

**Internship Experience with  
The Consortium for International Fisheries and Aquaculture  
Development (CIFAD): Its Formation and Establishment.**

by

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## TABLE OF CONTENTS

	page
INTRODUCTION	1
HISTORICAL BACKGROUND	3
THE CONSORTIUM	6
Consortium Structure	7
Consortium Function	9
EVALUATION	12
Short Courses	13
Specialized Training Programs	14
Overseas Projects	15
Office Organization	17
RECENT CHANGES IN CIFAD	19
Personnel Changes	19
Structural Changes	20
RECOMMENDATIONS	22
THE INTERNSHIP	25
General Responsibilities	25
Filing System	26
Slide/Tape Presentation	27
Short Course Organization	28
Project Summary Form	30
Specialized Training Program	31
Council Meeting	32
CONCLUSION	34
REFERENCES CITED	36
APPENDIX A	37
APPENDIX B	38
APPENDIX C	41
APPENDIX D	48

## INTRODUCTION

This report is an overview of my experience working with the Consortium for International Fisheries and Aquaculture Development (CIFAD), administered from an office within Oregon State University, Corvallis, Oregon. CIFAD is a non-profit organization comprised of five U.S. universities: the University of Arkansas at Pine Bluff (UAPB), University of Hawaii (UH), University of Michigan (UM), Michigan State University (MSU), and Oregon State University (OSU). The program is directed by a Coordinator and governed by a Council consisting of representatives from each university. The function of the Consortium is to transfer knowledge and technical expertise in the disciplines of fisheries and aquaculture to developing countries around the world.

My internship with CIFAD occurred during the Spring and Fall terms of 1984, April-June and Sept.-Dec., respectively. At the time I was hired, the Coordinator and a part time secretary were the only personnel in the Oregon State University office. I was originally hired simply to cover the periods during which the Coordinator was absent from the office. My willingness to become more involved, and the need for an additional employee, led to an extension in both my responsibilities and the duration of my internship.

My immediate supervisor was Harvey Moore, the Coordinator of CIFAD. The title of my position varied. When corresponding with foreign or U.S. officials my title was Assistant Coordinator, however, I was more often referred to as Graduate Intern among

Council members and Campus Coordinators.

The period in which I worked for CIFAD was one of transition in both office personnel and location. Prior to my internship Harvey Moore was planning to retire. However, Douglas Jones the recently hired Executive Coordinator, had just accepted a transfer which necessitated that Mr. Moore resume his responsibilities. Mr. Moore served in this capacity for the majority of my internship. It was his initiative that created my position and his informal attitude that created an enjoyable working atmosphere throughout my participation.

Toward the end of my first 3 month term with CIFAD the office was moved from Waldo Hall to Snell Hall on the OSU campus. The move not only provided CIFAD with better office facilities, it placed it in the same building as the Office of International Agriculture (OIA). This facilitated communication between the two programs and assisted in coordination of efforts.

During the last few weeks of my internship Harvey Moore retired and the administrative functions of CIFAD were shifted to Fisheries and Wildlife. Dr. Richard Tubb, Head of the Fisheries and Wildlife Department and Campus Coordinator for CIFAD, took responsibility for the Consortium while Kevin Hopkins, former Associate Research Scientist with the International Center for Living and Aquatic Resources Management (ICLARM), moved into the position of Coordinator.

What follows is a summarization of my internship experience with CIFAD and the progression of changes that have occurred since my participation.

## HISTORICAL BACKGROUND

A concerted effort by the United States government to assist in transferring technology and providing professional training to other countries has existed for the past 45-50 years. Two of the earliest programs developed for this purpose were the International Committee on Scientific and Cultural Cooperation (SCC) in 1938 and President Truman's Technical Cooperation Administration program (TCA) of 1950. The SCC was a relatively small program but did serve as a starting point for establishing a U.S. policy in foreign development assistance. The Truman "Point Four" program (TCA) was an influential work which set a precedent in shaping the ideals, goals, and enthusiasm that underlie nearly all U.S. foreign projects to this day. Some of the major themes inherent in Truman's "Point Four" address include 1) an acknowledgement of the vast percentage of the world that exists under conditions of poverty, starvation, and disease, 2) a sense that "We the people" are called upon to lead the world in its fight against these conditions, and 3) that the advanced technology, development and political freedom of the U.S. should be made available to all countries in this campaign against hunger and human misery (see Appendix A). Truman emphasized that the U.S. had a "missionary calling" and responsibility to solve the problems of the world, or at least to make a worthy attempt.

It was out of this concept of "manifest destiny" and through the Foreign Assistance Act of 1961 that the Agency for International Development (AID) was born. AID is under the jurisdiction of the State Department while its funding comes

directly from Congress. This structure means both the State Department and Congress have influence over the projects AID funds and overall program direction. In one of their most recent publications AID acknowledges that the question: "Should AID's development assistance reinforce U.S. foreign-policy objectives or concentrate strictly on programs to help feed the poor nations?", still remains unanswered (Daines, 1985). In an attempt to accomplish both, AID has divided its budget into two separate programs. One budget is for the Security Assistance program which supports projects that promote economic and political stability in regions where the U.S. has strategic international interests. The second budget supplies AID's Development Program which is stated to be driven by concerns for the poor and a desire to help the most needy. However, even with this division it is difficult to keep the two objectives segregated.

Under the Development Program, AID has directed and implemented many projects related to food production, nutrition, family planning, health care, education, technical assistance, school and hospital support, international program development, disaster relief, and regional development.

The 1960's were in essence the beginning of AID's fisheries program. Auburn University (AU), Auburn, Alabama was granted the main contract in collaborating with AID to establish a worldwide inland fisheries and aquaculture program. Using AU as a focal point for their aquaculture projects facilitated the Agency's coordination and permitted Auburn to establish somewhat of a

monopoly on international fisheries projects for nearly 15 years.

AID broadened its program in 1969 and 1970 by including the University of Rhode Island (URI) into the network and by providing special grants to both universities. The grant support was used to develop the International Center for Marine Resource Development (ICMRD) at URI and the International Center for Aquaculture (ICA/AU) at AU.

The 1970's brought increased demand for both short and long-term assistance in a number of AID's disciplines necessitating another expansion in AID's structure. In 1975 Congress amended the Foreign Assistance Act creating the International Development and Food Assistance Act (PL94-161), now known as Title XII. President Ford secured this program by establishing a permanent Board for International Food and Agricultural Development (BIFAD) which works directly with the Administrator of AID to carry out Title XII programs. This rearrangement enabled AID to more effectively manage projects directly related to agriculture, aquaculture, nutrition, and agroforestry.

