International Ocean Institute

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Prof. Elisabeth Mann Borgese
International Ocean Institute
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

26 April, 1995

Subject: Fifth Meeting of Representatives of the Operational
Centres of the International Ocean Institute at the
University of Malta on 25 and 27 May, 1995

Dear Elisabeth,

I am enclosing herewith the agenda notes for the meeting of
Representatives of the Operational Centres of IOI to be held from
25 to 27 May, 1995. The agenda for the Courses Development
Committee will be sent later.

The Project Performance Evaluation Report (PPER) has already been
sent to you. Please bring the agenda papers and the PPER with
you.

Looking forward to seeing you.

With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Enc.

Fifth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
on
25 to 27 May, 1995
at
University of Malta, Malta

FIFTH MEETING OF THE REPRESENTATIVES
OF THE OPERATIONAL CENTRES OF
THE INTERNATIONAL OCEAN INSTITUTE

AGENDA   **Page(s)**

Adoption of Agenda

The agenda reproduced below may be adopted by the Meeting of Representatives with such amendments as may be considered necessary.

Item 1   –   Adoption of Agenda

Item 2   –   Tripartite review of the UNDP
Project GLO/91/G3 by IOI /
UNDP(OPS) / UNDP(STAPS)

Item 3   –   TRAIN-SEA-COAST - Progress Report

Item 4   –   World Commission for the Oceans

Item 5   –   Suggestions for funding from second
tranche of GEF including proposals
for research

Item 6   –   Proposed management structure of IOI

Item 7   –   Suggestions for professional services
to be offered by IOI

Item 8   –   Any other matter.

<u>Tripartite review of the UNDP Project</u>

A Project Performance Evaluation Report for the period 28 January
- 31 March 1995 is attached.

*   Circulated vide letter dated 20 March, 1995. Please bring
the PPER with you to the meeting.

<u>TRAIN-SEA-COAST - Progress Report</u>

In the Fourth Meeting of the Representatives of IOI Centres hald on 3 and 4 December, 1994 it was agreed that:

- TRAIN-SEA-COAST courses, if they were to be regarded as IOI Courses also, would have to conform to the IOI "philosophy" of multidisciplinarity;

- IOI Centres would, if possible send their proposals to Headquarters for advice and consent;

- In the meantime, IOI Centres would send persons to the TRAIN-SEA-COAST workshop to be held at Stony Brook in January, 1995.

The report of the IOI Participants as prepared by Prof. Robin South (IOI-SP) is at Appendix I and a report from Ms. Stella Maris Vallejo is at Appendix II.

After due consideration, decisions need to be taken on the following issues:

(i) identification of the TRAIN-SEA-COAST courses which conform to IOIs "philosophy";

(ii) the fund-raising strategy to be followed by IOI for funding the TRAIn-SEA-COAST programme.

REPORT[1]

TRAIN-SEA-COAST
Course Developers Workshop

The Marine Sciences Research Center
State University of New York
Stony Brook, New York

23rd January - 3rd February, 1995

Prepared on behalf of IOI
by
G. Robin South
Director,IOI-South Pacific
&
Professor of Marine Studies
The University of the South Pacific
Suva, FIJI

The International Ocean Institute was represented at the Workshop by the following Centres:

IOI-South Pacific (G. Robin South, Joeli Veitayaki, Irene Yee-Chief)
IOI-Coast Rica (Angel Francisco Herrera Ulloa, Myrand Roberto)
IOI-India (S.P. Subramanian)
IOI-Senegal (Diafara Toure, Birane Samb, Abdoulaye Sakho).

The Workshop achieved two major functions:

(1) Establishment of the TRAIN-SEA-COAST (TSC) Network, under the direction of Stella Maris Vallejo, UN/DOALOS.

(2) Training of Course Developers with the new TSC Training Development Guide, under the leadership of John Douglas, UN Consultant and Trainer.

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[1] This report was prepared on behalf of the IOI participants at the TSC Course Developer's Workshop; the comments and conclusions are my own and not necessarily those of all of the participants. This was inevitable, since there was no time for us all to get together to discuss the report.

(1)   ESTABLISHMENT OF THE TRAIN-SEA-COAST NETWORK

Background[2]:

The establishment of the TSC Network is the first step in the initiation of the TSC Programme. The Programme is a result of the Consultative Meeting on Training in Integrated Management of Coastal and Marine Areas for Sustainable Development, held in Sardinia from 21 - 23 July, 1993. The IOI participated at this meeting; a result of the meeting was the <u>Action Plan for Human Resources Development and Capacity Building for the Planning and Management of Coastal and Marine Areas</u>. The Action Plan included a training component and preliminary course proposals in support of a new cost-effective strategy that would be widely beneficial to the countries concerned.

