year of training in Canada in 1992 is \$26,300. This includes return airfare, tuition and other fees, allowances etc.

i) activities:

- Nominations are invited from organizations with which ICOD has ongoing and proposed bilateral and regional projects and programs.
- ICOD Program Officers in the regional divisions are requested to identify suitable candidates who are

Project # 910400

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already associated with ICOD projects.

- Deadline for the receipt of nominations is August 31 of each year for university courses which are to commence in September of the following year. Other schedules will apply based on the type, duration and date of commencement of the training program. The first submissions are scheduled for receipt by August 31, 1991. Special efforts will be made to recruit female candidates.
- Using the ICOD Marine Training Data Base, ICOD seeks academic acceptance for the nominees from institutions which provide the type and level of training which is desired.
- Academic acceptance and placement are effected by February 28 for training programs which commence in September.
- Selection of ICOD award recipients is conducted from those candidates who were academically accepted by Canadian training institutions.
- Nominators of award-recipients are notified of the status of their candidates by April 15 for programs which commence in September.
- Award-recipients arrive in Canada by mid-August for programs which begin in September.

b) **Evaluation Component - 1994 - \$15,000**

i) activities:

A mid-point evaluation will assess the effectiveness of the new financial provisions and administrative and management procedures implemented in the ICOD Canadian Awards Program.

ii) output:

Evaluation report with recommendations which feedback into the project.

c) **Evaluation Component - 1996 - \$25,000**



Project # 910400

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i) activities:

The end of project evaluation will assess the effectiveness and impact of the scholarships on ICOD projects. This evaluation will also review the effects of any amendments which may have been introduced as a result of the mid-point evaluation.

ii) output:

Evaluation report.

4) BENEFICIARIES

- a) The organizations and countries which the participants represent will benefit directly. Special efforts will be made to provide access to the program for female award recipients.
- b) ICOD projects associated with ICOD award recipients will benefit from having appropriately trained personnel involved in the project after the award recipients return home. Efforts will be made to ensure that training is relevant and will be linked to the needs assessment process.

5) PROJECT MANAGEMENT

Management of the various components of the project will be delegated to different agencies under terms and conditions which are specified by ICOD:

- \* Administration - to be managed directly by ICOD.
- \* Medical insurance - to be contracted to a single party which will provide coverage for all ICOD award-recipients in Canada; e.g. along the lines of CBIE's national foreign student medical insurance plan.
- \* Travel arrangements - to be contracted to a single agency which will not only deliver economically viable travel plans and ticketing on behalf of ICOD, but will also advise award recipients about travel requirements related to visas, student authorizations, medicals etc. Travel

Project # 910400

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plans will be approved by ICOD before being finalized.

- \* Academically-related expenses such as attendance at conferences; research-related and field travel; tutoring etc. will be managed by the training institution in accordance with ICOD guidelines.

## 6. PROJECT ANALYSIS

### a) Justification:

The revised provisions and procedures which are applied in this scholarship program build on the experiences gained from the first six years of ICOD scholarship delivery and management, evaluations of six scholarship programs, scholar debriefings and consultations, interviews with academic advisors and lessons learned exercises. The approaches identify clear centers of responsibility and organizational steps. The new program realigns the ICOD Scholarship Program within the spirit and principles of the recently approved ICOD Training Policy.

Scholarship programs are also very strong tools and indicators for fostering positive partnership between Canada and developing countries. This activity is supportive of Canada's ODA policy and Women in Development policy.

### b) Risks:

- 1) Candidates associated with ICOD projects may not acquire academic acceptance for pursuit of training at Canadian institutions.
- 2) In times of financial restraint, scholarships and human resource development programs are often vulnerable and subject to program cutbacks.

## 7) FINANCIAL INFORMATION

### a) Projected Disbursements

The project budget serves as a scholarship fund from which training in Canada can be provided for candidates associated with current ICOD programs. The budget can support up to 60 awards each of a duration of 12 months or a fewer number for a longer duration.



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b) ICOD Project Components:

i) Scholarship Component - hypothetical situation

FY 92-93	\$ 263,000
FY 93-94	497,070
FY 94-95	464,000
FY 95-96	487,200

Sub-total for 60-person years of funding	\$1,711,270
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ii) Mid-point evaluation (FY 93-94)	\$ 15,000
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iii) Final evaluation (FY 95-96)	25,000
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Sub-total	1,751,270
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Contingency	48,730
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TOTAL ICOD CONTRIBUTION (up to)	\$ 1,800,000
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Detailed estimates are at Appendices I - II.