The Findley-Humphrey amendment to the 1975 Act increased the role agricultural universities and colleges played in international development. Utilizing the experience of technical and research institutions and applying their resources directly to Developing Countries was designed to save time, money, and frustration. BIFAD's very structure was organized to minimize the time involved in the procurement process, facilitate grant securement, improve AID's access to the resources of smaller universities, and to help in balancing faculties' time

between overseas projects and university responsibilities.

Collaborative Research Support Programs (CRSPs) are one of the primary means by which these objectives are accomplished. The purpose of CRSPs are to formulate research teams from U.S. universities and Developing Countries to work on problems and needs directly related to the latter's food supplies. By 1983 there were seven CRSPs in operation with an eighth in the planning stages. The seven underway were Beans and Cowpeas, Small Ruminants, Sorghum and Millet, Nutrition, Peanuts, Management of Tropical Soils, and Aquaculture.

The Aquaculture CRSP brings us to the creation of the Consortium for International Fisheries and Aquaculture Development (CIFAD), the agency with which I interned.

#### THE CONSORTIUM

The Consortium for International Fisheries and Aquaculture Development was established in 1979 in response to a request from the Agency for International Development. The request was addressed to universities and colleges providing them the opportunity to indicate their interest in involvement in a Collaborative Research Support Program in aquaculture. The five universities that comprise CIFAD: the University of Arkansas at Pine Bluff (UAPB), University of Hawaii (UH), University of Michigan (UM), Michigan State University (MSU), and Oregon State University (OSU) are all Land or Sea Grant institutions and opted to submit a collective response. With OSU as the lead institution and Robert Schoning as Acting Coordinator they submitted a 240 page statement of interest complete with an



account of the Consortium's commitment, individual university strengths and facilities, areas of current research, plans for interaction, extension, and training, and an extensive computer printout of all qualified staff and project involvement.

To implement the Aquaculture CRSP, AID selected 3 entities: ICA/AU, the University of California, Davis, and CIFAD. Oregon State University, under the direction of Dr. James Lannan, was chosen to serve as Management Entity of the CRSP. AID allots grant money on a yearly basis to each of the three participants to help support their CRSP related projects in fisheries and aquaculture development. This arrangement, although beneficial, does not ensure that any one of the participants will have a greater chance of securing subsequent AID funded projects. All publically announced projects are awarded to the best qualified and lowest bidder, regardless of CRSP affiliation.

The grant support for CIFAD is distributed equally between the five universities. It was intended that a portion of the overhead from each university would be transferred to CIFAD, thus providing sufficient capital for office operation.

#### **Consortium Structure**

Shortly after its selection to participate in the CRSP, Consortium members inaugurated Harvey Moore, former Assistant to the Regional Director of National Marine Fisheries Service (NMFS), as Executive Coordinator.

The Coordinator is the single most important person in daily Consortium operation. It is his duty to bridge the

distance between Hawaii, Michigan, and Arkansas as well as with Developing Countries. The position requires an individual who is able to generate confidence among the member universities and continually show them that their participation is worth their while. The Coordinator must be knowledgeable in the area of finances and funding options and be skilled at procuring funding. Above all, he must believe in the ideals of the Consortium and its ability to contribute to the international realm of development.

Although the Coordinator essentially runs the Consortium, he is under the authority of a Council and Council Chairman. There are five representatives that comprise the Council, one from each member university. Each institution also elects one campus coordinator to participate in Council meetings and in the dissemination of information. The Council meets once a year to discuss and evaluate new project possibilities, funding options, and the effectiveness of ongoing projects in light of Consortium goals and potentials. One Council representative is elected to preside over the meetings and to serve as Council Chairman. This position is rotated among the universities every 3-4 years.

Each Council representative is also responsible for keeping abreast of international work which their university conducts and identifying staff that are qualified to participate in CIFAD projects. Their input and promptness in responding to the Coordinator is essential to the smooth and effective functioning of the Consortium.

CIFAD's main office is located on the OSU campus. This

facilitates general office functions and keeps expenses at a minimum. CIFAD utilizes the telephone, telex, printing, mail, secretarial, and accounting services on campus and is billed accordingly. The Coordinator, secretarial and administrative staff are all hired through OSU, who in turn bills CIFAD.

At the time I was hired the CIFAD office consisted of two typewriters, three desks, a filing system (containing CIFAD contracts, project information and reports, resume files, office correspondence, consulting firm material, and data on specific countries and species), catalogues of member universities, and a few publications and reference books.

The CIFAD office is supported by overhead from both the CRSP contract and CIFAD projects. In the past, Sea Grant has played a crucial part in providing funding to keep the Consortium in operation. Additional money could come from new memberships although this has never occurred and has not been pursued with any diligence.

### **Consortium Function**

In accordance with CRSP objectives and guidelines CIFAD channels expertise from universities to Developing Countries. CIFAD's primary functions can be divided into three broad categories: short courses, specialized training programs, and overseas development projects. During the time that I was with CIFAD there was a fairly even balance in the involvement of these three. These functions draw heavily upon the disciplines of extension, research, training, and consulting found within member

institutions.

Short courses are assembled by committees of staff from the five member universities. One or more of the universities may be involved in the committees depending on the course topic. Courses are targeted for foreign personnel holding mid- to upper-level management positions in their countries. They are designed to address needs specific to these positions and are held at member institutions. Courses that have been advertised include Water Quality and Aquatic Ecology, Fisheries Economics, Coastal Resources Management and Development, Marine Economics, and Fisheries Data Management Using Microcomputers.

Specialized training programs are designed by the Coordinator to meet specific requests from foreign individuals. Requests for training have also been received through agencies such as Partners for International Education and Training (PIET) and the Southeast Asian Fisheries Development Center (SEAFDEC). Initial contact from the participant(s) usually includes a list of their objectives, a statement regarding source of funds and mode of payment, and the time period in which they desire the program to be implemented. These programs require that the participant have a clear understanding of their objectives, a good working knowledge of English, and a willingness to travel. CIFAD's responsibility is to line up a series of meetings with agencies and companies in the U.S. that are involved in work similar to that of the foreign representative(s) and arrange for transportation for the duration of the program. Specialized training programs that have been completed include a tour for

three African fisheries specialists, an interdisciplinary program for 16 Philipinos from the Philippines Bureau of Fisheries and Aquaculture Resources, fisheries management training for a Division Chief in the Ministry of Fisheries in Mauritania, Africa, a combination tour/consultation program for six representatives from the fisheries university in Shanghai, China, and a program in Marine Economics for two Indonesians.

