



Canadian Coast Guard Auxiliary Governance Review

Final Report

Prepared by the Institute On Governance
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CCGA Governance Review

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Introduction

Background

The Canadian Coast Guard Auxiliary (CCGA) is a non-profit organisation and a registered charity made up of volunteer resources throughout Canada. The CCGA has been in existence since 1978 and provides assistance to the Coast Guard and the National Defence with search and rescue and safe boating programs. The Auxiliary is federally incorporated into five regional associations: Newfoundland & Labrador; Maritimes; Quebec; Central & Arctic; and Pacific. In addition, the National organization, which is also federally incorporated, is responsible for directing the activities of the Canadian Coast Guard Auxiliaries. The presidents of each of the five regional associations are members of the CCGA National Council. The CCGA works closely with the Canadian Coast Guard (delivering about 25% of Coast Guard Maritimes SAR response programs in some regions), and receives substantial funding from the federal government.

The CCGA has a strong and unique relationship with the Canadian Coast Guard. It is an excellent example of how government and the voluntary sector can work together for effective delivery of services to Canadians.

Project Objectives

The primary objective of the research and governance review is to help improve the ability of each CCGA organization to work more effectively with each other and with the Canadian Coast Guard, with the ultimate goal of maintaining and improving the delivery of services to Canadians. The second objective is to provide the CCGA, the Institute, the federal government, and the broader Canadian public, with a better understanding of the best practices and lessons learned in the governance of voluntary sector organizations and in forging effective government-voluntary sector partnerships for public program service delivery.

To meet the primary objective, the Institute undertook an examination of CCGA governance policies and practices, and of the CCGA relationship with the Coast Guard. The first part of the governance review consisted of a review of key CCGA governance documents, including Auxiliary bylaws and policies, a series of over 30 one-on-one interviews with key Coast Guard Auxiliary and Coast Guard representatives at the national and regional levels, and two one-day meetings (one with Auxiliary representatives and one with Coast Guard representatives) to review the initial results. The interviews took place in late January and February 2006, and the review meetings took place in March 2006.

The second part of the governance review included a 1.5 day workshop with Coast Guard Auxiliary and Coast Guard representatives in early April 2006 to explore and discuss options for

improving the governance of the CCGA and the partnership between the CCGA and the CG, and to build consensus for implementation.

The results of the governance review of the CCGA are presented in this report, which is for the use of the CCGA and the CCG only. Where appropriate, the IOG has amplified some points to add clarity or capture the spirit of what we believe was intended by participants.

Work on a second document, an IOG public report on broader lessons learned and best practices in voluntary sector-government partnerships, is currently underway.

Organization of the Report

This report is organized into 3 parts. Part I summarizes the common themes and results of the document review, interviews and review meetings. Part II outlines the results of the April workshop; both the areas of consensus and outstanding issues to be resolved. Finally, Part III provides recommendations for moving the governance process forward.

Part I – Results of Document Review, Interviews and Review Meetings

In the initial phase of the governance review of the CCGA, the IOG found that there are several commonly identified strengths to the organization, including the value of the service it provides and the strong and committed relationship between the Auxiliary and the Coast Guard. A number of governance challenges were also identified by interviewees, including those related to the roles and responsibilities of the National Council and National Office, membership and recruitment, identity, finances, fundraising and the partnership with the Coast Guard. The elements of the identified strengths and challenges of the CCGA are summarized below.

Strengths

Interviewees highlighted a number of strengths of the CCGA, including the great value of service to Canadians in terms of lives saved. All interviewees agreed that the primary purpose of the CCGA is the provision of SAR. The strength of the volunteer commitment in the direct provision of Search and Rescue service is clear - the Auxiliary has 4704 members and 1339 vessels (2005 numbers), and the auxiliaries respond to 20-25% of all Maritime incidents in Canada (almost 40% in some regions).

Interviewees also stressed the strong and committed relationship between the Auxiliary and the Coast Guard, and the general goodwill that exists among the regions. This goodwill is demonstrated in many ways, including participation in ISAR competitions, attendance at each other's AGMs, and the acceptance and accommodation of regional differences.

These strengths form a solid base for addressing the challenges that the CCGA currently faces.

Challenges

Membership & Recruitment

Interviewees indicated that the CCGA is facing a number of challenges in terms of recruitment of volunteers. Current challenges include recruiting SAR providers in the North and in Labrador, and the recruitment of SAR prevention volunteers more broadly.