Appendix I Details of the Provisions of ICOD Awards

Appendix II Cost Estimates for First Year of Various Study  
Programs - ICOD Canadian Awards - 1992-93

**RECOMMENDATION**

It is recommended that Project #860076 be replaced by Project #910400 - ICOD Canadian Awards Program and that the uncommitted balance of \$1,800,000 remaining in Project #860076 - ICOD Fellowship Program - be allocated to the ICOD Canadian Awards Program.

Project # 910400

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APPENDIX I

Financial Provisions of ICOD Canadian awards

<u>Range of Cost Estimates - May 1991</u>	<u>Annual rate \$Cdn</u>
1. Tuition	
University	
Quebec	8000
Other provinces	2000
Colleges/Technical Institutes	
Quebec	2000
Other Provinces	5705
2. Return Airfare (one-year open ticket)	
Cheapest fares	
Benin-Montreal-Benin	1400
Trinidad-Halifax-Trinidad	1650
Most expensive fares	
PNG-Halifax-PNG	5900
Comoros-Montreal-Comoros	5100

Standard cost estimates for 12 months

3. Monthly living allowance @ \$1100/month	13200
4. Medical insurance	500
Dental	200
Ophthalmological	150
5. Academically-related expenses	
Books or equipment	450
Tutoring, conference travel, fieldtrips etc (first year)	1500
Typing allowance (university)	300
Thesis production (after first year)	800
Institution allocation	500
6. Orientation	500
7. Debriefing	500
8. Installation allowance (on arrival)	600
9. Baggage allowance (on departure)	500
10. Income tax	1500



## APPENDIX II

### Cost Estimates for First Year of Various Study Program ICOD Canadian Awards - 1992-93

Appendix II provides five possible scenarios of award recipients originating from a variety of countries and pursuing different study programs at locations across Canada during the period 1992-93.

The 1992 annual value of an ICOD Canadian Award is estimated to range between \$19,900 and \$30,650. The average of the five annual estimates presented in Appendix II (\$26,300) is utilized as the baseline for determination of the annual estimates of expenditure in each of the four years of the project. A 5% inflationary rate is added to the value of the awards for each year beyond 1992. Tuition and airfares are current values.

Project # 910400

APPENDIX II

COST ESTIMATES FOR FIRST YEAR OF VARIOUS STUDY PROGRAMS

ICOD CANADIAN AWARDS - 1992-93

STUDENT	MARIA	PASCAL	ROSALIE	AUGUSTINE	JEAN
HOME COUNTRY	Guyana	Comoros	PNG	Fiji	Benin
LOCATION OF TRAINING	TUNS, Halifax	UQAR, P.Q.	Dalhousie, N.S.	Holland College	CGEP, P.Q.
STUDY PROGRAM	MSc. Food Sc.	MSc. Ocean.	MAP - Masters	Fish Processing	Diesel Mech.
PROGRAM DURATION	3 years	2 years	1 year	18 months	11 months
<b>1) Airfare (1 Year-round trip)</b>					
Home - Canada - Home	\$2,000	\$5,100	\$5,900	\$5,500	\$1,400
<b>2) Allowances</b>					
Monthly living	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200
Typing	\$300	\$300	\$300	\$200	\$300
Book	\$450	\$450	\$450	\$450	\$450
Thesis			\$400		
Installation	\$600	\$600	\$600	\$600	\$600
Baggage			\$500		
<b>3) Tuition</b>					
P. Quebec		\$8,000			\$2,000
Other Provinces	\$2,000		\$2,000	\$5,705	
<b>4) Lab Fees</b>					
TUNS	\$5,000				
Other Universities					
<b>5) Income Tax</b>					
Paid in year II					
<b>6) Miscellaneous</b>					
Tutoring etc.	\$500	\$500	\$500	\$500	\$200
Stage/seminar etc.	\$1,000	\$1,000	\$1,000	\$250	\$250
Institution Overhead	\$500	\$500	\$500	\$500	\$500
<b>7) Medical Related Allowances</b>					
Health Insurance	\$500	\$500	\$500	\$500	\$500
Dental	Up to \$200.00	Up to \$200.00	Up to \$200.00	Up to \$200.00	Up to \$200.00
Corrective lenses/eye tests	Up to \$300.00	Up to \$300.00	Up to \$300.00	Up to \$300.00	Up to \$300.00
<b>Total Cost For 1992</b>					
P. Quebec		\$30,650			
TUNS	\$26,550				
Other Universities			\$26,350	\$27,905	\$19,900





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TAB 10

CONFIDENTIAL

BD91/D21  
Project 880247  
10 June 1991

COST INCREASE/CHANGE OF SCOPE  
(Board Approval)

