



Agenda item 4.6
For decision

Council

CNL(19)10

***Review of the Procedures Relating to the Work of the
International Atlantic Salmon Research Board and its
Scientific Advisory Group***

CNL(19)10

Review of the Procedures Relating to the Work of the International Atlantic Salmon Research Board and its Scientific Advisory Group

In 2017, the Council asked the Secretary to prepare a review of the procedures relating to the work of the International Atlantic Salmon Research Board (the Board) and its Scientific Advisory Group (SAG). The Secretary's Review of the Procedures Relating to the Work of the International Atlantic Salmon Research Board and its Scientific Advisory Group, CNL(18)10, (Annex 1) highlighted the history of the development of the Board and its SAG as well as some recent challenges including a lack of clarity regarding current membership of the Board and its SAG, which in turn led to challenges in clarity of communication in some instances. In light of the Secretary's review, the Board had recommended that the Chair of the Board, in consultation with the Secretary, members of the Board and current and past Chairs of the SAG, propose new Rules of Procedure and clarify the Terms of Reference for the Board and its SAG. Several members of the Board discussed the issues identified in the Secretary's Review by conference call on 25 April 2019 (Annex 2). In light of feedback received on the call and in a series of other discussions with current and past Chairs of the SAG and the NGO representatives to the Board and its SAG, the Chair of the Board has proposed a revised set of Rules of Procedure for the Board and its SAG (Annex 3). The proposed revisions include mechanisms to strengthen the relationship between the SAG and the Board by encouraging the development of Terms of Reference for the SAG, and a mechanism to clarify communications further by ensuring the Secretariat requests confirmation of nominated Board members and SAG Members from each Party every two years as well as confirmation of the NGO Representative from the NGO co-chairs every two years. The Council will be asked if it wishes to accept these proposed changes to the Rules of Procedure of the Board and its SAG.

Secretary
Edinburgh
14 May 2019

CNL(18)10

Review of the Procedures Relating to the Work of the International Atlantic Salmon Research Board and its Scientific Advisory Group

In 2001, NASCO established an International Atlantic Salmon Research Board (hereinafter referred to as 'the Board') to promote collaboration and cooperation on research into the causes of marine mortality of Atlantic salmon and the opportunities to counteract this mortality.

Each NASCO Party is a founding member of the Board which also includes representation from NASCO's affiliated Non-Government Organizations (NGOs).

The original Rules of Procedure for the Board were revised in 2006 (ICR(06)10). These rules established the Terms of Reference for the Board as follows:

- maintaining an inventory of relevant research projects which are ongoing or planned and for which budgets have been confirmed;
- identifying research needs;
- evaluating the inventory against research needs;
- identifying gaps in the inventory of research and setting priorities for further research;
- providing a forum for coordination of relevant research efforts by the Contracting Parties of NASCO;
- developing administrative mechanisms to accept financial contributions to an International Atlantic Salmon Research Fund;
- soliciting and accepting financial contributions and managing the Fund;
- establishing terms and conditions for soliciting, evaluating, approving and funding relevant research projects; and
- funding approved projects and reviewing results in relation to the objectives of the Programme.

Rule 3 of the Board states, among other things, that *'the Board shall comprise one Member from each Contracting Party assisted, as appropriate, by one or more advisers.'*

Rule 8 of the Board states that the Chair of NASCO's accredited NGOs, or his / her nominee from within the accredited NGOs, shall be invited to participate in the meetings of the Board *'so as to provide the NGO viewpoint on the issues under discussion'* and that the Board *'should consider appropriate arrangements for increasing NGO involvement in its work.'*

Rule 9 of the Board states that *'the Board shall establish a Scientific Advisory Group (SAG) to identify research gaps and priorities, to develop recommendations for enhanced coordination of existing research, to develop calls for proposals, and to develop recommendations for research and other activities that may be supported by the Board. The SAG shall invite the Chairman of NASCO's accredited NGOs, or his / her nominee from within the accredited NGOs, to participate in its meetings so as to provide the NGO viewpoint on the issues under discussion.'*

Rule 10 states that *'the Board shall appoint a Chairman by consensus, who shall serve for a term of two years and who may be eligible for re-election for a further term of two years.'*

A Contracting Party providing the Chairman shall also be entitled to provide a Member of the Board and one or more advisers.’