One of the activities recommended in the Action Plan was the establishment of an international, decentralized programme for the coordinated development and sharing of high quality standardized course material. It was with this goal in mind that UN/DOALOS launched in 1993 the TSC Programme, in collaboration with UN and non-UN organizations involved in course development.

The TSC approach, like that of its predecessors CODEVTEL, TRAINMAR, TRAINAIR and TRAINFORTRADE, consists of the creation of a training network made up of interested academic and training institutions from developing and developed countries that are willing and able to participate in the programme and to cooperate with each other. The central support unit at UN/DOALOS provides a link between the training centres through an overall programme management and coordination function, which is also complemented with assistance in human resources development in the form of a series of courses for training course developers, instructors and training managers. The central unit also provides a training information system for the management of the cooperative network as well as backup support facilities e.g. international experts to provide, if necessary, technical advice to centres participating in the network.

UN/DOALOS has encouraged IOI to participate in the TSC Programme; in November 1993 IOI-South Pacific sent three course developers for training at a workshop held in Rolle, Switzerland (G. Robin South, Joeli Veitayaki and Ruby Va'a), and one of these (Ruby Va'a) assisted UN/DOALOS in the revisions of the TSC Training Development Guide at a meeting held in NY in June 1994. IOI-India also participated in the Rolle Workshop (Professors Swamy and Raju, IIT Madras), which was also attended by Dr Krishan Saigal, Executive Director, IOI and Professor Elisabeth Mann Borgese, IOI Founder and Honourary Chairman.

IOI's involvement in TSC has been discussed at the two most recent meetings of Centre Directors (Barbados, May 1994; Madras, December 1994). At the Madras meeting it was <u>agreed</u> that IOI would participate in the Stony Brook

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[2] Drawn largely from materials provided by UN/DOALOS.

Course Developer's Workshop; both the UN and IOI shared in the cost of sending the participants to the workshop.

The TSC Network:

Most of the workshop was taken up with training; time was set aside, however, for matters relating to the establishment of the TSC Programme and Network.

In addition to the IOI Centres already identified, the following Institutions and Organizations participated at the workshop:

- Fundaçao Universidade do Rio Grande, Departmento de Oceanografia, Rio Grande, Brazil;
- International Centre for Living Aquatic Resources Management (ICLARM), Manila, Philippines;
- Coastal Resources Institute (CORIN), Prince of Songkla University, Hat Yai, Thailand;
- University of Wales, College of Cardiff, Wales, UK;
- Institute of Marine Studies, University of Plymouth, UK;
- Graduate College of Marine Studies, Center for the Study of Marine Policy, University of Delaware, USA;
- International Maritime Organization (IMO), London, UK;
- United Nations Institute for Training and Research (UNITAR), Geneva, Switzerland;
- Universal Postal Union (UPU), Berne, Switzerland.

The last three institutions were present as observers with respect to the TSC Programme; a total of ten institutions were therefore participating as potential TSC network members.

At the conclusion of the discussions, it was **agreed** that all the potential TSC members would participate. A two-year programme of course development was agreed upon (ANNEX 1), this involving cooperation among several of the centres.

IOI Involvement in the TSC Network

Each of the participating IOI Centres had a different stance with respect to their participation in TSC. From the standpoint of UNDP, the participation of IOI in TSC is considered very important. From the standpoint of IOI, as discussed at the Madras Directors' Meeting, it was felt that participation at the Stony Brook Workshop was not necessarily an endorsement of IOI's involvement; in particular, IOI would reserve the right to adopt TSC courses, providing that they met the IOI's requirements, as determined by the Curriculum Committee.

IOI-South Pacific is very happy with the TSC methodology, and plans to participate fully in the TSC Network; this participation is, however, dependent on the securing of additional funding since the University of the South Pacific cannot provide the required support from its existing resources. Professor South, Director of IOI-South Pacific has prepared a proposal to UNDP for funding of IOI-South Pacific's participation in TSC. At a meeting in Rhode Island in March 1995, discussions were held with GEF staff at UNDP (Holly Ferrette); it was noted that the proposal was very well prepared, but that it should come under the main GEF programme. The proposal now needs to be revised according to GEF criteria.

