



30 septembre 2019

CIRCULAIRE CTOI 2019-38

Madame, Monsieur

RÉSULTATS DU VOTE SUR LE CHOIX DU PRÉSIDENT DU COMITÉ TECHNIQUE SUR LES CRITÈRES D'ALLOCATION DE LA CTOI

Durant sa vingt-troisième session, la Commission a approuvé un processus de sélection d'un nouveau président indépendant pour le Comité technique sur les critères d'allocation (Circulaire de la CTOI 2019-31). L'étape 4 de ce processus exige que le Secrétariat informe tous les membres du candidat retenu au plus tard le 30 septembre 2019.

Les quatre candidats ont été classés de 1 à 4 (1 étant le candidat préféré) et les votes ont été comptés par le président de la CTOI et moi-même.

Mme Nadia Bouffard est la candidate retenue et son CV figure en annexe 1.

Le Secrétariat va maintenant procéder au recrutement.

Cordialement,

Christopher O'Brien

Secrétaire exécutif

Pièces jointes :

- Annexe 1. CV de la candidate retenue pour le poste de président du CTCA.

Distribution

IOTC Contracting Parties: Australia, Bangladesh, China, Comoros, Eritrea, European Union, France (Territories), Guinea, India, Indonesia, Iran (Islamic Rep of), Japan, Kenya, Rep. of Korea, Madagascar, Malaysia, Maldives, Mauritius, Mozambique, Oman, Pakistan, Philippines, Seychelles, Sierra Leone, Somalia, South Africa, Sri Lanka, Sudan, United Rep. of Tanzania, Thailand, United Kingdom (OT), Yemen. **Cooperating Non-Contracting Parties:** Liberia, Senegal. **Intergovernmental Organisations, Non-Governmental Organisations.** Chairperson IOTC. **Copy to:** FAO Headquarters, FAO Representatives to CPCs.

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ANNEXE 1

CV de la candidate retenue pour le poste de président du CTCA

NADIA BOUFFARD

4 Des Rapides Street
Gatineau, Quebec, J8T 5K1
Email: NadiaBouffard55@gmail.com

EXECUTIVE PROFILE:

Key strengths and skills highlighted in a 360 assessment

- An “experienced and highly committed corporate leader who thinks and acts strategically and is driven by engaging and inspiring high performance teams to deliver mission-critical results”
- Calm, confident and “clear in the face of ambiguity, complexity” and competing priorities; “able to quickly identify the relevant issues, emerging trends and themes” and, applies “strong analytical abilities and critical thinking” to leverage resources and to strengthen positioning, processes and results
- Engages “strong lateral thinking in the identification of risks and to leverage opportunities of a horizontal or corporate nature”; collaborates with colleagues on this basis
- Seen as “an innovative thinker, who is both courageous and bold in challenging the status quo and stretching performance into new areas”; seen as “a great champion to align and guide teams in new directions”. Embraces and leads change as a means to ensure continuous improvement in self, others the organization, and in the broader environment/community; “brings thought provoking ideas”
- Sets an example of “resilience, mental agility, innovation and hard work in ensuring her teams deliver consistently on commitments”. An active and engaged coach; “organized, well-prepared and thorough in managing and leading within her own portfolio”, to ensure her team delivers reliably
- A “direct, clear and credible communicator who inspires both trust and confidence” when engaging others; seen as an incisive and highly effective negotiator
- “Understands and appreciates the value inherent in having strong relationships and networks”; recognized as highly effective in building “mutually beneficial relationships with both traditional and non-traditional partners and stakeholders”
- “Highly committed and accountable”; focused on organizational stewardship; “decides, leads and acts with transparency and on the basis of her strong sense of values and ethics”

EDUCATION

University

Post Graduate - Ecole du Barreau du Québec	1987
Bachelor Degree - University of Ottawa, Law	1986

College

CEGEP de l'Outaouais- Administration and Accounting	1983
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PROFESSIONAL DEVELOPMENT

- HEC (Université des Hautes Études Commerciales), Managing human resources and issues during major transformational change, 2010

- Public Service School of Canada Living Leadership Program, 2006-07
- Training in Developing States through foreign aid programs (Vietnam), 2006
- Harvard University - Fisher & Urie course on Negotiations, Arbitration, Mediation and Alternative Dispute Mechanism, 1998
- Writing, peer review work and public speaking linked to international and domestic fisheries and oceans policy, ongoing
- Department of Justice courses ongoing: Administrative law, Public International Law, Aboriginal Law and Criminal Law.

PROFESSIONAL EXPERIENCE

Leader with 30 years of transformational experience in international and Canadian domestic fisheries and oceans governance and management, including extensive experience in leading and chairing multidisciplinary processes domestically, internationally, including in RFMOs. Significant experience in fisheries policy development and fisheries operations, including leading the development of policies and regulations for access, allocation, use of precaution and ecosystem approach in managing international, regional and domestic fisheries.