At the Annual Meeting of the Council in 2017, the representative of the European Union raised that it was unclear who, within each Party, was the Board’s voting member (the Board member) and who was the scientific adviser (the Board adviser) to the Board member given that everyone around the meeting table spoke freely to the various agenda items. It was also unclear to him who was the NGO representative. He felt that it would be easier for everyone to follow the business of the Board if only the Board members, including the nominated NGO representative, were able to speak to the meeting, as is the case in the Council and Commission meetings of NASCO. It is also the Secretary’s understanding that the representative of the European Union had similar issues with the Scientific Advisory Group and its conduct.

On this basis, the Secretary was asked to prepare a review of the procedures relating to the work of the International Atlantic Salmon Research Board and its Scientific Advisory Group. She has determined the following.

In the inaugural meeting of the Board, in 2001, it was stated in the report that ‘*participation on the Board was restricted to one nominated member from each NASCO Party, assisted by one or more advisers. The clear intention of the Council was to limit the size of the Board so as to ensure its effective functioning’*. The Board members and their respective advisers at the inaugural meeting of the Board in 2001 were as follows:

Party	Board member	Board advisers
Canada	David Bevan	Dave Meerburg
Denmark (in respect of the Faroe Islands and Greenland)	Hedin Weihe	Jan Arge Jacobsen
European Union	Ken Whelan	Ole Tougaard, Ted Potter
Iceland	Arni Isaksson	
Norway	Arne Eggereide	Raoul Bierach, Lars P Hansen
Russian Federation	Boris Prischepa	Svetlana Krylova, Alexander Zubchenko
USA	Mary Colligan	

The names of the nominated Board members and Board advisers were clearly distinguished in the participants list for each Board meeting until 2003. Invitation of an NGO representative to the Board was clarified in the re-write of the Rules of Procedure for the Board in 2006.

A search of the NASCO Access database to determine the current nominated Board members showed that the most recent list was from 2014. The Secretary subsequently contacted the Heads of Delegation of the various Parties in February 2018 to ask them for their nominated Board members and Board advisers. As of June 1, the following information has been provided:

Party	Board member	Board advisers
Canada	Tony Blanchard	
European Union	Cathal Gallagher	
Denmark (in respect of the Faroe Islands and Greenland)	Tommy Petersen Birita i Dali	
Norway	Raoul Bierach	Helge Dyrendal
Russian Federation	Alexander Khatuntsov	
USA	Tim Sheehan	
NGO	Ken Whelan	

Rory Saunders (USA) is the Chair of the Board until 2019.

It is still, therefore, not entirely clear at this juncture who are the Board's advisers given that they have only been named for one Party.

The Secretary consulted the Board's Chair, Rory Saunders (USA), to discuss how the Board meetings could be conducted in light of the issues raised by the representative of the European Union. The Chair stated that he would be happy to clarify with the Board members in advance of the meeting his intention to conduct the meeting in the way that the Council and Commission meetings are conducted such that only the Board members, the NGO representative and any invited speakers take the floor during the meetings of the Board in future. Both the Chair and the Secretary felt that firm instruction from the Chair should suffice to ensure clearer communication in meetings in future.

In consulting for this review, clarification of the role of the SAG has also been raised with the Secretary through the current representative of the European Union.

It is the Secretary's understanding that the SAG was originally established as a small team of technical experts (salmon scientists) to allow scientists working actively in the field the opportunity to input to the priorities and operations of the Board.

No Terms of Reference, as such, for the SAG have been found. However, in 2002, the report of the Board stated '*The Board discussed a timetable and mechanism for updating the inventory, for identifying research priorities and for soliciting, evaluating and funding research proposals. It was agreed that much of this work could best be undertaken by a Scientific Advisory Group (SAG) of the Board made up of the advisers to the Members of the Board.*' The Board asked that '*Mr David Meerburg serve as Chairman [of the SAG] for an initial period and implement the procedures outlined in the timetable [in the Board's 2002 report].*' The SAG first met in 2003 with the following nominated participants:

Party	Original SAG member
Chair	Dave Meerburg
Canada	David Reddin
Denmark (in respect of the Faroe Islands and Greenland)	Jan Arge Jacobsen
European Union	Niall Ó Maoiléidigh
Iceland	Gudni Gudbergsson
Norway	Lars P Hansen
USA	Tim Sheehan

The SAG participants list remained limited, and comprised mainly scientists, until around 2012, after which more people started attending the SAG meetings, including an increasing number of non-scientists. In 2017, 28 people participated in the SAG meeting.