IOI-Costa Rica plans to participate fully in TSC; there are sufficient resources at the University that can be assigned to the programme.

IOI-Senegal is happy with the TSC Methodology, and plans to participate fully in TSC. It is likely, however, that additional resources will be required and a source has yet to be identified.

IOI-India has reservations about their participation in TSC, and their participant stated that he would need to consult with his Centre as well as IOI Headquarters before deciding on whether to proceed.

## (2)	TRAIN-SEA-COAST TRAINING

The participants at the Workshop received two weeks' intensive training on the TSC Methodology. All were awarded a Certificate of Attendance at the completion of the course.

Participants each received a copy of the Training Development Guide (TDG), together with copies of a variety of software useful in course development, testing and evaluation. All felt that the training course was an extremely valuable experience. This was the first time that the course had been offered. The TDG provides all of the information necessary for the development of training packages under TSC.
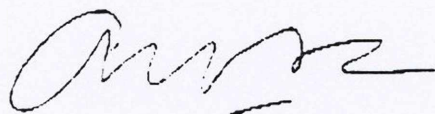
At the end of the workshop, institutions and organizations attending each presented an overview of their facilities and Curriculum Development Unit (CDU). The IOI Centres present participated fully in the presentations.

## (3)	CONCLUSION

Most IOI participants agreed that participation in the TSC network will be highly beneficial to IOI and to their home institutions; whether all can equally commit themselves to the programme, however, will depend on resources and funding.

The training modules to be produced under TSC are both sectoral and cross sectoral in nature; in addition, they fall into national, regional and global categories in terms of their audience and applicability. Not all of the packages will be adoptable by IOI according to current IOI requirements; only those that meet IOI's requirements will be presented to IOI for endorsement as IOI courses.

Respectfully submitted,

G.Robin South
Director, IOI-South Pacific

IOI-SP 1995-04-12

UNITED NATIONS

REPORT ON THE ESTABLISHMENT OF THE TRAIN-SEA-COAST NETWORK,
COURSE DEVELOPMENT STRATEGY 1995-1997
AND SUMMARY OF ACTIVITIES PLANNED FOR THE NEXT TWO YEARS

Division for Ocean Affairs and the Law of the Sea
Office of Legal Affairs
United Nations

12 April 1995

cc: All CDU's Managers
All CDU's Course Developers
UNDP Field Offices
UNDP/STAPS
SECIRME (Brazil)
IOI :   Dr. K. Saigal
         Dr. E. Mann Borgese
Mr. J. Douglas
Mr. J. Chapman

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Introduction

The TRAIN-SEA-COAST Programme was launched in 1993 by UN/DOALOS with the support of the United Nations Development Programme, Science, Technology and Private Sector Division (UNDP/STAPS), and in collaboration with UN and non-UN organizations involved in course development. The Japanese Government contributed through the provision of funds to the implementation of the first Course Developers Workshop. The Programme is an outgrowth of the Plan of Action on Training that was set forth during the Consultative Meeting on Training in Integrated Management of Coastal and Marine Areas for Sustainable Development convened in June 1993 by UN/DOALOS and UNDP/DGIP (predecessor to UNDP/STAPS).

The Programme aims at strengthening the existing capabilities of qualified training/educational institutions and individuals having responsibilities in the field of coastal and ocean management. The instruments for capacity building are, on the one hand, the development of local capacity for the design, production and delivery of high quality training courses tailored to the needs of the countries concerned and, on the other hand, a cooperative training network for the exchange of standardized course materials, training staff and information among the members of the network.

The TRAIN-SEA-COAST network currently consists of nine centres located in Brazil, Costa Rica, Fiji, India, Philippines, Senegal, Thailand, United Kingdom and USA (see attached **Map 1**).

The Central Unit at UN/DOALOS provides the link among the training centres by exercising an overall programme management, monitoring and coordination function. It also provides quality control to member institutions by training course developers and receiving their course development reports at least four times during the preparation of their Standard Training Packages (STP's).