PROJECT TITLE: Coral Reef Research Unit - Maldives

RECIPIENT/  
IMPLEMENTING AGENCY: Marine Research Section (MRS) of the  
Ministry of Fisheries, Republic of  
Maldives

<u>FINANCIAL:</u>	<u>Original</u>	<u>Increase</u>	<u>Revised</u>
ICOD Contribution:	\$266,100	\$148,000	\$414,100
MRS Contribution:	\$ 25,300	\$ 35,000	\$ 60,300
Project Total:	\$291,400	\$183,000	\$474,400

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Conditions of Approval or Comments

Record of Approval

Recommended

[Signature]  
Program Officer

Recommended

[Signature]  
Director

Recommended

[Signature]  
Vice-President

Recommended

[Signature]  
President



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Project #880247

**SUMMARY**

Background

1. The Maldives is made up of a chain of 1190 coral atolls just south of Sri Lanka in the Indian Ocean. While the total area of the country is 11,200 sq. kms., only 300 sq. kms. of the region is terrestrial. Economically, the country relies almost exclusively on its immediately surrounding ocean environment (fisheries and tourism).

In the late 1980's, the Government of Maldives established marine environmental research as a priority for the development of the nation; accordingly the Department of Fisheries was directed to establish an operational team for the protection and study of the marine environment. In 1988, as a response to the above, the Maldivian Marine Research Section (MRS) requested ICOD's assistance in establishing a Coral Reef Research Unit which would monitor and recommend action to maintain and protect the marine ecosystem in the atolls of Maldives.

2. The "Coral Reef Research Unit (CRRU) - Maldives" project was approved by the ICOD Board of Directors in January 1989 with a maximum contribution of \$266,100 over a one year period. The Memorandum of Agreement was signed with the Government of Maldives in August 1989. The executing agency for the project was McMaster University. (The lag-time between the signing of the MOA and actual project implementation was due, in part, to the consultant selection process, the time it took to negotiate the contract with McMaster University, and the agreed start-up date between McMaster University and MRS.)

The "CRRU-Maldives" project was conducted in four phases:

a. Project Assessment

An assessment phase where two ICOD-funded coral reef specialists assisted in the selection of the Maldivian counterpart team and in establishing equipment, administrative support and training requirements, as well as developing a timetable for the subsequent phases.





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b. Detailed mapping survey and site selection

Activities included the development of a detailed planning survey of the north-east reef of Malé atoll to map the reef, establishment of baseline data on the marine ecosystem, and the selection of future monitoring sites.

c. Long-term consultancy and related short-term "trouble shooting"

This phase provided practical training for Maldivian counterparts in the collection of samples, recording of data and monitoring procedures. This was carried out while mapping the reef and establishing monitoring sites when specific scientific phenomena needed to be documented (i.e. reef cracking, coral bleaching, measurement of coral growth rates, etc.).

d. Interpretation and recommendations

Data collected over the first year was assimilated and analyzed, and Maldivian counterparts were trained in the assessment of said data to determine any concerns relating to the marine environment. Assistance and training were given to the Maldivians in formulating appropriate recommendations to the Government to address the noted concerns.

3. The scientific side of the project has progressed well. Preliminary results indicate that there has been major degradation of the reefs surrounding Malé. Levels of pollution are clearly higher than was first anticipated.

The training objectives of the project were as ambitious as the scientific ones. Three counterpart MRS staff were exposed to all aspects of coral reef monitoring, data collection, and data analysis, and now have a basic knowledge of their roles within the CRRU.

Justification and Description of Change of Scope

1. The "Coral Reef Research Unit - Maldives" project is ending on July 31, 1991. The MRS wants to build on the accomplishments of the first phase and has requested further, longer-term assistance in order to ensure that a sustainable, indigenous capacity is developed to provide reliable and current data on the state of reef systems in the Maldives.





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Project #880247

The MRS has requested that the project take on a more interdisciplinary approach and that it be for four years. The MRS project proposal includes the following:

- a. Continued development of the CRRU following the same model as the initial project but with a wider range of backup from Canadian experts (ie. water testing, geomorphology, extension expertise);
- b. The provision of long-term formal training for Maldivian officers who are or will be with the CRRU;
- c. Development through the CRRU of training materials and workshops to be used in the context of an extension program in environmental protection for all sectors of Maldivian society;

It is estimated that the above four year project would cost approximately \$1 million (spread over five fiscal years).

2. The marine environmental conservation sector forms the major part of ICOD's long-term strategy in the Maldives. However, before ICOD can commit itself to a project as described above, a thorough evaluation of the initial project as well as a detailed project definition exercise is required.