Interviewees also identified challenges related to the recruitment of Board members, both at the national and regional levels, particularly in terms of recruiting board members with the appropriate skills sets. While these challenges are not unusual, particularly given the operational focus of some of the regional boards, it does speak to the need to identify needed skills and capacities, and to recruit appropriately.

Finally, in terms of the members themselves, interviewees indicated that outside of the regional boards there appeared to be a weak sense of belonging to a national organization. This challenge was amplified by the few opportunities for cross-region and/or national level engagement by members.

Finances

Interviewees highlighted the need to consider and accommodate regional differences when negotiating funding arrangements with CG. Some of the variables that might influence funding arrangements include different regional demands for SAR, the use of owner-operated and/or community operated boats, different volunteer bases and resulting differences in training requirements, and geography.

That said, most interviewees indicated that inconsistency in business plans, budgeting and reporting was a significant challenge for the CCGA and for its relationship to the Coast Guard, both in making the case for additional funding and in effectively accounting for resources. This particular concern has taken on greater importance for both the CCGA and CG, as accountability concerns take the forefront in the eyes of governments and Canadians more broadly.

Finally, most interviewees indicated that regional differences in fundraising (both related to volunteer interest and capacity and to differing local economies), and differing perceptions of the role of the national office in fundraising efforts, were key concerns that needed to be resolved by the CCGA.

Identity

Interviewees suggested that among the general public and the broader CCGA membership, there is very limited understanding that the CCGA is an independent NGO, working in partnership with Coast Guard. Interviewees also reported that the broader CCGA membership (beyond the senior management) had little concept of belonging to a national organization; their primary identity resting with the regional auxiliaries. This lack of a common national identity has led to a number of broader organizational challenges, including inconsistency in communications, colours (of boats) and uniforms (important for both SAR and SAR prevention activities). Lack

of a distinct CCGA identity (separate from CCG) among the broader public may also hamper fundraising efforts and could potentially have security implications for CCGA volunteers in this new age of geo-politics and terrorism.

National Council and Office

Interviewees identified a range of challenges related to the National Council and the National Office.

First, the National Council does not consistently fulfil its roles as a Board. Few decisions are taken by the Council, and those that are taken are not consistently implemented (e.g. uniforms). There are no incentives or sanctions to encourage compliance with decisions of the National Council, and no conflict resolution processes to address unresolved issues.

Additional challenges include the lack of a strategic approach by the current Board, and the inability of the National Chair/CEO to vote (except in the case of a tie), which limits the 'national' voice in decision-making. Interviewees also noted difficulties with international representation. While most interviewees agreed that international representation was the responsibility of the CEO or his designate, concern was expressed about the limited reporting back that takes place and the need for greater accountability for funds spent on international representation. A large number of interviewees stressed the challenge of competing accountabilities within the broader CCGA, with each regional CCGA accountable to its own Board and to the National Council. This problem is compounded by bylaws at both the national and regional levels that do not reflect the roles, responsibilities and accountabilities of the national and regional CCGAs.

Finally, most interviewees identified the need for more clearly defined roles and responsibilities for the national office, and in particular the need for better communications and coordination mechanisms. A number of interviewees highlighted challenges related to terminology used by the CCGA, including the title of CEO (normally applied to a staff position) being applied to the position of National Chair, and the use of the term National Council, when the responsibilities of the Council clearly indicated that it is a Board. A number of interviewees also indicated the need for better recognition of regional contributions to the CCGA more broadly.

The Partnership between the CCGA and the CCG

Both CCGA and CCG interviewees identified a range of difficulties in the current partnership between the CCGA and the CCG, including little and inconsistent direction from CCG and lines of communication and decision-making that are not always clear and not always followed. The level of engagement by Coast Guard in the day-to-day affairs of regional CCGAs varies widely, as does the in kind support for CCGAs. Finally, many interviewees stressed the need to address accountability concerns, particularly related to more consistent and timely CCGA planning, budgeting and reporting. As mentioned earlier, this particular issue has taken on greater importance since the federal government began putting more emphasis on accountability.

Other

Many interviewees also expressed concern that inadequate communication and engagement between regional business managers limits the sharing of knowledge and best practices and the building of capacity across the CCGA. The level of engagement of the regions (both CCGA and CCG) in the contribution agreement process, including planning, decision-making and implementation, was another area of concern for many respondents. Finally, some expressed concern regarding Transport Canada and SAR prevention funding, and the limits currently placed on its use with regard to SAR prevention activities for commercial fishermen.