The first Course Developers Workshop took place in Stony Brook, Long Island, USA, from 23 January to 3 February 1995. As a result of the Workshop, 18 participants from participating TRAIN-SEA-COAST centres and 3 from UN agencies were trained in
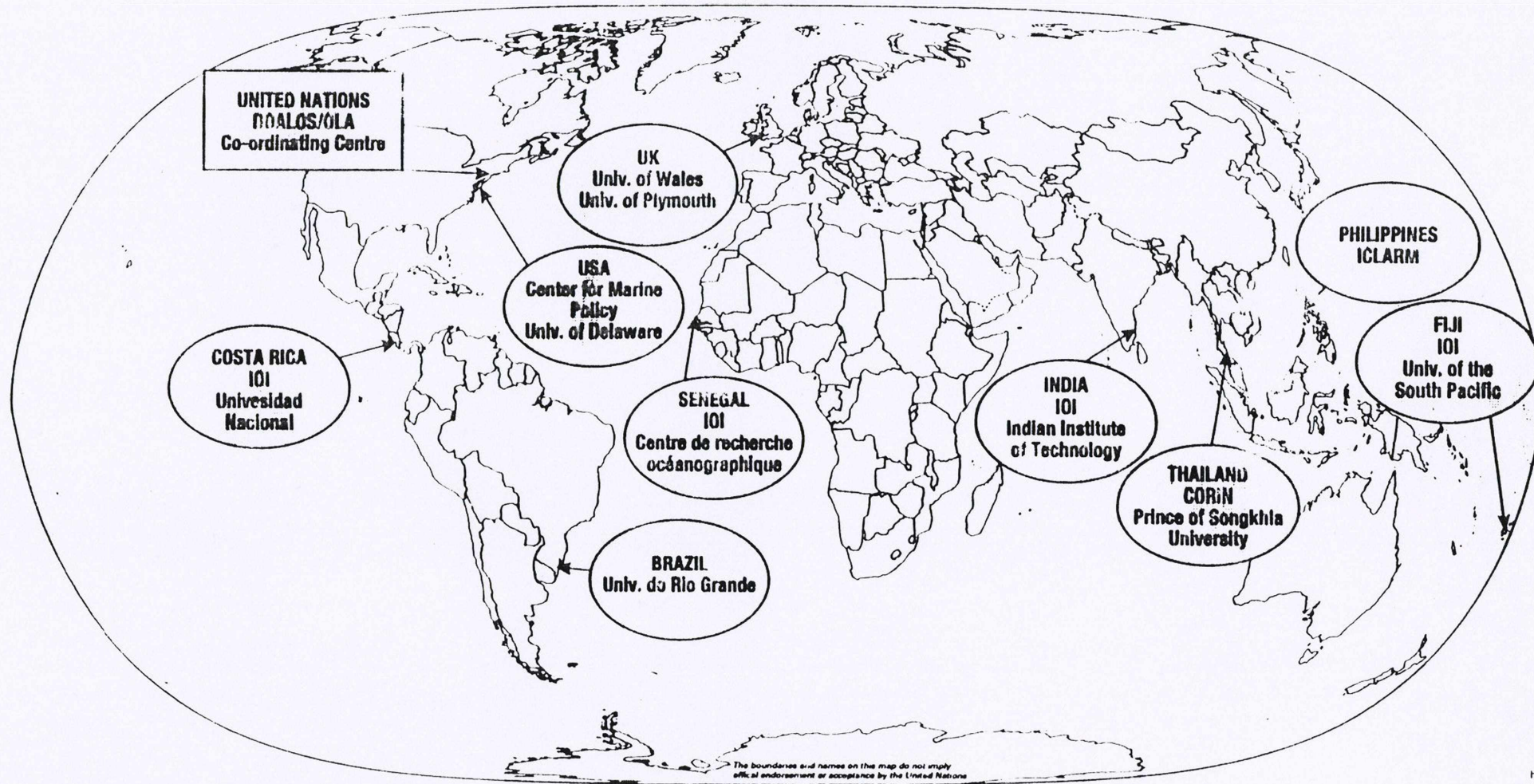
MAP 1

TRAIN-SEA-COAST

UNITED NATIONS

TRAIN-SEA-COAST NETWORK

UNITED NATIONS
DOALOS/OLA
Co-ordinating Centre

UK
Univ. of Wales
Univ. of Plymouth

PHILIPPINES
ICLARM

USA
Center for Marine
Policy
Univ. of Delaware

COSTA RICA
IOI
Univesidad
Nacional

SENEGAL
IOI
Centre de recherche
océanographique

INDIA
IOI
Indian Institute
of Technology

FIJI
IOI
Univ. of the
South Pacific

THAILAND
CORIN
Prince of Songkhla
University

BRAZIL
Univ. do Rio Grande

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Map No 3889 1. April 1995 UNITED NATIONS

the preparation of advanced, high quality course material to TRAIN-SEA-COAST standards in the form of Standardized Training Packages (STP's).