Overseas projects are the most diverse of the three programs. The Consortium Coordinator is the prime initiator in project involvement. He/She scans the Commerce Business Daily (CBD), published by the U.S. Dept. of Commerce, for announcements of projects appropriate for CIFAD involvement. The Coordinator also maintains close contact with funding agencies and personal acquaintances to keep abreast of potential projects. Being aware of new developments is crucial to Consortium progress. When a specific project related to CIFAD's capabilities is identified, the Coordinator either submits a proposal himself or directs the responsibility to qualified staff members. In the past, projects have ranged from sending a single consultant to a complete team of fisheries specialists. Specific projects have included an evaluation of an aquaculture operation in Costa Rica, designing training programs for a fish freezing plant in the Maldive Islands, and establishing a fisheries data base for regions in Indonesia.

CIFAD's first responsibility in selecting individuals for overseas assignments is to obtain the best qualified personnel from the CIFAD universities. The most important criteria

regarding qualification include strong skills or technical background in the specific field of work, prior experience, cross cultural sensitivity, and language ability. If qualified personnel are not available from CIFAD universities, the Coordinator then draws from personal contacts and the resume file to locate eligible individuals. Once the project is underway CIFAD serves as a focal point for both the host country government and project coordinators and makes the necessary travel arrangements for project personnel. This facilitates the acquisition of field supplies and ensures smooth operation and timely progress.

### EVALUATION

The character and productivity of any group is largely determined by the person in charge. In the CIFAD office the Coordinator has the most influence in this area. Harvey Moore played a primary role in establishing a framework for the Consortium. He set up the office, the talent bank and the filing system. He had a strong professional background in training and education and implemented several specialized programs while at CIFAD. Moore worked hard to create a communication network between the five universities and advocated equal participation. He valued integrity and had a contagious enthusiasm for each new project. It was his policy to add a personal touch and a bit of humor to all his work.

In spite of initial optimism, certain factors limited the effectiveness of the Consortium during this period. Most important were a lack of office infrastructure and financial coordination. CIFAD was not equipped with secretarial staff or assistants to handle daily paper work and administrative details. Financial matters were split between the Department of Fisheries and Wildlife, the Sea Grant College Program, and the CRSP office. This lack of central administrative control caused unnecessary confusion and made it difficult to manage effectively. Also, these deficiencies adversely affected the amount of time that could be dedicated to pursuing new projects and strengthening programs.

The primary problems regarding project development were a result of inadequate commitment of involved parties, a hurried approach in proposal preparation, and the inevitable slowness and delays encountered from working through government agencies. There were also difficulties in maintaining frequent communication between the five universities and in getting them to move quickly on projects. Together, these shortcomings hindered CIFAD's effectiveness in operating as a cooperative venture.

### **Short Courses**

The short courses CIFAD advertised in 1985 encountered several obstacles. While the committees chosen to design and instruct the courses were highly qualified, they were not assembled far enough in advance to allow sufficient time for

course preparation and advertisement. The slowness of international mail must be taken into account in the planning stages for such programs. Often course announcements were received only a few weeks before forms and money were due. This was inadequate time for many applicants to secure funding.

The Consortium also fell short in not requiring each committee to hold courses regardless of the number of participants. As a result all three courses were cancelled or postponed. Short course programs of this type often require several years to gain international recognition and attract a sufficient number of participants. It would have been more advantageous for CIFAD to have conducted the courses and incurred a financial loss than to have cancelled, jeopardizing the reputation of the Consortium. The courses were of high quality and would have drawn more applicants in subsequent years.

The concept of offering short course training through CIFAD was good. The Consortium has the staff and capability to conduct this type of program and such have been identified as a need in developing countries. Also they would hopefully generate money for the CIFAD office. The experiences of the first attempt revealed the degree of preparation and coordination that are required. It was a valuable learning experience for all involved and will no doubt change the Consortium's approach in future endeavors in this area.

### **Specialized Training**

The major problems with the Specialized Training programs



were the amount of time and money required to implement them. They demand a great deal of effort to arrange and bring very little money into the office. This type of training is much more feasible for groups of 5-10 than for one individual.

Specialized Training programs are however perhaps the most beneficial training that could be offered to foreign officials. They can be scheduled in whatever time frame the individual(s) can afford and focus on the topics of most importance to them. They provide the opportunity for one-on-one consultations with specialists in their field. Such relationships encourage direct exchange of information and could instigate the development of an international coordination of fisheries and aquaculture efforts. They also provide foreign individuals with the chance to collect and subscribe to publications and texts to which they would otherwise not have access. The programs CIFAD has conducted have received very positive feedback and continue to attract new interest and business to the Consortium.

### Overseas Projects

Contrary to original objectives, the number of Overseas Development projects CIFAD has secured has been limited. Competition in securing these contracts has increased sharply in the past decade as more consulting firms, private businesses, and consortia have begun to compete in the bidding. Most of the time new projects were first discovered by reading announcements in the CBD, a dependable but not an exclusive source. These announcements allowed only 2-4 weeks to assemble a proposal which

proved to be a difficult schedule for CIFAD to operate under. CIFAD has been hindered by its lack of international connections, the time required to locate qualified participants, and the lack of office personnel capable of assembling proposals.

The long delays between project submittal, acceptance, and implementation also created problems. Communication between project participants and the CIFAD office during this interim was less than adequate. Participants were not kept sufficiently notified of proposal status and became understandably irritated. Though the delays were outside CIFAD's control, the communication problem was not.

The few projects CIFAD did obtain had positive impacts on both the host country and the Consortium. The Coordinator was successful in matching appropriate staff with specific overseas assignments. He was responsive to their immediate needs and kept detailed updates on progress. Overall, these programs demanded the least amount of the Coordinator's time once staff were on location and projects underway. Overhead from the projects was the primary source of office funding.

In connection with overseas projects, a major frustration to CIFAD was the lack of fisheries and aquaculture projects advertised in comparison to agricultural projects. A first conclusion would be that the inchoate nature of fisheries and aquaculture programs, and the corresponding lack of International Centers and Research Institutes, limit the amount of work that can be undertaken. One might also conclude that there is simply a lack of need or interest. Both premises prove false according

to BIFAD research (Craib & Ketler, 1978). Several Centers and Institutes have been firmly established. The constraining factor is directly related to the amount of government funds allocated to fisheries and aquaculture projects. In 1985 AID spent \$775 million in implementing agricultural programs while it budgeted only \$15 million for aquaculture (pers. comm., Neal & Johnson). Fisheries and aquaculture work has the potential to be as comprehensive in nature as agriculture. The need to develop improved genetic techniques, methods of cultivation, record keeping, stock assessment, marketing, and extension services is evident. Funding is the single most limiting factor in the advancement of these disciplines.

#### Office Organization

In relation to CRSP organization, CIFAD has failed to remain in the center ring. AID funding to support the CRSP projects was distributed directly to the member universities as designated. However, the overhead money to be allocated to the CIFAD office was never determined, and the office went virtually unfunded for 5 years before a move was made to correct this.