If the above process is to be respected, the time required to get all into place would seriously affect the continuity of the project. Not only would the momentum of the project be lost, but a serious disruption could, at this point, have a negative effect on the motivation and interest of the MRS counterpart staff. In addition, the demobilization and subsequent restaffing of the long-term cooperant position would be counter-productive.

As an alternative to either acting too quickly on implementing a long-term project without proper planning, or losing the momentum gained by the original project, it is recommended that the present project be extended by 12 months.

3. The overall objective of the project will remain as described in the original project, namely: assisting in strengthening the CRRU to monitor and recommend action to maintain and protect the marine ecosystems in the atolls of the Maldives.

More specifically, the extension to the project will focus on:

- a. A continuation of the monitoring program to establish reliable baseline data on the status of the marine ecosystem of the Malé reef;





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- b. The ongoing training of the counterpart and other MRS staff in monitoring, sampling and assessment procedures to ensure a higher level of expertise;
- c. The training of the counterpart and other MRS staff in administrative and statistical procedures related to the compilation and analysis of relevant data;
- d. The provision of workshops on selected topics (water testing, geomorphology, extension techniques, geophysics, taxonomy, etc.) for MRS staff and other personnel from the Ministry of Fisheries;
- e. The continued development of information documentation and questionnaires to enlist divers and lodge/hotel owners to monitor and report (to the CRRU) any status and noticeable changes to the marine environment.

Nature of Budget Increase/Change of Scope

- 1. The project components will include:
  - a. Long term technical assistance (12 months), continuing to provide on-going on-the-job training in monitoring techniques, decision-making processes in field work situations, and data input and analysis;
  - b. Short-term technical assistance (two two-week missions) to provide more formal training in areas related to the monitoring of coral reefs (i.e. water testing, geomorphology, etc.). (These activities will be done in conjunction with the long-term cooperant.) The two separate missions by the short-term consultants will also serve to provide feedback and backup support to the long-term cooperant;
  - c. Equipment in support of the above activities is required. This will include a computer and related software, as well as diving gear;



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Project #880247

- d. Management of the project will continue to be McMaster University's responsibility. McMaster University will provide the required short/long-term expertise as well as the day-to-day support required for the long-term cooperant. In addition, McMaster University will be responsible for the procurement of equipment and the fulfilment of all administrative requirements of the project.
5. The recipient contribution will continue to include the salaries for the Maldivian counterparts involved in the project, office space and secretarial support for the long-term cooperant, partial housing support for the long-term cooperant, and in-country transport related to the project activities.

#### Evaluation and Planning of the Next Phase

1. A detailed, independent evaluation of the project will be undertaken in October 1991.
2. If the evaluation recommends further ICOD involvement in support of the CRRU, a detailed project planning exercise will be undertaken and a bid call will take place to invite other executing agencies to express an interest in implementing and managing the project.

#### Alternative

The alternative to this change of scope would be to terminate the present project and take full time to evaluate the results of the first phase and plan a new phase.

Although counterproductive in our opinion, it nevertheless remains a possibility.





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**FINANCIAL INFORMATION**

PROJECT DISBURSEMENT BY FISCAL YEAR

FISCAL YEAR	ORIGINAL	REVISED
1989 - 90	\$ 148,050	\$ 148,050
1990 - 91	\$ 93,160	\$ 93,160
1991 - 92	\$ 24,890 <sup>1</sup>	\$ 112,140 <sup>2</sup>
1992 - 93		\$ 60,750 <sup>3</sup>

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<sup>1</sup> Includes contingency

<sup>2</sup> Includes evaluation

<sup>3</sup> Includes new contingency

Project #880247

ICOD Budget Components

Item	Original	Variance	Revised
<b>Long-term cooperant</b>			
Salary	\$ 35,000	\$ 40,000	\$ 75,000
Allowances (Health, housing, overseas)	17,860	19,700	37,560
<b>Travel</b>			
Airfare	5,300	5,000	10,300
In-country transportation and incidentals		4,000	4,000
<b>Short-term consultancy</b>			
Fees	78,000	9,600	87,600
Airfare	43,000	9,000	52,000
Per Diem	27,750	4,200	31,950
In-Canada Briefing	2,000	1,000	3,000
<b>Equipment and Learning Material</b>			
Equipment	21,000	9,000	30,000
Data Analysis	5,100	2,000	7,100
<b>Project Management</b>			
Direct Communication and Incidentals	10,000	6,000	16,000
Administration	<u>19,200</u>	<u>16,500</u>	<u>35,700</u>
<b>Sub-total</b>	\$ 264,210	\$ 126,000	\$ 390,210
<b>Contingency</b>	1,890	2,000	3,890
<b>Evaluation</b>	<u>0</u>	<u>20,000</u>	<u>20,000</u>
<b>TOTAL ICOD CONTRIBUTION (UP TO):</b>	\$ 266,100	\$ 148,000	\$ 414,100