To determine the current nominated members of the SAG, as with the Board, a search of the NASCO Access database was performed and showed the list below; it is uncertain when this was last updated but it is also believed to be from 2014. The Secretary subsequently contacted the Heads of Delegation of the various Contracting Parties in February 2018 to ask them for their nominated SAG members. As of June 6, the following is known:

Party	SAG member in NASCO database	Recent information from Heads of Delegations
Canada	Gérald Chaput	Gérald Chaput
Denmark (in respect of the Faroe Islands and Greenland)	Jóannes Hansen	Birita i Dali
European Union	Jaako Erkinaro	Jaako Erkinaro
Norway	Peder Fiske	Peder Fiske
Russian Federation	Sergey Prusov	Sergey Prusov
USA	Tim Sheehan	Tim Sheehan
NGO	Dave Meerburg	Dave Meerburg

Niall Ó Maoiléidigh (EU) is the Chair of the SAG until 2018.

Additionally, Rule 9 of the Board states that ‘*the Board shall establish a Scientific Advisory Group (SAG)*’.... However, the establishment of a Chair for the SAG is not stated, even though there has been a Chair of the SAG since 2002. Neither is the tenure of the position clear even though the last two Chairs have each served for four year terms.

There are, therefore, a number of issues that need to be clarified for both the Board and the SAG. These include:

- whether Council still wants a single Board member for each Party;
- the frequency of confirmation of the Board’s members and advisers, and a mechanism for that clarification;
- whether the SAG members should be the Board scientific advisers, as was originally suggested;
- who is able to attend both the Board and the SAG meetings;
- the establishment of and tenure for the Chair of the SAG;
- Terms of Reference for the SAG.

The Secretary feels that consultation among the Parties would be helpful to decide if new Rules of Procedure for the Board (and SAG) are necessary in light of this review.

Secretary
Edinburgh
June 6 2018

ICRIS(19)04

Report of the Inter-Sessional Meeting of the International Atlantic Salmon Research Board (IASRB)

By conference call

Thursday 25 April 2019 – 13:00 UK local time

1. Opening of the meeting

1.1 The Chair welcomed the members of the International Atlantic Salmon Research Board and noted apologies from Cathal Gallagher (European Union), Tony Blanchard (Canada), and Alexander Khatuntsov (Russian Federation) for not being able to attend. He explained the work at hand, to seek feedback on the draft documents produced, revisions to the current Rules of Procedure of the International Atlantic Salmon Research Board (ICR(06)10), hereinafter referred to as the Board, as requested by Council in the 35th Annual Meeting in Portland, Maine, USA. The Chair explained that, although the conference call was only among the voting members of the Board, he had previously consulted with the current (Gérald Chaput (Canada)) and previous (Niall Ó Maoiléidigh (European Union) Chairs of the Science Advisory Group, hereinafter referred to as the SAG, and the NGO representatives to the Board (Ken Whelan) and the SAG (Dave Meerburg) to seek their views on the proposed changes to the Rules of Procedure. In addition, the Chair had sent the draft documents to the Heads of Delegation, giving them the opportunity to comment on the process, as had been requested in 2018.

1.2 The following members of the Board participated in the meeting:

Raoul Bierach (Norway)

Rasmus Nygaard (Denmark (in respect of the Faroe Islands and Greenland)

Rory Saunders (Chair, United States)

Tim Sheehan (United States).

2. Adoption of the Agenda

2.1 The Board adopted its Agenda, ICRIS(19)02, (Annex 1)

3. Introductions (All)

3.1 The participants introduced themselves to each other given that there is a new member of the Board – Rasmus Nygaard (Denmark (in respect of the Faroe Islands and Greenland)).