There was little communication between the CIFAD Coordinator and the CRSP Director and even less between CIFAD and BIFAD. A system of checks and balances could have prevented the financial oversight and enhanced Consortium development.

The Council Meeting of July 10-12, 1984, was the first opportunity since its formation in 1979 that CIFAD had to

communicate directly with BIFAD. The Council meeting was scheduled specifically on these dates to coincide with a BIFAD workshop that was to be held at the University of Arkansas. The workshop was one of several in which BIFAD staff reviewed 1890 Land Grant Institution programs at home and abroad. The focus was on agriculture programs but fisheries work and facilities were also analyzed. Visiting BIFAD staff evaluated whether the universities were fully utilizing the funds they had been given and if they could put additional funding to good use. By meeting at individual universities BIFAD attempted to bridge the gaps between the bureaucracy in Washington and the staff at small agricultural schools.

The workshop was very effective at UAPB in that it provided an opportunity for direct exchange between the personnel involved in reviewing proposals and distributing money and the people writing them and implementing the projects. It forced staff to evaluate their own programs and begin to identify new areas into which programs could expand. It was seen that UAPB could be a strong asset to the Consortium if they had more direction and took advantage of the special Memorandums of Agreement (MOA) and AID grants. The meeting initiated action along these lines.

CIFAD benefited from the exchange in that the Coordinator was able to give a short summary of the Consortium and its activities. The Coordinator succeeded in reminding BIFAD of CIFAD's existence and connection with the University of Arkansas. The Consortium's need for support from BIFAD in receiving project announcements and securing funds was reiterated. The potential

for combining fisheries and aquaculture work with agricultural projects was also emphasized.

### RECENT CHANGES IN CIFAD

#### **Personnel Changes**

The transition in Coordinators from Harvey Moore to Kevin Hopkins and Richard Tubb occurred in June of 1985. Following a brief overlap Moore retired and Hopkins assumed responsibility under the direction of Tubb. Hopkins's background lies in aquaculture feasibility studies and project planning and design. He has several years of experience working overseas and thus has a clear perspective of the needs and problems associated with project development as well as approaches that have proven to be effective. He also has expertise in computer application and proposal development. International linkages through personal and institutional contacts are another strength Hopkins has brought to CIFAD. Hopkins has an appointment in Fisheries and Wildlife and a close working relationship with Dr. R.A. Tubb. Together, their experience and ambition has begun to transform the Consortium into a competitive operation.

The addition of a computer to the CIFAD office was one of the first changes. The mailing list has been transferred onto the computer and the resume files are next on the list. The computer greatly facilitates the mailing process and will reduce the time spent locating personnel to participate in projects. The computer has also facilitated the assemblage of proposals and

budgets, as well as general record keeping.

Hopkins and Tubb plan to change CIFAD's emphasis to that of a marketing organization. The element marketed will be the universities' training and expertise. The objective is to develop a quality product (i.e. a unique training package tailored to each Developing Countries' specific needs), to advertise it far in advance with an emphasis on applicability, and to deliver the product with full backing to as many as request assistance.

Short courses are the easiest to develop since they can be created entirely within the Consortium. Three new courses have already been initiated and advertised for 1986. Once underway, CIFAD will have a series of courses it can offer each year that will provide a stable source of income to the office. Through these courses CIFAD hopes to establish lasting relationships that will supply business to the Consortium on a continuing basis. The goal is to develop a network of international contacts so that CIFAD can move out of the bidding circuit altogether and work from its own connections.

### **Structural Changes**

To resolve the infrastructure problems it has been proposed to merge CIFAD with the Office of International Agriculture (OIA). The merger would not subject CIFAD to increased regulations or undue influence. CIFAD would keep their name and identity, the Council would remain the governing body, and

university rules and regulations would continue to be the operational standards. The merger would provide the office with administrative support and continuity. CIFAD's closeness in proximity and function make it senseless to duplicate the infrastructure already existing at OIA. OIA would simply charge CIFAD for the secretarial and other services it renders. Both organizations could benefit from the merger as there is potential to complement each other in the bidding for projects.

Plans to form a more cohesive organization between the CRSP and CIFAD offices are also in the making. This may be accomplished by relocating the CRSP office from Newport, Oregon to Corvallis and integrating the two. Both are small operations and could easily share office space, secretarial staff, and administrative personnel. This would undoubtedly strengthen CIFAD's relationship in the CRSP and insure frequent communication between the two.

The ultimate objective in reorganizing the various offices is to create an "umbrella" on the OSU campus from which all the international fisheries and aquaculture programs could operate.

CIFAD's new organization is designed to aggressively seek projects in the international arena. Its grapevine of information has been expanded to include new personal contacts and connections in AID and FAO. CIFAD's main office now has the personnel and capability to write proposals for the member universities. The CIFAD office will benefit from this arrangement as well as the individual universities since it will receive a percentage of the funding for each contract secured.

## RECOMMENDATIONS

My first recommendation would be to expend more effort in advertising the Consortium and its services. CIFAD needs to increase its contacts locally, nationally, and internationally. Success in this type of business stems from the relationships developed and the quality of work conducted. Means of advertising could include:

- 1) radio interviews and news releases summarizing new projects, especially those involving large amounts of government money. People like to know who is spending their money and how. One radio interview Mr. Moore conducted caught the attention of a local contractor who had plans for aiding Morocco's fishery sector. The individual had connections with the royal family but lacked the means of implementing a project. CIFAD could bridge the gap in proposals of this sort.

- 2) Continue the mailing of CIFAD brochures and course announcements to personnel in Washington, overseas, and throughout the states.

- 3) Develop a newsletter to be distributed on a regular basis, even if only published once or twice a year. Keeping people up to date adds legitimacy to the operation.

- 4) Complete the slide-tape presentation. The presentation would be an asset to the Consortium and, although CIFAD's present state of transition has slowed the progress of its completion, I hope it will not be laid aside indefinitely. Even in its rough state it has been helpful on more than one occasion.

My second recommendation would be to have a liaison to float between the member universities to help implement projects. Some projects have fallen by the wayside simply because there has not been a person who could dedicate time to following them through. A liaison could communicate information between the universities and tie up the loose ends. The person could also serve to further the Consortium's interests in Washington. Such a position would



require funds that do not now exist, but should be kept in mind for the future.

A more feasible means of improving inter-university communication for the present would be to invest in a common computer system. This would permit messages to be relayed back and forth rapidly and would allow each member access to CIFAD information.