Recipient Budget Components

Item	Original	Variance	Revised
Salaries Maldivian counterparts	\$ 10,000	\$ 15,000	\$ 25,000
Office Space, secretariate support	4,000	5,000	9,000
Housing for long-term consultants	6,300	8,000	14,300
Transportation	<u>5,000</u>	<u>7,000</u>	<u>12,000</u>
<b>TOTAL RECIPIENT CONTRIBUTION</b>	\$ 25,300	\$ 35,000	\$ 60,300





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Project #880247

8. RECOMMENDATION

It is recommended that approval be given to increase the budget and change the scope of project #880274 "Coral Reef Research Unit - Maldives" up to a maximum increment of CAD \$ 148,000 for a total ICOD contribution of up to CAD \$ 414,100.



Canada

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

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Project #880247

## ANNEX 1

### DETAILED BUDGET REFLECTING INCREASE/CHANGE OF SCOPE BY FISCAL YEAR

Item	1991/92	1992/93	TOTAL
<b>Long-term cooperant</b>			
Salary	\$ 20,000	\$ 20,000	\$40,000
Allowances (Health, Housing, Overseas)	9,850	9,850	19,700
Airfare	2,500	2,500	5,000
In-country transportation and incidentals	2,000	2,000	4,000
<b>Short-term consultancy</b>			
Fees	4,800	4,800 <sup>1</sup>	9,600
Airfare	4,500	4,500	9,000
Per Diem	2,100	2,100 <sup>2</sup>	4,200
In-Canada Briefing		1,000	1,000
<b>Equipment and Learning Materials</b>			
Equipment	9,000		9,000
Data Analysis	1,000	1,000	2,000
<b>Project Management</b>			
Direct Communication and Incidentals	3,000	3,000	6,000
Administration	<u>8,500</u>	<u>8,000</u>	<u>16,500</u>
<b>Sub-total</b>	\$ 67,250	\$ 58,750	\$ 126,000
Contingency	\$ 0	2,000	2,000
Evaluation	<u>20,000</u>	<u>0</u>	<u>20,000</u>
<b>ICOD CONTRIBUTION REFLECTING INCREASE/ CHANGE OF SCOPE</b>	\$ 87,250	\$ 60,750	\$ 148,000

<sup>1</sup> Based on \$400/day x 12 days

<sup>2</sup> Based on \$175/day x 12 days





Canada

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

TAB 13

BD91/D19

M E M O R A N D U M

To: Board of Directors

Our File: 104

From: Garry A. Comber,  
Vice-President

Date: June 20, 1991

Re: REVIEW AND REVISION OF ICOD BY-LAWS

At the Executive Committee Meeting of May 17, 1991, we raised the question of whether or not it was time to undertake a review of the ICOD By-Laws which have now been in effect (with some amendments) since 1985. The Executive Committee agreed that it was appropriate to undertake such a review.

Therefore, I am attaching hereto the latest printed version of the ICOD By-Laws for your consideration. We are asking Members of the Board to make suggestions on areas which they feel need attention. Similarly, I have asked our Legal Counsel to review the document and to make suggestions.

I would propose that there be a brief discussion at the June Board Meeting to allow for Members' questions, comments and suggestions. Members could also submit during July and August suggestions of what areas they believe need revisions. These would then be discussed with the Executive Committee during their meeting in September and a proposal for formal amendments to the By-Laws would be sent out in October to allow for the amendment of the By-Laws in keeping with clause XV of the current version.

We look forward to discussing this matter with you at the Board meeting.

GAC/ad  
Attach.

**BY-LAWS**

**OF**

**THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT**

**Halifax, Nova Scotia**

**Effective 27 June 1985**  
**Amended to 1 November 1990**



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

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**BY-LAW NO. 1**

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

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

**I     Short Title**

1.     This By-Law may be cited as the ICOD General By-Law BD85/2/R3

**II    Definition and Interpretation**

1.     In this By-Law, unless expressly provided or unless the context otherwise requires, words and phrases shall be interpreted in accordance with Section 2 of the International Centre for Ocean Development Act, 1985, hereinafter called "the Act", the Interpretation Act, and the Financial Administration Act. BD85/2/R3

**III   Offices**

1.     In accordance with Sub-Section (1) of Section 13 of the Act, the principal office of the Centre shall be in the City of Halifax, Nova Scotia. In addition, the Centre may establish and maintain such other offices as the Board of Directors, hereinafter called "the Board", may determine from time to time. BD85/2/R3