Part II – Results of April Workshop

The April workshop, which brought together approximately 26 representatives from the Auxiliary and Coast Guard, focused on building consensus around: (1) the roles and responsibilities of the National Council and National Office; (2) the capacities required of both the Council and the Office; and (3) what a good partnership between the Auxiliary and the Coast Guard looks like in practice.

Roles of the National Council/Board and National Office

Tim Plumtre provided workshop participants with a short presentation on best practices in board governance. In sum, these best practices include:

- (1) focusing on the organization's purpose and on outcomes for citizens and service users;
- (2) performing well in clearly defined roles;
- (3) promoting sound values;
- (4) being rigorous and transparent in managing risks and taking decisions;
- (5) developing board capacity; and,
- (6) engaging stakeholders and making accountability real.

The consequences of good governance include trust and credibility, legitimacy, results that matter, an ability to weather crises and financial stability.

Following this presentation, Tim asked participants to work in small groups and reflect on what the roles of the national board and the national office should be. Below are the results of the group work and plenary.

Roles of the National Board – Points of Consensus

- National representation, voice and promotion
- Establish, uphold and communicate national, common policies
- Strategic direction and risk management
- Ensure effective communication (internal and external)
- Ensure/maintain financial and organizational health for the Auxiliary as a whole
- Provide a framework for training standards, performance measurement and reporting
- Oversee and monitor the deliverables and outcomes from national level activities
- Act as a forum for the regions for sharing of ideas (embrace differences in an open process and collegial cooperation)
- Focus on consensus building

- Ensure that regional needs are considered in national level negotiations
- Develop and manage relationships with national organizations
- Be accountable to their members, funders and other stakeholders
- Identify desired values and promote them

The above indicates that overall there was strong agreement among participants on the fact that there is, indeed, a need for a national presence for the CCGA, and consensus regarding the basic role of the National Board.

There were three residual questions identified by participants that may require further discussion. These questions were of some importance, but they did not appear to be fundamental to the role of the office.

First, participants thought that the role of the National Board in lobbying for the organization needed to be explored further. Second, clarification may be required on the degree to which CCGA National is responsible for taking regional needs into account when engaging in national level negotiations. Finally, when the CCGA National commits to representing its members and taking account of their best interests, clarification is required as to who the “members” are in this case (the 5 Presidents or the broader membership of the 5 regional auxiliaries).

Roles of National Office – Points of Consensus

Similarly, participants reached clear agreement on the main elements of the role of the National Office. These roles are:

- Support the national board of directors, including communications, briefing notes etc.
- Implement the directions of the national council
- Coordinate the business plans for the Auxiliary as a whole
- Coordinate the development of national standards
- Support the regions in fundraising, business plans, training
- Coordinate communications
- Ensure projects are on track (monitoring function) on behalf of the Board
- Liaison with regional business managers
- Coordination role for exchange of best practices

While strong consensus was found on the main functions of the National Office, there were two outstanding issues that may require further attention. First, there was some question as to whether there is a need for an annual report from the Board to the membership, and (as above) who the membership is in this case. Second, a more significant question was raised regarding national roles and responsibilities related to fundraising. In particular, there was a question as to whether the National Office should raise funds on behalf of the national group and/or support the regions (where possible) in their fundraising efforts. (This issue is discussed further below).

Capacities of the National Board and the National Office

After defining the roles of the National Board and National Office, workshop participants were asked to reflect on the skills and capacities that the Board and Office needed in order to do their jobs well.

Capacities required for National Board – Points of Consensus

- Commitment, loyalty of members
- Incentives to perform
- Be transparent in its work
- Train new Board members
- Skills and Knowledge:
 - Planning
 - Communication
 - Strategic thinking
 - Marine rescue
 - Ability to work well as a group collegially
- Capacity to add specialist skills to board, as needed (eg. law, finances)
- Capacity to access other expertise (through contracts with service providers and/or volunteer contributions)
- Authority to spend money, within defined limits
- Authority to speak on behalf of the CCGA
- Lead by example
- Succession planning for Directors
- Safeguard the health of the organization
- Review regional business plans before submission to Coast Guard
- Capacity to ensure compatibility of regional and national bylaws

While not a “capacity”, participants also indicated the need for the Chair of the National Board to have a term of office (a best practice in Board governance).