The third recommendation is to make it a policy to maintain closer contact with the people selected to participate on overseas projects. Leaving them uninformed during the contract procurement stages not only jeopardizes their participation, it is inefficient management. As the time from signing the contract to actual departure is also lengthy, communication needs to be continued on a regular basis. CIFAD could take advantage of this time to schedule team meetings. This would give participants a chance to meet one another before arrival in a foreign environment and an opportunity to review general information on the country and the project. Since delays seem inevitable, CIFAD should learn to work with them instead of allowing them to deter from its effectiveness.

In restructuring CIFAD's project focus, special attention should be paid to developing countries' needs and requests. The 1978 BIFAD publication lists topics that the countries themselves ranked as most important. The CIFAD office needs to keep attuned to these and to new international developments, designing its strategies to incorporate new technologies and directions.

My final recommendation is more of a supportive vote. I

believe CIFAD should be merged with the other international programs at OSU. The Consortium is too small to stand on its own at this point and could only benefit from the proposed merger. Should the merger take place, CIFAD would have to insure that individual university participation was not lost in the transition. The unique qualities of each institution are CIFAD's strength and essence.

It remains to be seen how the new strategies will develop, but they appear to be working in a positive direction. CIFAD has the potential to outbid nearly all its competitors in international fisheries and aquaculture work. The determining factor will be whether it can tighten its operation enough to secure and complete the projects it initiates.

## THE INTERNSHIP

### General Responsibilities

My initial responsibilities as Assistant Coordinator of CIFAD were to assist the Coordinator in daily Consortium activities, taking over certain duties as directed, and carrying out these activities during his business leaves and days off.

My first priority was thus to acquire a thorough knowledge of Consortium operation. This task involved familiarizing myself with project leaders, the development and goals of current projects, key agencies and personnel, member universities, and Council participants. This was accomplished through piecemeal gathering of information from the Coordinator's telephone conversations, interviews, and short briefing periods. Files were also a useful tool, although unorganized and incomplete.

Administering the activities of the Consortium required that I learn the details of the telex and printing systems and interact with the offices of Accounting, Business, Travel, Supply, and Sea Grant. In connection with these, much time was spent writing telex messages to project coordinators and cooperating agencies, typing letters and travel authorizations, sending out monthly checks and reimbursements, and delivering brochure and proposal material to the Printing Office. As the Coordinator worked a three-day week, my primary responsibility was to be in the office Monday-Friday to address special requests, field phone inquiries, and maintain continuity in office operation.

As I became more familiar with the Consortium and its work I

began to take on more responsibilities. I handled general correspondence, reviewed the CBD for potential project involvement, and reorganized a draft proposal for the Kellogg Foundation. I was given responsibility in developing a short slide-tape (S/T) presentation, a project summary form and update, and an application form for the short courses. I also assisted in implementing training programs and handled a large portion of the administrative activities related to the short courses. The last several responsibilities are discussed in more detail in the following sections.

#### **Filing System**

My first project was to update and reorganize CIFAD's filing system. After investigating the legal requirements regarding how long to keep various documents and letters a comprehensive reading of all the file material was initiated. After discarding outdated material I began a systematic review of the existing files, reorganizing them to establish a workable and maintainable system. In connection with this project I compiled names and addresses from the files to establish an international mailing list for CIFAD brochures and course announcements.

Though time consuming this work provided an invaluable background of Consortium operation. Specifically, I learned what a proper business letter should include and how to respond to inquiries particular to CIFAD. I learned who were valuable co-workers, who the Coordinator was connected with in countries around the world, and what projects CIFAD had completed as well

as what they entailed.

The final system enabled me to respond more quickly to requests and facilitated other people's use of the filing system.

### Slide-Tape (S/T) Presentation

The S/T presentation was one of the most challenging projects I worked on. The objective was to develop a 15-20 minute show that would enunciate CIFAD's purpose and capabilities. The presentation was intended for use at both member universities and in Washington, as well as overseas. Its purpose was to increase people's understanding and awareness of CIFAD which in turn would attract new projects and funding. In preparation for this project I talked with staff in the Extension Office, reviewed S/T shows, read a Kodak "How to" publication, and collected all available information on CIFAD. The steps involved in assembling a S/T presentation include:

- 1) identifying the audience,
- 2) determining the tone or emphasis to be expressed,
- 3) outlining key topics,
- 4) writing a script,
- 5) compiling slides that exemplify the script, and
- 6) locating a narrator for the final reading.

Having identified the audience as ranging from U.S. professors and government officials to foreign speaking individuals, the script would have to be simple yet cogent. After writing and rewriting draft scripts, and having Extension specialists review them, I was confident that I had expressed the essence of the Consortium and its potential.

Budget restrictions ruled out the possibilities of hiring a graphics artist to design slides or traveling to member

universities to take location shots. Time prohibited requesting members to shoot slides and mail them. Given these confinements, the resources I found most useful were Extension staff's professional collections, a project coordinator's seminar slides, and a computer graphics system. I was fortunate to locate an individual who allowed me full use of his computer which was equipped for designing and shooting graphic slides. When all but a couple slides were assembled I taped a personal narration and presented the show to CIFAD participants on the OSU campus.

The completion of the show was timely in that it occurred during the transition in Coordinators and staff. It succeeded in providing new participants with a thorough overview while also renewing enthusiasm in the Consortium's capabilities. After receiving a positive response at OSU the show was copied and distributed to member universities for final approval before investing in a professional narration.

### **Short Course Organization**

Short courses had not been offered through CIFAD prior to 1985. The idea had not even been pursued until 8-10 months before the actual courses were established. Despite the lack of experience in this area a logistical framework was organized and three quality courses were constructed.

Putting together an application form for the short courses involved finding examples to use as guidelines and determining the specific information CIFAD needed from each participant.

Once established, the material had to be properly formatted, the appropriate type-set selected, and the final copy delivered to the printer. A single application form was designed to be used interchangeably between the three courses to reduce costs and paper work. Individual course brochures were assembled by respective committees, proofread by the Coordinator and myself, and sent to the printers.

A mailing system was developed to ensure that the brochures and applications were distributed to appropriate countries and personnel. It also helped to avoid duplicate mailings and to expedite follow-ups. The system we contrived consisted of index cards and colored dots; each dot representing a separate brochure. Cards were cross-referenced by country and last name. The system was compact, easily accessible, and efficient, though now obsolete with the advent of an office computer.

The Coordinator advertised the courses, worked out finances, and kept in touch with the committees. In addition to assisting in these duties, I responded to inquiries and created and maintained an updated filing system. Files were organized by course topic and host university. Course files included information on who responded to our brochures, who was interested in attending, and all related correspondence. As applications were received I created personal files within each course folder to facilitate records and correspondence. When it was evident that the courses would not be conducted in 1985 I was given the responsibility of writing a letter of explanation and making sure that each individual who had indicated an interest received a

copy (Appendix B).