In addition, as members of the TRAIN-SEA-COAST network, the participants jointly discussed an extensive menu of courses and agreed, at the network level, on their particular course development tasks.

This report summarizes the activities of the network since its inception, the course development strategies as mutually agreed among the members, and the activities planned by the Central Unit for the period 1995-1996.

The TRAIN-SEA-COAST Membership and Target Population

Initially, eleven institutions were identified for potential TRAIN-SEA-COAST Course Development Units. All institutions were visited and Evaluation Assessment Reports were prepared by Ms. S.M. Vallejo, TRAIN-SEA-COAST Coordinator (7 missions to : Brazil (two institutions), Costa Rica, United Kingdom, India, Fiji, and USA); by Mr. P. Reynolds, Senior Programme Officer, UNDP/STAPS (2 missions to Thailand and Philippines); and by Mr. John Chapman, Consultant (2 missions to Senegal and Tanzania). One institution in Brazil was not selected for membership, while Tanzania, although it was recommended for membership, could not participate at the Course Developers Workshop. A total of 9 Course Development Units, therefore, are the founding members of the TRAIN-SEA-COAST Network. Of these nine CDU's, Fiji, Senegal, India and Costa Rica are also Operational Centres of the International Ocean Institute (IOI).

The evaluation assessment missions proved to be a crucial element not only as a selection process for membership, but also **as an instrument for the development of the network as a whole.** Close contact with and knowledge of the CDUs highlighted their strengths and limitations vis-a-vis the building up of a cooperative network. This information was used quite effectively in the negotiation process that preceded the final agreement on course development activities to be carried out by each of the CDUs in the next two years.

Current membership of TRAIN-SEA-COAST Programme consists by-and-large of academic/research institutions with responsibilities in one or more aspects related to coastal and/or ocean management. The criteria used in choosing academic/research institutions has been : (i) stability of the institution; (ii) rep͟   ͟ion of the institution within the field of coastal/ocean management; (iii) commitment to TRAIN-SEA-COAST goals and objectives; (iv) interest of the institution in innovation in the field of training and education; (v) strong linkages of the institution with the local community, and the private and public sectors.

Guidelines for the Selection of Course Developers Trainees had been given during the assessment missions (See **Annex 1**). Designated course developers and managers of the TRAIN-SEA-COAST CDUs are subject matter experts in various fields of specialization related to coastal and ocean management (e.g. fisheries management. marine geography, coastal zone management, law, resource management, oceanography, etc.). Most of them occupy positions as lecturers in their universities (see **Annex 2**). All of them have some course development expertise using a traditional approach to training (with the exception of course developers from the University of the South Pacific who have been working on distance learning). The location of CDU's w͟   n the academic environment have advantages and disadvantages.

The advantages are:

1.   Having the CDUs located at centres of multidisciplinary study and research provides them with a rich and varied perspective that supports the Programme as a whole;

2.   Having a broad base of specialists that may provide a good knowledge of overall problems and trends in their field of expertise;

3.   Having a solid foundation for multiplying the target populations for STPs through a wide array of training/educational institutions associated with each CDU. Together with the clientele from the private and public sectors. the CDUs can have a powerful role in capacity building, provided they are effective in marketing the training courses.

The disadvantages are:

1.   The sometimes narrow, quite traditional perspective of academia vis-a-vis the advantages of a systematic approach to training and education ;

2. The initial inertia and resistance to change and innovation, that are peculiar to the training/educational system.

3. The difficulties of the 'educational establishment' to allocate staff at a full-time basis to an activity that does not conform to the traditional functions of academic/research institutions;

4. Funding limitations.

The target population for the Standard Training Packages (STP's) includes policy-makers of the developing countries, in particular from the ministries dealing with finance, planning, education, and natural resources; senior staff at sectoral agencies responsible for the planning and management of natural resources and the environment; practitioners, both in public agencies and/or in the private sector; the academic community and training institutions having responsibilities for the design and implementation of training programmes; and other members of the TRAIN-X family.

First Meeting of the Network

The first Course Developers Workshop was the first occasion to gather the members of what then became the TRAIN-SEA-COAST Network. The original plan was to use some of the evenings to discuss networking issues. This did not work due to the fact that the participants did not stay at the hotel for dinner (it was too expensive) and they dispersed into town. Therefore, class time had to be used for this purpose. Thanks to the understanding of the main trainer, Mr. John Douglas, a number of hours were devoted to discuss future tasks and networking (about 1.5 days).