Finally, while strong agreement was reached on most of the required capacities of the National Board (as listed above), there were three outstanding issues that do need to be addressed in order for the Board to function effectively. Unlike the unresolved questions related to the role of the National Board outlined above, many of which were relatively minor, these were questions of significance with respect to the ability of the Board to discharge the functions that the group was proposing to assign to it.

1. The CCGA National Board needs to consider the use of sanctions for non-compliance with National decisions, and the process and criteria for taking decisions regarding sanctions. Without the ability to enforce decisions taken at the National level in areas where it has responsibility (or jurisdiction), the National Board would have no means to ensure consistency in implementation.
2. The suggestion was made by one small group to give jurisdiction over the allocation of funds to the National Board, who would then allocate funds to the region. Such an approach would

give the National Auxiliary greater capacity to ensure its decisions are implemented (either through the ability to withhold funds for non-compliance, or perhaps the ability to provide funding to encourage certain actions to be taken). Such a capacity might also give the CCGA as a whole more “bargaining power” and control over its resources.

Both the ability to make possible the use of sanctions and the capacity to influence funding represent major departures from current practices in CCGA. Because of the significance of these proposed changes, participants felt that they required further thought and discussion.

3. Finally, participants stated that the question of who has the authority to take which decisions (both in CCGA and CG), needs to be clarified.

Capacities required for the National Office – Points of Consensus

Finally, participants were asked to reflect on the capacities required for the national office in order for it to fulfil its role. Participants found consensus on the following required capacities:

- Skills
 - Relationship building
 - Coordination
 - Language - Bilingual
 - Planning
 - Marketing
 - Policy development
 - Interpersonal
 - Communication - Writing, Oral, Electronic
 - Negotiation
 - Project management
 - Ability to access expertise
 - Good channels of communication
 - Administration of funds, office and HR
 - Fundraising
 - Marine activities knowledge
- Staff:
 - Flexibility (hours, mobility) of staff
 - Ability to work without close supervision
- Authority to spend within limits
- Ability to provide timely and accurate advice to the Board

The Partnership between the CCGA and the CG

Laura Edgar provided participants with a brief summary of the principles of good governance and their application to partnership arrangements. The principles are: (1) legitimacy and voice; (2) direction and strategic vision; (3) performance; (4) accountability; and (5) fairness.

Participants were then asked to reflect in small groups on the key elements of an effective partnership and what these elements might look like in practice, and to develop a list of actions for building a better partnership between the Auxiliary and the Coast Guard.

Participants reached consensus on the following elements and good practices of an effective partnership:

Key Elements of an Effective Partnership

- Common purpose, vision and goals
- Transparency
- Honesty
- Trust
- Loyalty
- Well defined and understood roles and responsibilities
- Openness
- Understanding of your partner
- Equality in voices
- Sufficient resources
- Effective communication
- Accountability
- An interest in cooperation
- Mutual benefit
- Mutual respect

Good Practices

- Written and agreed to mission and vision, with connections to the activities of the partners
- Open and consistent communication, including sharing of information
- Clear and consistently used lines of communication
- Buy-in and respect for partnership-specific processes (decision-making, communication, administration etc.)
- Do what you say you're going to do (links to the values of the organization)
- Respect each other's decisions
- Have in place effective conflict resolution processes
- Recognize the value and contribution of your partner (particularly at the upper management levels of each organization)
- Notify partner of decisions in a timely manner
- Respect and accommodation of the volunteer
- Frequent communication
- Consultation on joint issues in a timely manner
- Consistency in ways of doing business
- Come prepared to meetings
- Adaptability, responsiveness

Action Items

After reflecting on the elements and good practices of partnerships, participants recommended a number of action items to implement these elements and good practices within the CCGA-CCG context. These action items are:

1. Frequent communication and sharing of information
2. Informal communications as a means to build understanding
3. Coast Guard to articulate roles and responsibilities of Coast Guard staff
4. Practice frankness, openness and honesty
5. Develop a planning calendar (who, when and what) – to be developed jointly – Coast Guard to initiate
6. Respect each organization’s authorities, processes etc.
7. Strive for stability in Coast Guard personnel and advise Auxiliary of staffing changes
8. Provide positive feedback for each other’s achievements

Part III – Recommendations and Next Steps

Based on the results of Parts I and II of this report, we provide the following recommendations to help focus decision-making in the wake of the Montreal workshop. These are grouped into three categories: (1) recommendations regarding governance issues within the CCGA; (2) recommendations regarding outstanding partnership issues; and (3) recommendations intended to help advance the process of implementation. (This latter group of recommendations has been formulated by the IOG with some input from CCG, following the Montreal workshop.)