### Project Summaries

During one of the Coordinator's leaves, I received a request from a member university to compile a list of all the projects CIFAD had completed, was currently working on, and was planning to participate in. The list was to include the funding agencies involved and total project budgets. The information was needed for presentation to a University board to support the authorization of emergency funding for the CIFAD office.

As I began searching the files for the required information I realized there were obstructed gaps in most of the project folders. I had finished revising the filing system by this time so file contents were orderly. However, much of the information had never been recorded, or if it had, not in a manner that was easily retrievable. Up to this point the continuity of CIFAD had been based on the presence of the Coordinator and his ability to remember and locate information. As he had worked in the office from its inception, and knew the status of each project, there had never been a need to summarize project information.

Recognizing this deficiency, and foreseeing the implications as the Coordinator's retirement approached, I took it upon myself to develop a Project Summary Form. In addition to the information that had been requested, I included items that I had found necessary in responding to inquiries. The final form listed all relevant participants, agencies, addresses, and



contract arrangements. They were designed to be clipped to the front of each folder for easy access.

Upon completing the summary sheet I mailed copies to each institution for their personal records (Appendix C).

### **Training Program**

The training program in which I was involved was initiated through the Partners for International Education and Training (PIET). PIET had received a request from officials in Mauritania (Africa) to provide training for one of their two Division Chiefs in Fisheries. PIET solicited CIFAD's services to design and implement this program.

I assisted the Coordinator in constructing an outline and budget for the program. We developed a three stage program that included English training, courses in management and computer application, and visitations to key fisheries agencies within the Pacific Northwest.

In preparation for the first two portions of the program I contacted the appropriate departments on campus to arrange for the individual's admittance and participation. In addition to setting up the academic scedule I made the necessary housing arrangements for the duration of the program.

To prepare the third stage of the program I spoke with specialists on campus to obtain names of people and agencies that were related to the participant's interests and objectives. I contacted the individuals and arranged a travel schedule that

included visitations to nine fisheries agencies in the Pacific Northwest. Correspondence included a summarization of the participant's credentials and objectives for her training in the U.S. I included a list of ideas that each individual could address in his/her personal consultations. I completed the necessary hotel and vehicle reservations and accompanied her throughout the visitations.

My role during the travel phase was to get the participant to the scheduled meeting places on time, brief the participant on the function and duties of the personnel, take detailed notes through the consultation sessions, serve as interpreter when needed, and provide a summary of the trip for the participant's future use and reference.

### **Council Meeting**

I was fortunate to be included in a Council Meeting at the University of Arkansas at Pine Bluff during the first term of my internship. From a personal standpoint, the meeting was extremely profitable. It provided me the opportunity to meet the CIFAD participants with whom I so frequently corresponded. Being able to associate faces and personalities with names greatly facilitated subsequent communication from both sides. I felt more at ease in addressing them and they felt more open to utilize my assistance when needed. The meeting was a pivotal point in that it broadened my awareness of the other universities. Previous to the meeting I had been exposed only to the Coordinator's perspective on most issues. The interaction

during the meeting revealed the ideals others had regarding the purpose and potential of CIFAD. To effectively manage or participate in any cooperative venture it is important to know the players and how to coerce them to work together.

The Council meeting was brief and efficient, covering topics the Coordinator and Council Chairman had outlined beforehand. The most critical issues on the agenda included CIFAD's deficit finances, options in redefining its "raison d'etre", possibilities of changing office location to another university, and progress on the Short Courses.

It was a very sensitive period for the Consortium. The financial situation had put the Consortium in a precarious position. It was evident that major changes were required if the operation was to continue. There was an immediate need for a donation from each university to cover general office operations. Of imminent importance was initiation of programs that could provide the office with more substantial funding for its continued operation. CIFAD had been functioning in an opportunistic manner, participating in whatever small projects it could. A strategy was needed to pursue more advantageous work. Council members generated some ideas of how this could be accomplished. Each university was given the responsibility of following up on the plans and informed that they would be contacted in the near future. Contrary to the past, many of the issues that were discussed at this Council meeting were acted upon. Most of the changes discussed in this report were initiated at the meeting. Minutes from the meeting are compiled in

at the meeting. Minutes from the meeting are compiled in Appendix D'.

### CONCLUSION

CIFAD was not an extremely complex or large organization and I was able to contribute to the operation in a relatively short period of time. The Coordinator included me in on a number of projects and provided sufficient freedom for me to explore some of my own. I was able to undertake projects that had been put aside due to lack of funds or time. My participation in the Consortium enabled the Coordinator to focus on projects of more imminent importance.

The period that I worked at CIFAD was a rather unfortunate one in that none of the proposed projects materialized. I have listed several of the factors that can be attributed to this problem, as well as some of the strong points of the operation. I learned a great deal from watching how projects were initiated and how and why they were hindered most. Investigating the new directions of the Consortium was also very enlightening and greatly enhanced my internship experience. It has endorsed in my own mind the importance of maintaining flexibility in business operations. One can not continue to hang on to the same mode of operation just for old times sake. One has to be willing to make changes, reorganize, and be aggressive to keep in the race.

The most beneficial aspect of the internship was being able to meet and interact with a number of specialists in many and

varied disciplines of fisheries and aquaculture development. I learned as much (if not more since there was no language barrier) from the Specialized Training Programs as the foreign participants.

#### REFERENCES CITED

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- Daines, Ronald J. (ed.). 1985. The United States and World Agriculture Development. Utah State Univ. Printing Services, Logan, Utah.
- Neal, Richard and Ria Johnson. March 1986. Personal communication. Agency for International Development, Washington, D.C.

## APPENDIX A

### Themes from Truman's Point Four Address

- 1) We have bought time...we must use it to wipe out the root cause of war. We must use the time we are gaining by defense to campaign against hunger and disease and human misery.
- 2) To have peace, we must strike at the conditions of misery that envelop half the people of the earth. That is the purpose and the meaning of Point Four.
- 3) In this century, scientific progress has brought us to the point where mankind, for the first time in human history, can wipe poverty and ignorance and human misery clean off the face of the earth.
- 4) This is why we have been called upon to lead the fight for freedom.
- 5) In no other way can we work as friends and brothers with the awakening peoples in the underdeveloped regions of the world.
- 6) But if we do the job, the world will be transformed.
- 7) ...there is much to do--and no time to be lost.
- 8) We can help them to adopt the principles of freedom, which have inspired our development, to their own needs and circumstances. This is the way for us to live up to our ideals as a nation, and fulfill our destiny as the greatest and most favored republic God ever made.