Consultant: 2019 - Current

Fisheries and Oceans Management

- Chair of Preparatory Conference for the Central Arctic Oceans Fisheries Agreement

DEPARTMENT OF FISHERIES AND OCEANS, CANADA, Chief Negotiator, International Oceans, 2018-2019

- Led international negotiations in oceans management for the Government of Canada, including the negotiation of the Central Arctic Oceans Fisheries Agreement; the trilateral talks between Canada and Greenland and Denmark to create an Inuit-led management authority for the transboundary North water polynya in Davis Strait; and talks to strengthen the conservation and sustainable management of the Sargasso Sea in the Atlantic Ocean.

Director General, External Relations, Strategic Policy Sector, 2015-2018

- Led a group of 40 people, through 3 Directors, in the coordination and provision of strategic advice on federal-provincial and territorial relations on fisheries and oceans files, including the management of 2 Ministerial and Deputy Ministerial federal-provincial-territorial committees
- Led the development of the department's input into and participation in fisheries and oceans components of trade negotiations and provided strategic advice on fisheries trade issues and seafood market access related issues, which have yielded benefits for the fishing industry through tariff reductions and improved market access for the fisheries sector.
- Led the development of the Department's positions and participation in global international fisheries and oceans fora, such as the United Nations General Assembly, its working committees, the BBNJ Treaty negotiations; the UN Food and Agriculture Committee and Sub committees; the OECD, the Arctic Council and Arctic Circle Marine Working Group, advancing and defending Canadian fisheries and oceans interests.
- Led Canada's delegation in the development and conclusion of the Central Arctic Oceans Fisheries Agreement
- Led Canada's Oceans agenda for Canada's chair of the G7 meeting in 2018, including in support of the Leaders meeting and Ministerial meeting, and chairing the DG level G7 oceans committee.
- Chaired the permanent Government of Canada-Fish and Seafood Industry Sector Value Chain Roundtable
- Led and chaired the Department's International Travel Committee, providing strategic advice on appropriate Canadian participation in international meetings and conferences, and yielding efficiencies and savings for the Department.

- Led the planning, coordination and execution of domestic and international ministerial travel and visits for the Department.

Acting Deputy Commissioner Operations, Canadian Coast Guard, 2014-2015

- Led the operations of the Canadian Coast Guard, an organisation of more than 5000 employees, including national search and rescue, environmental response, ice breaking and community resupply operations in Canada; budget management; human resources; and health and safety. Chaired many governmental committees.

Acting Senior Assistant Deputy Minister, Strategic Policy Sector, 2013-2014

- Led the Strategic Policy Sector on an interim basis, including providing leadership to 4 Directors General responsible for managing the executive services for the Department; Parliamentary Affairs, including the Department's participation in parliamentary committees; provision of National economic and statistical analysis and strategic advice for decision-making; and providing strategic advice on Cabinet business, and coordinating and planning the Department's participation in key Departmental priority files, including input into the budget cycle and setting Departmental priorities, and reporting on them to the center and to Parliament.
- Led the Strategic Policy Sector through the first 2 and a half months of transition after the Departmental reorganization and target review cuts implementation.

Director General, Fisheries and Aboriginal Policy, 2007-2013

- Led the development and implementation planning, including project management, of a key Departmental proposal in strategic operating review transforming the strategic policy framework for managing fisheries in Canada with important associated cost savings and transformational and organizational changes to the Department.
- **Led policy and program renewal for the management of fisheries to achieve sustainability and economic prosperity in Canadian fisheries.**
- **This included the reform of fisheries management decision-making through policy frameworks for achieving allocation stabilization, including allocation policy and criteria, a new fish allocation stabilization policy for Canada's East Coast, and a new allocation framework for Pacific halibut fisheries.**
- This also included the development of policies and programs for achieving sustainable fisheries, restructuring and rationalizing fishing fleets and enabling economic prosperity through streamlining licensing policies and other fisheries management rules and changing rules to enable access to capital by the fishing sector. The work also included outreach in response to growing market pressures for evidence of sustainability including eco-labeling, evidence of legality of seafood sourcing and traceability in the fisheries sector which helped improve market access and the image of the Canadian fishing industry.
- Also led the renewal of indigenous fisheries policy and strategy, and the negotiations and implementation of frameworks for fisheries chapters of treaties with Canada's Indigenous Peoples. This included renewal of DFO's approach and frameworks for managing indigenous fishing rights recognized by section 35 of the Canadian Constitution both within treaties and outside of treaties through the renewal of DFO indigenous programs and strategies.
- **It also included the development of strategies and frameworks and mandates for, and participation in, the negotiation of fisheries access rights, allocation policies involving indigenous and non-indigenous participants, and other fisheries management provisions of indigenous land claim agreements and treaty-like agreements.** This included leading the development of mandates and strategy to negotiate the implementation of the Marshall rights of Atlantic Canada's Mi'kmaq and Maliseet First Nations; and the development of a renewed mandate for treaty negotiations in respect of fisheries for all of British Columbia's First Nations.
- Led policy renewal for the management of fisheries to achieve sustainability and economic prosperity in Canadian fisheries. This included the reform of fisheries management decision-making through the development of policies and frameworks for implementing an ecosystem-based approach to achieve sustainable fisheries, and policy reform to enable restructuring and rationalization of fishing fleets, including

enabling improved access to capital by the fishing sector and engaging with Canadian Financial Institutions and the legal community, as well as the fishing sector. The work also included leading the development of a \$50 million two prong program for assisting the Canadian lobster industry across 5 provinces and 4 DFO regions.