The participants met 5 times to discuss the establishment of the network and their future tasks, particularly the development of training packages. On Tuesday, 24 January (morning), the coordinator presented the history of the TRAIN-SEA-COAST Programme and requested all proposals for Standard Training Packages (STP'S). All TRAIN-SEA-COAST CDU's had been requested to send in advance 4 proposals for Standard Training Packages (STPs) to be negotiated at the network level. The network would then have the opportunity to identify two courses out of the four proposals from each of the CDUs that might be of interest to other members of the network. In order to provide equal opportunity to all CDU's, those that brought fewer proposals were asked to prepare additional ones, which they did.

Specific instructions had been given, in advance, for the preparation of the proposals in order to facilitate the discussions and provide a common format (see **Annex 3**). Not all the CDUs used the common format, nor presented the proposals with enough detail. This required further explanations from each CDU to the network on the aims and relevance of their particular proposals.

The following criteria were agreed by the network, for examining and negotiating each of the proposals presented :

1. Relevance of the topic(s) for the network as a whole;

2. Potential for sharing the proposed STPs;

3. Overall balance of proposed STPs in terms of orientation and subject matter;

4. The overall balance of proposals vis-a-vis :
   Target population (policy makers; coastal/ocean managers; sectoral managers; users/operators); *Focus of the STP* (cross-sectoral; sectoral); *Application level* (Global; regional; local); *Language of the original STP* (English; French; Spanish; Portuguese).

5. Expertise and experience of the CDUs involved.

Proposals for Standard Training Packages (STP's): the Negotiations

On Friday 27th (morning), the first listing of proposals (40), together with all supporting information as presented by the CDUs, was provided to the participants for detailed examination and discussion (see **Annex 4**). It should be clearly stated that all proposals presented by the CDUs did not reflect the assessment of manpower requirements and associated training needs as was originally requested by the Central Unit, which had distributed in advance, instructions and forms to undertake this task as a pre-course assignment (see **Annex 5**). The CDUs had limited time to complete this assignment due to the lateness of the assessment missions undertaken by the Central Unit. Therefore, **all proposals in this respect were based on the experience and expertise of each CDU**. The participants agreed, however, that they will undertake the assessment of manpower and associated training needs as an on-going task within the responsibility of each CDU.

At the beginning, the negotiations on the proposals for STP's centred on the relevance of the selected topic(s) for the network as a whole, and the potential for sharing of proposed STP. A number of proposals initially submitted were dropped : Costa Rica's proposal 4 and Senegal's proposals 3 and 4. India proposed the grouping of their 3 CZM proposals into a single one and Fiji dropped proposal 4 and replaced it by a course on Resources and Environmental Economics. This was followed by an identification of proposals that could be developed jointly by two centres. At this early stage, potential linkages between Costa Rica and U.K., Brazil and Senegal, and Fiji and U.K. were clearly delineated. The participants also discussed the possibility of preparing, jointly among various centres, a training package on techniques and another package on case studies. These ideas did not prevail during successive negotiations. A revised version of the first listing was immediately prepared on the basis of this first round of discussions (see **Annex 6**).

As negotiations continued among the participants over the weekend, a third listing was prepared to be discussed on Wednesday 1st March (see **Annex 7**). During this session, additional proposals were dropped: Brazil's 2 case studies; Fiji's proposal on Sustainable Management of Coastal Fisheries in the Tropics; Thailand's proposal on Valuation Techniques for CZM; USA's proposal on Establishing a Marine Advisory and Outreach Capability; UK's proposal on Policy Making and Administration in Marine Affairs. Senegal proposed a course on Harmonization of Legislation for the Sustainable Conservation of Fishery Resources in the West Africa Region, and India a course on Ocean Engineering Aspects of Nearshore and Offshore Exploration and Exploitation. These two later proposals were extensively discussed with the coordinator. Further twinning among CDUs was continued : Philippines/Thailand and India/USA.

On Thursday 2nd March, the discussions centred on :

(i) A consolidated list of courses to be prepared during years 1 and 2 (see final list on **Annex 8A and 8B**;

(ii) Preparations for the concluding Round-table Presentations by workshop participants, including: a) an introduction of their CDU's; b) presentation of Action Plans for the next 2 years (including deadline for the development of Standard Training Packages); and c) benefits anticipated from participating in the TRAIN-SEA-COAST Network;

(iii)   Functioning of the TRAIN-SEA-COAST Network, including :
    a) TRAIN-SEA-COAST Constitution and Rules & Membership Agreement;
    b) Preferred modes of communication among the Network;
    c) Marketing of TRAIN-SEA-COAST.