## **APPENDIX B**

### **CORRESPONDENCE RELATED TO SHORT COURSE**





**Consortium for International  
Fisheries and Aquaculture Development**

May 23, 1985

Mr. Robert F. O'Kelly  
Flat #2  
47 St. Annes Rd  
Troquay, Devon  
England TQ1 3NR

Dear Mr. O'Kelly:

The Coastal Resource Management and Development training program scheduled for July 28 - Sept. 6, 1985 has been postponed to give you and your colleagues a greater opportunity to participate.

We found that there was insufficient time for candidates to secure funding and return the application forms by the original deadline. We have therefore rescheduled the course for September 1986. We will keep your inquiry on file and keep you informed as new arrangements are established. We would appreciate being notified of your intentions and continued interest in this course. A new brochure and schedule will be printed shortly and sent to you along with additional course details.

Thank you for your prompt response, we sincerely hope that these changes will not deter you from participating in this training program. We are looking forward to a very comprehensive and interesting course. If we can answer any questions or be of assistance in any way please do not hesitate to contact us. I have enclosed a brochure of our Consortium that gives a brief description of the other types of work that we do. Again, we thank you for your interest and hope to correspond with you in the future.

Sincerely,

Lynn Morrill  
Assistant Coordinator

Enc.



**Consortium for International  
Fisheries and Aquaculture Development**

June 7, 1985

Chris Gordon  
Zoology Department  
University of Ghana  
Legon, GHANA

Dear Mr. Gordon:

Thank you for your letter of 20 May indicating your interest in our short course programs. We have received numerous inquiries regarding these courses and realize the need for this type of training in the international arena.

As we began to collect applications there were several individuals who needed additional time to secure funding. We therefore decided to postpone the 3 courses scheduled for the summer of 1985 for one year. This will allow you and your colleagues greater opportunity to participate in these programs.

I have enclosed one of each of the brochures for these courses. New brochures are being developed with all the updated information however, these will give you an idea of the material that will be covered. You indicated an interest in pond culture, specifically that of tilapia culture and pond flow systems. We plan to offer an Aquaculture short course in 1986 at the University of Arkansas at Pine Bluff that will cover tilapia, carp, and catfish culture. I will place your name on our mailing list to receive all new course information as it is developed. In the meantime, if we can answer any further questions please do not hesitate to contact us. Thank you for your interest in our program, we hope to correspond with you in the near future.

Sincerely,

A handwritten signature in cursive script that reads "Lynn Morrill".

Lynn Morrill  
Assistant Coordinator

Enc.

## **APPENDIX C**

### **PROJECT SUMMARY FORM**

## CIFAD PROJECTS

### COMPLETED PROJECTS

1) CIFAD Account

PURPOSE:

Initial funds 1979-1980.

AMOUNT: \$24,000

2) AFRICAN TRAINEES

PURPOSE:

CIFAD provided 3 African visitors with a tour of OSU fishery facilities and developed a one day program for them. The program focused on national and international interdependence issues involved in the development and integration of fisheries into a country's economic structure.

STATUS:

Contract secured:

Project duration:

Completed: July 12, 1981

FUNDING:

None

3) ZAIRE

PURPOSE:

To prepare a feasibility study for fish culture training and aquaculture economics. A) To determine the feasibility of establishing a training course in aquaculture in Zaire to be carried out on a regional basis to serve the needs of Burundi, Rwanda, and Zaire. B) To design a short term course to train technicians and administrators of these countries.

PERSONNEL:

Les Torrans, Fran Lowell, Rebecca Lent

STATUS:

Contract secured: April 1981

Project duration: 1 month

Completed: December 1981

FUNDING:

AID \$20,000

4) PHILIPPINES

PURPOSE:

To train 16 Philippines from the Bureau of Fisheries and Aquaculture Resources in marine extension, fish diseases, environmental impact, and pond construction and management. Emphasis on the transfer of fisheries technology under field conditions. Philippines were trained in the U.S. at Consortium member institutions.

PERSONNEL:

University of Hawaii, UAPB.

STATUS:

Contract secured: September 1981

Project duration:

Completed: July 1982

FUNDING:

FAO \$63,956

5) COSTA RICA

PURPOSE:

A consultancy job to a) examine the Acuacultura, S.A. shrimp farm and hatchery operations and b) examine the proposed plan regarding the Training and Research Center.

PERSONNEL:

Spencer Malecha, CIFAD consultant

STATUS:

Contract secured:

Project duration: July 10, 1982 - August 10, 1982.

Completed: September 1982.

FUNDING:

USAID \$9945

6) INDONESIA

PURPOSE:

Short term consultant job for a Macrobrachium shrimp specialist. Consultant served as a training coordinator to train local Indonesians how to continue operation of the hatchery.

PERSONNEL:

Howard Deese, CIFAD Consultant

STATUS:

Contract secured:

Project duration: May 15 - July 15, 1984.

Completed: July 1984

FUNDING:

NOAA, Department Commerce \$29,553 (approx).

## IN PROGRESS/CURRENT PROJECTS

### 1) Collaborative Research Support Program/Pond Culture

#### PURPOSE:

To evaluate the efficiency of Pond Culutre Systems: Planning project. To investigate the principles and mechanisms of pond culture systems. Project sites include Rwanda, Tahiland, Philippines and Indonesia.

#### STATUS:

Contract secured: September 1980

Project duration: 5 years, project commenced 9/82

Completed:

#### FUNDING:

USAID \$903,949/first 3 years

### 2) INDONESIA

#### PURPOSE:

Small scale fisheries development project. To gather and organize information on the Artisanal fisheries and develop a fishery management system.

#### PERSONNEL:

Richard Dudley, CIFAD Consultant

#### STATUS:

Contract secured: 1982.

Project duration: 3 years, ending September 1985.

Completed:

#### FUNDING:

USAID \$131,071 (through NMFS, Department of Commerce)

### 3) MAURITANIA

#### PURPOSE:

To train Aicha Limam, one of two division Chiefs in the Ministry of Fisheries, Division of Planning and Statistical Services, Mauritania, Africa. A short term training program was constructed covering training in English, fisheries management in the U.S., and computer applications.

#### STATUS:

Contract secured: June 12, 1984

Project duration: 8-9 months

Completed: Will be completed in January 1985.

#### FUNDING:

USAID/ African-American Institute \$6,206

### 4) MALDIVES

#### PURPOSE:

To train personnel to operate and manage a tuna fishery complex. Three levels of personnel to be trained are the fisherman and plant workers, management personnel, and policy makers. The four major fields of training emphasis will be refrigeration, diesel mechanics, electricians, and machine shop services.

#### STATUS:

Contract secured: September 1984

Project duration:

Completed:

#### FUNDING:

World Bank \$25 million (CIFAD subcontracted by SAI)

PENDING

1) MARSHALL ISLANDS

PURPOSE:

To assess the tuna potentials in the Marshall Islands and determine which direction their fishery should take.