We believe these recommendations are consistent with the spirit and intent of the participants in the Montreal workshop. However in some instances we have added supplementary information or complementary suggestions based on our own experience in the areas of board governance and voluntary sector-government partnerships.

We advance these recommendations for consideration by the CCGA on the one hand and the CCG on the other. Some recommendations have implications for both parties.

1. Recommendations to Address Governance Challenges within the CCGA

1 Terminology

- 1.1 That the “National Council” be re-named “National Board”
- 1.2 That the current position of “CEO” of the National Board be re-named to “Chair”

2 National Board

- 2.1 Decision-making:
 - 2.1.1 That decision-making be by consensus, where possible
 - 2.1.2 That the Chair of National be accorded a vote (not just in the case of a tie)
 - 2.1.3 That in the case of tie, Chair of National be accorded a second vote

- 2.2 That there be a 2-year term of office for the National Chair, renewable for one additional 2-year term upon the approval of the National Board
- 2.3 That a code of conduct be developed, agreed to and implemented by the National Board
- 2.4 Board knowledge and capacities:
 - 2.4.1 Based on the roles and responsibilities and skills and capacities required (as listed earlier in this report and/or identified by the Board), that the Board make use of existing provisions in the National bylaws to bring in additional National Board members to fill any gaps that the Board may identify (as needed – eg. legal, financial capacities)
 - 2.4.2 That an orientation program for new members to the National Board be developed, and delivered (as needed). The orientation should include (at a minimum): a brief history of the organization; mission and mandate; upcoming issues facing the Board; bylaws and other governance documents; key decisions taken; roles and responsibilities of the National Board, including fiduciary responsibilities of the National; and, relations with the Regional Auxiliaries.
- 2.5 That the National Chair, or his/her designate, be the spokesperson for the CCGA at all national and international forums, and that the National Chair, or his/her designate, brief the National Board prior to any such forums, and provide a written report on results post-forum.
- 2.6 That a communications policy for communications between the National (both Board and Office) and Regional Auxiliaries be developed and adhered to.
- 2.7 That the National Board consider having regional Business Managers and the senior staff person of the National Office (Executive Director, as proposed below) attend relevant portions of the National Board meetings as resources (non-voting status).

3 Fundraising

- 3.1 That, upon completion and reflection on the results of the Waterfall Report, that the National Board consider (if required) the following additional steps to address fundraising issues within the CCGA.
 - 3.1.1 That the Board develop and agree on Terms of Reference for a task force on fundraising.
 - 3.1.2 That the role of the task force would be to review, clarify and define roles and roles and responsibilities with regard to fundraising.
 - 3.1.3 That the task force report back to the Board with its recommendations, for Board approval.
 - 3.1.4 That the task force should take into account the diversity of the regions and the relationship to Coast Guard on fundraising questions
 - 3.1.5 That the task force include at least one member from the National Board, at least two other Auxiliary members who are engaged in fundraising at the regional and/or local level, and one additional non-Auxiliary member who has fundraising experience with other non-profit organizations
 - 3.1.6 That the task force consider and communicate the specific goals and objectives of any fundraising recommendations/activities.

- 3.1.7 That one of the goals of the task force is to ensure a consistent approach to CCGA fundraising.
- 3.2 That the CCGA consider holding a national seminar on fundraising techniques.

4 Identity

4.1 That the National Board develop and agree on Terms of Reference for a task force on CCGA identity.

- 4.1.1 That the task force be tasked with reviewing, clarifying and resolving issues around the identity of the CCGA, including (but not limited to):
 - Building national identity within the broader CCGA membership
 - Communication of non-profit status to the CCGA membership and the public
 - Communication of partnership with CCG to CCGA membership and public
 - Consistency in uniforms and differentiation from CCG
 - Consistency in colour of boats and differentiation from CCG
 - Implications of identity on fundraising efforts (see section 3)
- 4.1.2 That the task force report back to the Board with its recommendations, for Board approval.
- 4.1.3 That one of the goals of the task force is to ensure national consistency of CCGA identity.
- 4.1.4 That the task force include at least one member of the National Board, at least one other Auxiliary member from each region, one representative from the Canadian Coast Guard. It may also be beneficial to include an additional non-Auxiliary member who has fundraising experience with other non-profit organizations, given the potential for identity to have an impact on fundraising.
- 4.1.5 That there be some cross membership between the fundraising task force and identity task force.