**IV Corporate Seal**

1. The seal, an impression whereof is stamped in the margin hereof, shall be the seal of THE INTERNATIONAL CENTRE FOR OCEAN DEVELOPMENT/CENTRE INTERNATIONAL D'EXPLOITATION DES OCEANS and shall be kept at the principal office. BD85/2/R3

**V Meetings of the Board**

1. Subject to Sub-Section (2) of Section 13 of the Act, meetings of the Board shall be held at such times and places as the Board may from time to time decide. BD85/2/R3
2. In addition to the meetings called pursuant to the Act, the Chairman, after consultation with the members of the Executive Committee, shall call special meetings of the Board when he/she deems it necessary or when he/she receives a request in writing from the President, the Executive Committee or three or more directors. BD85/2/R3
3. The Chairman shall call the special meeting referred to in Sub-Section (2) not less than 30 days and not more than 60 days from the receipt of the written request for such meeting. BD85/2/R3
4. Notice of meetings of the Board shall be delivered or mailed or telegraphed or sent by any other form of transmitted or recorded message to each Director not less than fifteen (15) clear working days before the meeting is to take place, provided that: BD85/2/R3
  - a) meetings of the Board may be held at any time without the formal notice if all the Directors are present or those absent have waived notice or have signified their consent in writing to the meeting being held in their absence; and
  - b) notice of any meeting or any irregularity in any meeting or notice thereof may be waived by any Director. BD85/2/R3
5. Pursuant to Section 10 of the Act, the Chairman shall preside at all meetings of the Board. Subject to Sub-Sections (5) or (6) of Section 7 of the Act, if the Chairman is absent or unable to act or if the office of Chairman is vacant, the Vice-Chairman shall preside and if



the Vice-Chairman is absent or unable to act or if the office of Vice-Chairman is vacant, the Board may authorize one of the directors who is not an officer of the Centre to act as Chairman of the meeting. BD85/2/R3

6. Questions arising at any meeting of the Board shall be decided by majority of the votes of the Directors present. In case of an equality of votes, the Chairman of the meeting, pursuant to Sub-Section (5) shall, in addition to his/her original vote, have a casting vote. BD85/2/R3
7. In the absence of a quorum at the time and place set for a meeting of the Board, those present may adjourn the meeting from time to time until a quorum is present. BD85/2/R3
8. Where he/she is unable to attend a meeting of the Board, the President may designate a representative to attend in his place but such representative shall have no vote. BD85/2/R3
9. An annual meeting of the Board shall be held on a day designated by the Board. BD85/2/R3

#### **VI Executive Committee**

1. At its first meeting, the Board shall elect three directors to serve with the Chairman and the President on the Executive Committee of the Board, at least two of whom shall be Canadian citizens, and thereafter the membership of the Executive Committee shall be determined at each annual meeting of the Board. BD85/2/R3
2. A Director may resign from the Executive Committee by advising the Chairman of the Board of his resignation in writing. BD85/2/R3
3. Where for any reason a position on the Executive Committee becomes vacant during the term of the Director elected thereto, the remaining members of the Executive Committee may appoint another Director to that position for the remainder of that term. BD85/2/R3
4. a) Subject to Sub-Section (5) and except as otherwise provided in this By-Law, the Executive Committee shall exercise and perform all of the powers and functions of the Board between meetings of the Board. BD85/2/R3

- b) The Board may approve the conduct of Executive Committee meetings by telephone conference call or other means when the members of the Committee cannot assemble. BD85/2/R3
  - c) No error or omission in giving notice of any meeting of the Executive Committee shall invalidate such meeting or make void any proceedings taken thereat and any member so such committee may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. BD85/2/R3
5. The Executive Committee shall restrict its decisions to those matters which it considers require urgent action between Board meetings and which are consistent with the broad policies of the Centre as established by the Board. The Executive Committee is authorized to exercise all powers and 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 repeal any By-Laws. BD85/2/R3
6. Three members of the Executive Committee, one of whom shall be the Chairman or the President, and two of whom shall be Canadian citizens, shall constitute a quorum. BD85/2/R3

## **VII Audit and Other Committees**

1. Section 150 of the Financial Administration Act requires the establishment of and prescribes the duties of an Audit Committee. There shall be an Audit and Evaluation Committee comprised of three Directors, the majority of whom shall be Canadian citizens and shall not be officers or employees of the Centre. BD88/2/R6
2. The Board may, from time to time, appoint from amongst its members one or more other committees to consider, review, monitor, or supervise on behalf of the Board and otherwise