Director, Special Projects, 2005-2007

- Led the reform and provision of national guidance in implementing the Atlantic Fishing Licensing Policy, fleshed out a national approach for implementing an ecosystems approach to Canadian fisheries management, and developed an Oceans to Plate approach in the management of Canadian fisheries.
- Created the foundation for new Directorate for the reform of national fisheries policies.

Various positions at the Director level in International Affairs Directorate, 1998- 2005

- **Led the development and the implementation of Canada's new strategic direction to address global overfishing and reform international fisheries and oceans governance, in particular within Regional Fisheries Management Organisations (RFMOs)** - an interdepartmental initiative in partnership with the Departments of Foreign Affairs, Justice and National Defense. This strategy was included in Canada's new Foreign Policy. The work focused on two key Prime Ministerial and Ministerial priorities: the reform of international fisheries and oceans governance, and the reform of NAFO and other Regional Fisheries Management Organizations. The 3-prong strategy included: enhanced high seas fisheries enforcement, enhanced bilateral relations and creating conditions to change the governance of high seas fisheries, including science based decisions; **open and transparent decision making based on allocation criteria, precaution and ecosystems considerations; strong monitoring, control, surveillance and enforcement regime.**
- To launch the governance change agenda, we developed a strategy for governance changes within the regional bodies that manage high seas fisheries, an advocacy campaign, and organized an international conference in May 2005, where more than 45 countries, 22 fisheries ministers, 12 international organizations and the Prime Minister of Canada attended. The Conference delivered a successful Ministerial Declaration, which launched the process for fisheries governance reform of NAFO and other RFMOs. This formed the basis of the new NAFO Treaty, as well as Canada's approach to negotiating treaties for new RFMOs.
- **Chaired, led Canadian delegations to, and represented Canada in various international committees and meetings (NAFO, ICCAT, WCPFC, Pacific Halibut Commission, FAO, UN)** and contributed to international and national initiatives on international fisheries governance and law of the sea, including through public speaking, participating in roundtable discussions and experts workshops; providing policy and strategic advice to senior management and the Minister on international fisheries issues and international law of the sea, and represent the Division and Department in intra and interdepartmental meetings, provincial and national meetings, before parliamentary committees and participating, leading and chairing international meetings.
- Established processes for and led extensive consultations with stakeholders, including other federal departments, provincial and territorial governments, fishing and processing industry, NGOs, indigenous peoples, representatives of affected communities as well as representatives of other States' Governments and international organizations; and lead bilateral international relations and negotiations, including bilateral relations with the European Union, the U.S., Russia, Japan, Norway, Iceland, Greenland and the Faroe Islands, and France on behalf of Saint-Pierre et Miquelon. **Led bilateral talks with Greenland, France and the US on transboundary fish stocks, including allocations.**
- Led the work and team for Canada's ratification of the UN Fish Agreement (UNFA), including drafting memoranda to Cabinet, draft legislation and regulations, and appearing before parliamentary committees. Work also included the development of a strategy for pursuing ratification of the treaty by other nations and full and effective implementation.

DEPARTMENT OF JUSTICE, Legal Counsel, Fisheries and Oceans Canada, 1992-1998

- Provided legal services and advice on domestic fisheries issues and federal law including assisting in civil litigation cases and prosecutions; and on international law and domestic implementation of international

fisheries agreements and treaties and on foreign fishing issues, including enforcement and prosecution issues relating to foreign fishing activities inside and outside Canadian waters.

NATIONAL ENERGY BOARD OF CANADA, Board Counsel, Law Branch, 1990-1992

- In addition to representing the Board in tribunal hearings relating to the construction of, and rates of return for pipeline companies, responsibilities included the provision of legal services and advice on the integration of the Canada Oil and Gas Land Administration (COGLA) in the NEB as well as the move of the headquarters of the NEB from Ottawa to Calgary. This included developing the necessary policy framework and the legislation and addressing administrative, human resources and labour relations issues.

DEPARTMENT OF JUSTICE, Legal Counsel, Energy Mines and Resources, 1988-1990

- Provided legal advice and services on environmental issues, oil and gas policies and legislation, including the development of training courses for the client, drafting of research and development contribution agreements under the energy saving program and the setting up of a secretariat to administer the Pipeline Arbitration Panel that addresses disputes over compensation for expropriated land.

PRIVATE SECTOR, Law Firms : Bélanger, Vianna, Saucier Avocats; and Beaudry, Bertrand Avocats, 1985-1988

Researcher, Articling and Private practice in Quebec in all areas of the law, in particular commercial, municipal, labour and family law before Quebec courts, the Income Tax Court and the Federal Court of Canada.

PERSONAL INTERESTS

- Sailing, skiing, gardening, music, cooking, reading and volunteer work with Scouts Canada