5 Bylaws of Regional Auxiliaries

- 5.1 Once any outstanding issues related to the roles and responsibilities of the National Board and National Office have been resolved, that the regional Auxiliaries recommend and seek approval from their members to change their bylaws to better reflect the roles and responsibilities of the National Board and office, and the relationship between the regional and national auxiliaries.
- 5.2 That, if needed, regional bylaws be adjusted to allow for recruitment and membership of fundraising and SAR prevention volunteers

6 Staffing

- 6.1 That the National Office be headed by an Executive Director.
 - 6.1.1 That a subcommittee of the National Board be established to develop and agree on a job description, qualifications and suitable compensation, reflecting the results of previous discussion as set forth in this report

- 6.1.2 That the same committee undertake a staffing process to recruit and select a suitable candidate
- 6.2 That the National Board, in collaboration with the Executive Director, determine what other staffing is necessary for the National Office.
 - 6.2.1 That job descriptions be developed for these roles
 - 6.2.2 That a process be established for determining staffing
- 6.3 That there be greater consistency in job descriptions, roles and responsibilities for the regional Business Managers

7 Other

- 7.1 That the Business Managers meet at least annually to share best practices, discuss emerging issues etc.

2. Recommendations to CCGA and CCG on Building a More Effective Partnership

- 8.1 That the CCGA and CCG agree on a set of principles that will guide their partnership relationship. Substantial work towards these principles has been set forth in this document.
- 8.2 That a common vision be developed by the CCGA and CCG regarding the shared purpose of this partnership.
- 8.3 That a common calendar of key moments in the year be jointly developed and agreed to by CCGA and CCG, updated on an annual basis.
- 8.4 That the CCG, when developing new contribution agreements with the CCGAs, more clearly define the roles and responsibilities of each of the parties, including performance measurement and planning and reporting requirements, and consider placing region-specific parameters on types and amounts of spending.
- 8.5 That a document be developed that will clarify the points of contact at CCG for the CCGA at a national and a regional level.
- 8.6 That a four to five year strategic plan be developed and progress on goals and outcomes for this plan be assessed annually. This strategic plan would be updated as required, with a major review occurring every four to five years.
- 8.7 That a strategic meeting of the principals of CCGA and CCG be held annually. This meeting will review what progress was been made in the previous year within the framework of the strategic plan. Likewise it would provide a setting in which to discuss major priorities for the coming year and other issues of importance to either organization.
- 8.8 That CCGA and CCG put in place an effective dispute resolution process.
- 8.9 That Coast Guard address issues related to funding SAR Prevention activities for commercial fishermen with Transport Canada.

3. Next Steps: Recommendations to advance the process of implementation

- 9.1 An Implementation Meeting should be held to set an action plan for moving forward with these governance changes no later than end of July 2006. This meeting should be restricted to principals from the CCGA and the CCG (the 5 CCGA Regional Presidents, the current National Council CEO, the 5 CCG Directors of Maritime Services and the CCG Director of Safety and Environmental Response).

9.2 Prior to that meeting, the IOG should take the recommendations in its report and develop a draft timeline for implementation. This draft timeline would be intended to assist decision-taking. It would propose which decisions need to be taken in the short term so that implementation can begin to proceed, and suggest the order in which other decisions might be taken. It would take into account that the CCGA is a volunteer based organization, and also the budgetary cycle of the federal government.

It has been suggested that the IOG might work with CCGA following the "Implementation Meeting" (see previous recommendation) to help move the process of implementation forward. To support further work by the IOG for the CCGA, the CCG has indicated that it may be prepared to provide some funding to facilitate the IOG's involvement, subject to CCGA agreement. If further support for IOG involvement is agreeable to the parties a further recommendation is:

9.3 Prior to the Implementation Meeting, the IOG will also develop a list of areas where it could support the process of implementation, working as in the past under a contract with the CCGA, and in concert with both parties.