- make recommendations to the Board, on such matters and under such terms of reference as the Board may determine from time to time. They shall be comprised of not less than three nor more than five Directors. BD85/2/R3
3. Members of the Audit and Evaluation Committee and other Committees shall hold office until the Centre's financial year end or the appointment of their successors, whichever is later. BD88/2/R6
  4. A Director whose term of service as a member of the Audit and Evaluation Committee or other Committees has expired shall be eligible for reappointment. BD88/2/R6
  5. One member of the Audit and Evaluation Committee and other Committees shall be designated by the Board of Directors to be Chairman of such Committee. BD88/2/R6
  6. Two members of Audit and Evaluation Committee and other Committees, one of whom shall be a Canadian citizen, shall constitute a quorum.
    - a) Decisions of Audit and Evaluation Committee and other Committees are taken by a majority of votes by the members present. The Chairman of such a Committee may vote on any question unless he has declared a conflict of interest. He has no casting vote.
    - b) Matters on which votes are equally divided shall be submitted to the Board for resolution. BD88/2/R6
  7. The Audit and Evaluation Committee and other Committees shall meet as required in conjunction with meetings of the Board. Special meetings of Committees may only be called with the consent of the Board or, with the consent of the Chairman of the Board, when the Board is not meeting. BD88/2/R6
  8. The Secretary of the Centre or his designate shall discharge such duties in connection with the Audit and Evaluation Committee and other Committees as are discharged for the Board. BD88/2/R6
  9. The Audit and Evaluation Committee and other Committees may establish procedures for the conduct of their business. BD88/2/R6

10. All Audit and Evaluation Committee and other Committee decisions, other than decisions relating to the conduct of the Committee's business, shall be expressed in the form of a recommendation to the Board of Directors and be accepted or approved by the majority of Committee members, except in circumstances where clause 6(b) is applicable. BD88/2/R6
11. Minutes of all proceedings of the Audit and Evaluation Committee and other Committees of the Board shall be tabled at regular meetings of the Committees. BD88/2/R6
12. When not named to the Audit and Evaluation Committee and other Committees, the Chairman and the President shall receive notice and agenda of their meetings and shall have the right to attend all Committee meetings, but, unless they have been designated as regular member of a Committee, they shall be under no obligation to attend its meetings and shall not be counted to determine the number necessary to make a quorum or to determine whether or not a quorum is present. When not in attendance at the meetings, they shall be informed forthwith of their deliberations. In the absence or inability to act of the appointed Chairman, the other members of the Committee may appoint a substitute member and from among them they may elect a Chairman pro tem. BD88/2/R6

#### VIII Executive Officers

1. The Officers of the Centre are the Chairman, Vice-Chairman, President, Vice-President, Secretary, Treasurer and such other Executive Officers as the Board from time to time may deem expedient. BD88/2/R9
2. The Chairman of the Board shall preside at all meetings of the Directors. BD88/2/R9
3.
  - a) Subject to the Act and the By-Laws, the President has, on behalf of the Board, the direction and management of the affairs of the Centre. BD90/2/R5
  - b) In the event of the absence or incapacity of the President, or the vacancy of the office of President, and unless and until a President or acting President is appointed pursuant to the Act, the Board may by resolution appoint an additional Executive Officer of the Centre, designated the President pro tem, to perform such duties and exercise such powers as may be specified in the resolution of appointment. BD90/2/R5



4. a) The Board may, on the recommendation of the President, appoint such Executive Officers of the Centre as it deems necessary to assist the President in carrying out the functions of the Centre. BD88/2/R9
- b) The Executive Officers of the Centre shall carry out such duties as are assigned to them by the President. BD88/2/R9
5. a) There shall be a Vice-President of the Centre, appointed by the Board on the recommendations of the President. BD88/2/R9
- b) The Vice-President shall:
  - i) ensure that the Centre's systems and procedures are developed and maintained;
  - ii) direct the administrative activities of the Centre;
  - iii) manage the selection and allocation of expert resources within ICOD;
  - iv) manage and participate in the planning processes within the Centre and ensure that the Centre responds to the requirements of central agencies and regulatory bodies;
  - v) participate in the long range planning, forecasting and defining of corporate goals and objectives;
  - vi) guide the development of the Centre's personnel and formulate plans for the enhancement of the Centre's human resources;
  - vii) assist the President in the conduct of the Centre's affairs;
  - viii) oversee ICOD's undertaking on behalf of outside funding agencies. BD88/2/R9
6. a) There shall be a Secretary of the Centre, appointed by the Board on the recommendation of the President. BD88/2/R9