4. Secretary's Review of Rules of Procedure – CNL(18)10 (Secretary)

- 4.1 The Secretary provided an overview of the paper that was provided to Council in 2018, explaining the genesis of the revision of the Rules of Procedure of the Board and the SAG.
- 4.2 The representative of Norway gave a brief overview of the establishment of the Board by the Council of NASCO and how the Board then established the SAG to help them with some of the duties. He explained that initially the main attendees of the Board meeting were the nominated Board members, possibly with an adviser, who was often a member of the SAG. Other advisers may have been present in a supporting capacity much like in the Council or Commission meetings. Generally, only the SAG Chair reported to the Board.

5. Consideration of Council's request (Chair)

- 5.1 The Chair explained the process thus far in the drafting of new Rules of Procedure for the Board and SAG. The members of the Board, the Heads of Delegations, the current and previous Chair of the SAG and the NGO representatives to both the Board and the SAG have all been consulted by the Chair.

6. Consideration of Chair's Draft Rules of Procedure (Chair)

- 6.1 The Chair's initial proposal included revised Rules of Procedure for both the Board and the SAG as separate documents. The starting point for both documents was the existing Rules of Procedure for the Board. The Secretary's Review of the Rules of Procedure for the Board, CNL(18)10, was also considered in the development of the initial proposal by the Chair.

7. Guidance for the Chair (Discussion by all)

- 7.1 To complete the task assigned, the Chair sought guidance on a number of topics, including: an assessment of the Chair's draft documents; identification of further refinements to the Chair's draft documents including the necessity of clarifying membership status to the Secretary, the mechanism for that clarification, and communications at meetings; whether the nominated SAG members should be the Board scientific advisers; and to determine what '*the Board should consider appropriate arrangements for increasing NGO involvement in its work*' should translate into in light of this review of procedures.
- 7.2 The role of the SAG was discussed at length, to determine whether it should be considered a separate body with its own Rules of Procedure or if development of Terms of Reference by the Board would be more appropriate. In considering an approach forward, a wide range of challenges were discussed, including potential duplication of effort by the Board and by the SAG in recent years, clarification on the mechanisms for communicating current membership of the SAG, and clarifying the process related to the tenure of the SAG Chair. This discussion also emphasised the importance of the SAG's role in delivering advice to the Board and retaining the Board's formal decision making on various issues under consideration.
- 7.3 Board members on the call suggested that developing Terms of Reference for the SAG would establish a stronger and clearer relationship between the SAG and the Board. Board members also suggested that, if needed, a list of duties for the SAG in the following year would need to be agreed by the Board each year and that this would best be accomplished by adding a bullet point to the Board's Rules of Procedure as follows: 'As needed, the Board may establish Terms of Reference for a Scientific Advisory

Group (SAG). The Terms of Reference would outline tasks, timelines, meeting procedures for the SAG in a given year.’ Thus, Board members on the call suggested that convening meetings of the SAG on an ‘as needed’ basis would result in a more dynamic relationship between the Board and the SAG, with the Board deciding actively whether work by the SAG is needed and setting relevant Terms of Reference in each case.