STATUS:

Proposal submitted March 29, 1984.

FUNDING:

ADB?

2) DJIBOUTI

PURPOSE:

Full scale fisheries development. Involves sending a Marine Economist, Management expert, Fisheries Biologist, Finance Advisor, Master Fisherman/trainer, and Marketing Manager.

CIFAD has teamed up with International Export.

STATUS:

Proposal submitted May 29, 1984.

FUNDING:

USAID

3) SRI LANKA

PURPOSE:

To increase fish production for domestic consumption; to establish the basis for shrimp culture as a means of earning foreign exchange; and to strengthen institutional infrastructure for future development in Sri Lanka. Turn-key operation.

CIFAD has teamed up with International Engineering Company, Inc., J.D. Caufield and Associates, and Sarmiento Research and Development Corp. CIFAD's role is to handle the technical project management.

STATUS:

Submitted report of qualifications and intent. Waiting for an RFP.

FUNDING:

Asian Development Bank (Bank of Ceylon and People's Bank)  
21.7 million

4) SHORT COURSES

PURPOSE:

CIFAD institutions are developing courses to be offered to foreign nationals in a variety of subjects related to fisheries and aquaculture. Courses proposed include Marine Economics, Coastal Resource Management, Warm Water Limnology, Aquaculture Engineering, Warm Water Fish Nutrition, and Fisheries Technology.

STATUS:

Each university is putting together their course outline, dates, cost, and list of faculty for a brochure.

FUNDING:

By participants

## POSSIBLE

### 1) COASTAL RESOURCE MANAGEMENT

#### PURPOSE:

To apply and adapt US coastal resource management experience in selected Lesser Developed Countries. To help these countries establish a coastal resource management program.

#### STATUS:

Proposal being written by Victor Neal

Response deadline: Oct. 19, 1984

Project duration: 6 years

#### FUNDING:

USAID

4.9mil/6yrs

### 2) INDIA TRAINEE

#### PURPOSE:

To develop a short term training program for Ms. Bhanot, a fish nutritionist in India. Training will focus on feed alternatives for carp.

#### STATUS:

Waiting for response indicating continued interest in CIFAD's proposed itinerary. Project duration: 4 months.

#### FUNDING:

FAO

### 3) MOROCCO

#### PURPOSE:

Complete fishery development project. Project will include sending a biologist, food scientist, marketing specialist, economist, gear development expert, enforcement and surveillance coordinator, and administration coordinators.

#### STATUS:

Procurement efforts being handled by a private firm. CIFAD will be notified when interest has been confirmed and funding is decided.

#### FUNDING:

?

### 4) MEXICO

#### PURPOSE:

To send consultants to help establish a culture facility and management structure for Macrobrachium shrimp. Turn-key operation.

#### STATUS:

Waiting for contact to indicate continued interest in CIFAD's assistance.

#### FUNDING:

Private firm

### 5) PHILIPPINES

#### PURPOSE:

To develop 2 short term specialized training programs. The trainees are from the Ministry of Education, Culture and Sports, Samar Regional School of Fisheries.

#### STATUS:

Waiting for indication of continued interest and additional information on trainees, to be used in developing their program.

#### FUNDING:

IBRD Education Loan



POSSIBLE (cont)

6) RWANDA

PURPOSE:

Proposal for the development of a unique computerized extension program. The program will be used to train foreign officials, managers, and workers in pond culture techniques and operations. Project will be implemented in Rwanda to evaluate its effectiveness, if successful the program will be used in other African countries.

STATUS:

Proposal writing nearly complete

FUNDING:

Kellogg Foundation?

**APPENDIX D**

**MINUTES FROM COUNCIL MEETING  
July 12, 1984**

I) FINANCES

CIFAD is 31,000 dollars in the hole due to the fact that the CRSP money was never allocated as was expected.

Motion was put forth and passed that each university should find \$5000. to return to CIFAD to keep us on our feet.

Bill Wick is looking into some additional financial possibilities. Will appeal to the business office at OSU.

Options discussed: to combine our office with International Agriculture & Trade or b) to get a blank check from Sea Grant as a part of their "International Sea Grant" funds. If the second action is taken each university must get going and develop the short courses to justify the international funds.

(encouragement: CRSP has to come up with the money to keep CIFAD going because it's a major signie of the contract and thus if we go under it would be a breach in contract)

II) REPLACEMENT FOR DOUG JONES

Harvey will be resigning in Sept.

Next year's budget is approx. \$75,000 (30,000 full time salary)

Someone has to advertise the position soon.

Ian Smith is the primary candidate so far. Phill Helfrich is contacting him.

III) NEW MEMBERS FOR CIFAD

Council should consider this more seriously. Set initiation fee of \$6,500. Need to put together a formal application, asking what they have to offer the Consortium and why they want to join.

IV) RELOCATE CIFAD

If Ian Smith gets position he prefers Hawaii as the office location.

MSU is probably the best location when overhead and fringe are taken into account.

B. Wick pointed out that OSU Sea Grant has been upholding CIFAD financially and that one of the other universities should take this responsibility for a while.

V) UPDATING TALENT BANK

Need to select a computer system that is common to each member university (IBM?). Transfer all resumes and info to floppy disks. Code everything so names aren't released to competing organizations.

Need to be more specific about language abilities on next application.

Each university should compile a list of minority or small business firms we can interact with.

VI) SHORT COURSES

Everyone agreed to get moving on these. Sept. 1 is the deadline to submit all necessary material to Harvey.

Each university should identify one individual responsible for each course and determine the minimum number of people necessary for the course to be conducted.

Question brought up: should we work through the USDA? They have their own introductory briefing and take care of getting the individuals to the US.

(Harvey feels our own members are just as capable of providing these services).

Once the courses are outlined they should be circulated to all members for approval.

VII) KELLOGG PROPOSAL

Proposal dealing with developing a computerized training system to be used

to train farmers and administrators in fish pond culture. A copy of the draft proposal was given to each person for review.

Members did not like the computer idea, felt it wasn't practical, no electricity in the country. Rwanda was the site discussed for the project. Project site was approved of but felt a different approach was necessary.

#### VIII) BARBADOS

New project possibility. Consensus was not to go with this project since our financial situation is so shakey. (Harvey thinks we should reconsider and get involved in whatever we can).

#### CONCLUSION:

CIFAD is operating too opportunistic. Need to redefine goal statement. There was an unofficial decision to emphasize training and involve ourselves in only one or two overseas projects. Training is something concrete that each university can contribute something to and stabilize the financial situation.

Each member needs to make CIFAD known in Washington D.C. and should take responsibility to knock on doors there when they have the opportunity.