- b) The Secretary shall:
  - i) serve as Secretary to the Board;
  - ii) keep the records of the Centre;
  - iii) enter or cause to be entered into the books kept for that purpose the minutes of proceedings at meetings of the board, the Executive Committee and, with the exception of the Audit and Evaluation Committee, any other Committees appointed by the Board;
  - iv) give the required notice of all meetings of the Board, the Executive Committee and other Committees;
  - v) co-ordinate the preparation of the annual report relating to the activities of the Centre for each fiscal year;
  - vi) keep the custody of the seal of the Centre;
  - vii) carry out such other duties as are assigned to him by the President. BD88/2/R9
- 7. a) There shall be a Treasurer of the Centre appointed by the Board on the recommendation of the President. BD88/2/R9
- b) The Treasurer shall:
  - i) manage the financial affairs of the Centre;
  - ii) have custody of the funds and securities of the Centre;
  - iii) co-ordinate the preparation of the budget of the Centre for each fiscal year;
  - iv) prepare the financial statements required for the annual report of the Centre for each fiscal year;
  - v) supervise the operation of any accounts established by the Centre for its operations;



- vi) provide for the Auditor General of Canada or his representatives such information relating to the accounts and financial transactions of the Centre as may be required;
  - vii) carry out such other duties as are assigned to him by the President or the Audit and Evaluation Committee. BD88/2/R9
8. Where for any reason the office of the Vice-President, Secretary, Treasurer, or any other Executive Officer becomes vacant during the term of the person appointed to that position by the Board, the President may appoint a replacement to that office on the same terms and conditions, but such appointment shall not extend past the date of the next meeting of the Board. BD88/2/R9

**IX Terms and Conditions of Employment**

- 1. The Board may, on the recommendation of the President, fix the salaries and the terms and conditions of employment of the Vice-President, Secretary, Treasurer and the other Executive Officers. BD88/2/R9
- 2. Subject to such limitations as the Board may impose, the President shall fix the remuneration and the terms and conditions of employment of any employee, consultant and advisor. BD85/2/R3

**X Bank Accounts, Cheques, Drafts and Notes**

- 1. Cheques on the bank accounts, drafts drawn or accepted by the Centre, promissory notes given by it, acceptances, bills of exchange, orders for payment of money and other instruments of a like nature may be made, signed, drawn, accepted or endorsed, as the case may be, by such officer or officers, person or persons as the Board may by resolution, from time to time, name for that purpose. BD85/2/R3

2. Cheques, promissory notes, bills of exchange, orders for the payment of money and other negotiable paper may be endorsed for deposit to the credit of the Centre's bank account by such officer or officers, person or persons, as the Board may by resolution from time to time name for that purpose, or they may be endorsed for such deposit by means of a stamp bearing the Centre's name. BD85/2/R3

#### **XI Execution of Documents**

1. Every deed, agreement, contract, formal instrument in writing or any other administrative document that requires execution of certification on behalf of the Centre shall be signed by the President or by such other person or persons as are designated by the President in writing. BD85/2/R3

#### **XII Requests and Donations**

1. No gift, bequest or donation shall be accepted by or on behalf of the Centre without the prior approval of the Board. BD85/2/R3
2. Where a gift, bequest or donation to the Centre is approved by the Board, it shall be dealt with in accordance with its terms and with the conditions of its acceptance by the Board. BD85/2/R3

#### **XIII Conflict of Interest**

1. During the consideration of any proposed appropriation of funds or resources of the Centre to a proposed beneficiary, by the Board or by a Committee thereof, any director who is officially or formally connected with the proposed beneficiary, shall indicate his relationship with the proposed beneficiary, shall refrain from voting on such appropriation, and shall withdraw from the meeting at the time the vote is taken, but such a withdrawal shall be deemed not to affect the existence of a quorum. BD85/2/R3
2. No member of the Board, other than the President, shall, during his term of office as a Director of the Centre, enter into a contract with the Centre, whether as an employee, independent contractor or otherwise. BD85/2/R3



**XIV Book and Records**

1. The Board shall see that all necessary books and records of the corporation required by the By-Laws of the corporation or by any applicable statute or law are regularly and properly kept. BD85/2/R3

**XV Amendments**

1. At any duly constituted meeting of the Board, a vote of the majority of the Directors in office may make, amend or repeal the Centre's By-Laws, provided that written notice of any proposed amendment has been sent to each Director not less than twenty (20) clear working days before the meeting is to take place stating the text of the proposed amendment or amendments. BD85/2/R3

Created: BD85/2/R3  
Amended: BD88/2/R6  
          BD88/2/R9  
          BD90/2/R5