- 7.4 Board members on the call also discussed the need for clarification as to who the Chair of the SAG would be and how that would be decided. The options discussed included a standing Chair with a time-limited duration and an alternative where the position of Chair was decided annually, when necessary, by the Board. Past practice has been that the Chair of the SAG was decided by SAG members. Board members on the call considered this an appropriate arrangement.
- 7.5 Additionally, Board members on the call discussed how the process for communicating membership of the SAG for each Party could also be clarified. In the past, the requests have always gone to the Heads of Delegations to appoint both the Board and the SAG members (and also the Board’s advisers). Board members on the call suggested the Heads of Delegations should be asked every two years for the nominations for the SAG membership and this should be reflected in the Revised Rules of procedure.
- 7.6 The role of the SAG in conducting the Inventory of Marine Research was also discussed. Overall, the Board members on the call suggested that Board members can request that their own scientific advisers complete the inventory on an annual basis and that the work need not be presented to both the Board and the SAG. Typically, it would then not be necessary for this to be included in Terms of Reference for the SAG if the work was simply delivered by the scientific advisers.
- 7.7 Given these changes to the way the SAG is convened there was general agreement that the Board’s Rules of Procedure did not need to be changed to a large extent. However, clarification of the roles and responsibilities of the Board and its SAG needed to be delimited clearly to ensure clarity of function of the respective bodies. Developing the Terms of Reference for the SAG will require the Board to be more proactive.
- 7.8 The issue of who may be considered ‘Board advisers’ was also discussed. It was raised that the term ‘adviser’ pre-dated the formation of the SAG, which might be some of the reason for the confusion. The adviser’s role was not originally confined to that of a scientific adviser. The representative of Norway described some of the original discussions around who would comprise the Board membership. The representative of Norway noted that Board members were typically Heads of Delegation who would likely need advice from experts in their decision making. While this issue was discussed in some detail, there did not seem to be the need to change the Rules of Procedure in this regard.
- 7.9 Consideration of NGO involvement was also discussed at length. The Board members noted that NGO involvement was of great value to the work of the Board and SAG, and thus it would be important for the NGO representative to retain the same ability to speak as the voting members of the Board even though the NGO representative would not be a voting member. While the contributions of NGOs to the work of the Board are valuable, Board members noted that it would be important that only the NGO representative named by the NGO co-chairs would typically be the sole NGO representative recognized by the Chair during meetings of the Board to maintain

consistency and clarity in communications. The Chair agreed to ensure the revised proposed Rules of Procedure are in line with the discussion.

- 7.10 Finally, the frequency of Board meetings within the Annual Meeting was raised. It was noted that it may sometimes be useful to have a second Board meeting later in the week of the Annual Meeting to enable a more proactive approach. For example, it may be necessary to consult within delegations regarding a particular piece of work that the SAG may be asked to carry out. In this case, a second meeting could enable agreement on Terms of Reference for the SAG in the following year, after consultation.

8. Next Steps

- 8.1 The Chair agreed to revise the draft Rules of Procedure document following this discussion and share it with the Board members for their consideration. The proposed revisions to the Rules of Procedure of the Board and the SAG will be discussed in the Board meeting and then in Council.

9. Other Business

- 9.1 Board members discussed the issue of clarity of communications in relation to the large numbers of attendees for meetings of the Board in recent years. It was suggested that it may be beneficial for the seating arrangements for the 2019 Board and SAG meeting to be similar to meetings of the Council and Commission. This suggestion would place seating around an inner table for the Board and appointed advisers only, with other attendees seated behind their respective members.

10. Close of Meeting

- 10.1 The Chair closed the meeting and thanked the Board members for a very useful discussion.

ICR(19)02

***Conference call of the International Atlantic Salmon Research Board
(IASRB)***

April 25, 2019

Agenda

1. Opening of the meeting
2. Adoption of the Agenda
3. Introductions (All)
4. Secretary's Review of Rules of Procedure – CNL(18)10 (Secretary)
5. Consideration of Council's request (Chair)
 - a) *'The IASRB had also considered this document (i.e. CNL(18)10) and had recommended that the Chair of the IASRB should propose new Rules of Procedure and clarify the Terms of Reference for the IASRB and the SAG, in consultation with the Secretary, members of the IASRB and current and past Chairs of the SAG. The representative of the EU stated that he would welcome the opportunity for the Parties to input into the drafting process.'*
6. Consideration of Chair's Draft Rules of Procedure (Chair)
7. Guidance for the Chair (Discussion by all)
 - a) To complete the task assigned, the Chair requires guidance on a number of topics including:
 - an assessment of the Chair's draft documents;
 - identification of further refinements to the Chair's draft documents including the necessity of clarifying membership status to the Secretary, the mechanism for that clarification, and communications at meetings, i.e. clarification of who should speak to the Board and SAG meetings;
 - whether the nominated SAG members should be the Board scientific advisers, as was originally suggested in 2002, alternatively, clarify the role of the Board advisers;
 - to determine what *'the Board should consider appropriate arrangements for increasing NGO involvement in its work'* should translate into in light of this review of procedures
 - other issues of relevance to the members, NGOs, and Heads of Delegations.
8. Next Steps