Specific instructions were given for the preparation of the Round-table Presentations in which, for the first time, the participants applied the TRAIN-SEA-COAST methodology. Mr. John Douglas assisted the participants in the preparation of their presentations.

The TRAINMAR Constitution and Rules and the Membership Agreement were given to the participants as a possible model for TRAIN-SEA-COAST Agreement. A similar document, in draft form, will be prepared for the TRAIN-SEA-COAST network and will be sent for comments to all CDU's before the final agreement is ready for signature.

As to preferred modes of communication, the participants identified e-mail and INTERNET. Since the network is composed of universities and research centres, most of the CDUs are already members of INTERNET and/or have e-mail. The possibility of producing a TRAIN-SEA-COAST Newsletter was also discussed. No agreement was reached on this matter due to the complexities involved in producing it. However, the participants requested the Central Unit to produce a brochure on the TRAIN-SEA-COAST Programme for wide distribution. This was accepted. It is expected that the brochure may be ready within the next 4 months. The topic of marketing was not discussed at length.

Course Development Strategy for 1995-1996/1996-1997

It was jointly agreed that during the first year of activities, each centre would work on the preparation of a STP on a stand-alone basis. In the first year, 9 courses would be prepared on a stand-alone basis and 1 on a shared basis (see **Map 2**). The rationale behind this decision is that new course developers should be well acquainted with the TRAIN-SEA-COAST methodology before entering into joint course development. The following deadlines were agreed for the presentation of Reports to the Central Unit:

MAP 2

TRAIN-SEA-COAST COURSE DEVELOPMENT STRATEGY 1995-96

UNITED NATIONS
DOALOS/OLA
Co-ordinating Centre

UK
Univ. of Wales
Univ. of Plymouth

PHILIPPINES
ICLARM

USA
Center for Marine
Policy
Univ. of Delaware

FIJI
IOI
Univ. of the
South Pacific

COSTA RICA
IOI
Universidad
Nacional

SENEGAL
IOI
Centre de recherche
océanographique

INDIA
IOI
Indian Institute
of Technology

THAILAND
CORIN
Prince of Songkhla
University

BRAZIL
Univ. do Rio Grande

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Map No. 3689 2. April 1995 UNITED NATIONS

End of March 1995	-	Problem Analysis
End of May 1995	-	Draft Curricula
End of August 1995	-	Draft Module Plans
February 1996	-	Course Documentation

During the second year, 4 courses would be prepared on a stand-alone basis and 6 on a shared basis (see **Map 3**). Some of these proposals, however, may be re-considered depending on the experience acquired during the first year.