- a) Chair to issue draft revisions to the Rules of Procedure based on discussion and other communications before May 8, 2019. Secretary to disseminate to all delegates along with other Council papers.
 - b) Discussion at the Board meeting
 - c) Consideration by the Council
9. Other Business
10. Close of Meeting

Chair and Secretary of the IASRB
Edinburgh
25 April 2019

ICR(19)04

Chair's Proposed Revisions to the Rules of Procedure for the International Atlantic Salmon Research Board

1. The International Atlantic Salmon Research Board is a body, established by and reporting to the Council of NASCO, to promote collaboration and co-operation on research into the causes of marine mortality of Atlantic salmon and the opportunities to counteract this mortality.
2. The Board will oversee, administer, and seek to advance an International Atlantic Salmon Research Programme into the causes of marine mortality of Atlantic salmon and the opportunities to counteract this mortality with the following Terms of Reference:
 - maintaining an inventory of relevant research projects which are ongoing or planned and for which budgets have been confirmed;
 - identifying research needs;
 - evaluating the inventory against research needs;
 - identifying gaps in the inventory of research and setting priorities for further research;
 - providing a forum for coordination of relevant research efforts by the Contracting Parties of NASCO;
 - developing administrative mechanisms to accept financial contributions to an International Atlantic Salmon Research Fund;
 - soliciting and accepting financial contributions and managing the Fund;
 - establishing terms and conditions for soliciting, evaluating, approving and funding relevant research projects;
 - funding approved projects and reviewing results in relation to the objectives of the Programme;
 - endorsing projects that are consistent with the objectives of the Programme.
3. The Board will comprise one Member from each Party assisted, as appropriate, by one or more advisers. The costs associated with representation on the Board will be borne by the Parties. In exceptional circumstances the Board may, by consensus, deviate from this rule concerning membership and costs.
4. The Board may establish criteria for appointment of, and may appoint, Patrons to the International Atlantic Salmon Research Fund.
5. The Board will work by consensus but in the event that agreement cannot be reached the matter concerned shall be referred to the Council of NASCO for resolution.
6. The Board will meet on an annual basis or at more frequent intervals if it, or the Council of NASCO, so decides.

7. Between meetings the Board may conduct its work and take decisions by correspondence, conference calls, and electronic means.

8. The Board will appoint a Chair by consensus, who will serve for a term of two years and who may be eligible for re-election for a further term of two years. A Party providing the Chair will also be entitled to provide a Member of the Board and one or more advisers.

NGO INVOLVEMENT

9. The Board will invite the Chair of NASCO's accredited NGOs, or his / her nominee from within the accredited NGOs, to participate in the meetings of the Board so as to provide the NGO viewpoint on all issues under discussion. The Chair of the Board may recognise requests for the floor by the NGO representative on any agenda item under discussion. The NGO representative will be included in all correspondence to the Board.

SCIENTIFIC ADVISORY GROUP

10. As needed, the Board may establish Terms of Reference for a Scientific Advisory Group (SAG). The Terms of Reference would outline tasks, timelines, and meeting procedures. The SAG is composed of one Member from each Party. The costs associated with representation on the SAG will be borne by the Parties.

11. The SAG will appoint a Chair by consensus, who will serve for a term of two years and who may be eligible for re-election for a further term of two years. A Party providing the Chair of the SAG will also be entitled to provide a Member of the SAG.

12. The Board will invite the Chair of NASCO's accredited NGOs, or his / her nominee from within the accredited NGOs, to participate in SAG meetings so as to provide the NGO viewpoint on the issues under discussion. The NGO representative will be included in all correspondence to the SAG.

OTHER FUNCTIONS

13. The Board may establish Working Groups in order to progress specific areas of its work.

14. The Secretariat will provide a Rapporteur and reports of the Board's meetings will be presented to the Council in a timely manner.

15. To maintain an inventory of the current Members, the Secretary will request confirmation of the Board Member and SAG Member from each Party every two years. The Secretary will also request confirmation of the NGO Representative from the NGO co-chairs every two years.

16. The Board may seek advice from NASCO's Standing Scientific Committee.

17. The Board may make arrangements for external scientific evaluation of research projects funded by the Board or any research projects considered for funding under the International Atlantic Salmon Research Programme.

18. These Rules of Procedure may be subject to review by the Council of NASCO at any time.