The analysis of the STP proposals from the standpoint of target population, focus and application level is indicative of a good balance among them (see **Graphics 1, 2 and** 3). As to language of origin of the proposals, English is predominant, which is a reflection of the location of the CDUs (see **Graphic 4**). (The number of courses portrayed in the graphics might differ from the final list of STP's to be developed.)
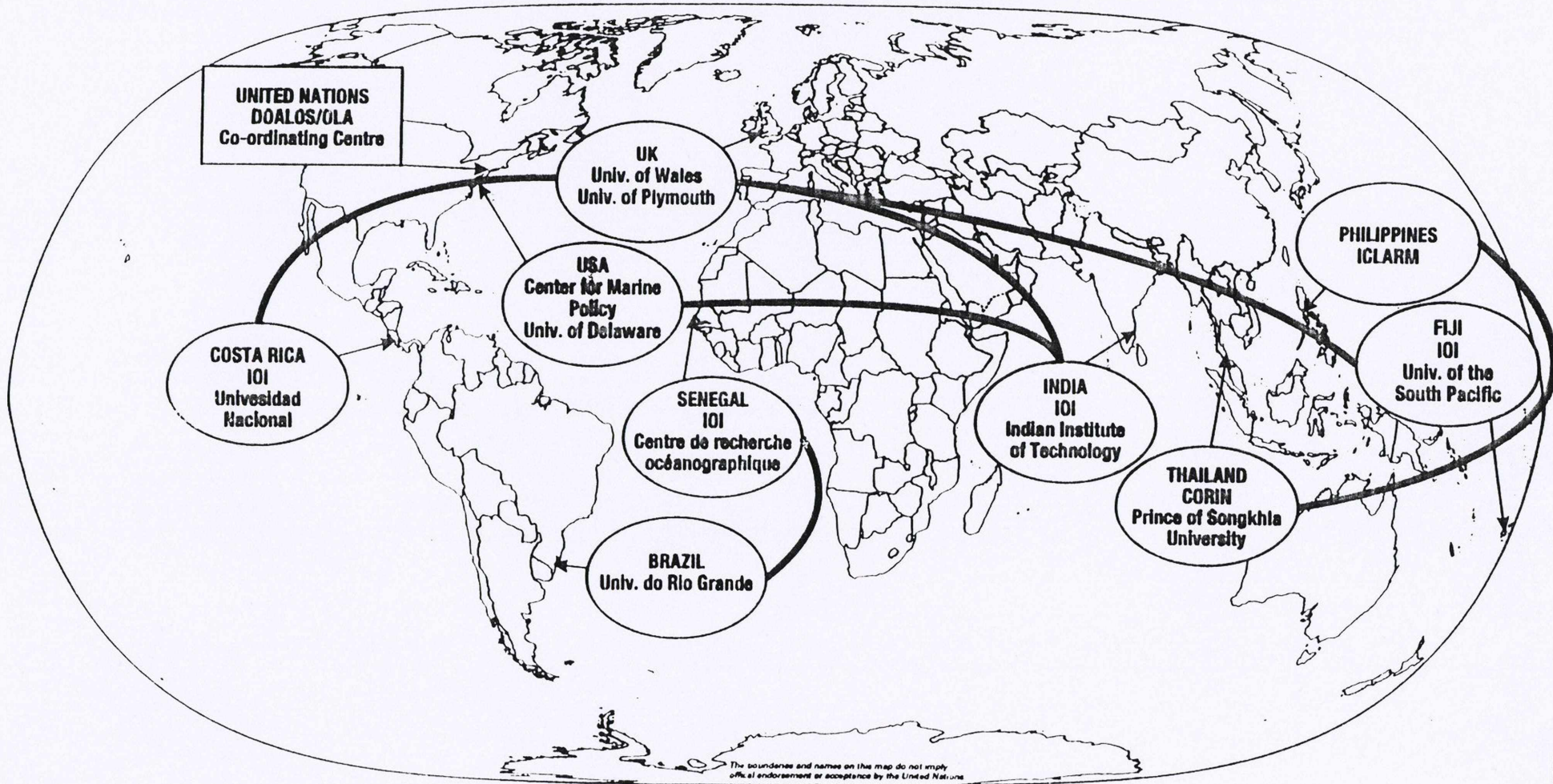
The Building-up of a Cooperative Network

The process of establishment of the network went extremely well. This was due to various interacting conditions and critical elements. The site of the Workshop was well chosen. Stony Brook is a quiet, small town that together with the university provided the conditions for easy interaction among the participants and staff.

The staff of the SUNY were very cordial and diligent, creating quite a good atmosphere for work. Lunch was served at the premises which, considering the cold weather, encouraged further opportunity for interaction. The participants were happy with their accommodations at the cosy Three Village Inn. It was a welcoming environment very much needed at the end of busy working sessions.

The most crucial element was the people involved. Very few of them knew each other; however, the participants immediately interacted. In a few days the most cordial conditions were created. Working in pairs or groups helped to bridge the initial barriers. The shiest individuals started to intervene more frequently. People discovered each other's interests and experience. In fact, the variety of backgrounds and experience of each and every participant contributed to the enrichment of the group. In this setting, commonalities arose, diversity was discovered.

MAP 3

TRAIN SEA-COAST COURSE DEVELOPMENT STRATEGY 1996-97

UNITED NATIONS
DOALOS/OLA
Co-ordinating Centre

UK
Univ. of Wales
Univ. of Plymouth

USA
Center for Marine
Policy
Univ. of Delaware

PHILIPPINES
ICLARM

COSTA RICA
IOI
Univesidad
Nacional

SENEGAL
IOI
Centre de recherche
océanographique

INDIA
IOI
Indian Institute
of Technology

FIJI
IOI
Univ. of the
South Pacific

THAILAND
CORIN
Prince of Songkhla
University

BRAZIL
Univ. do Rio Grande

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Map No. 3889.3, April 1995 UNITED NATIONS

PROPOSALS FOR STANDARD TRAINING PACKAGES
TARGET POPULATION

Sectoral Managers

Policy Makers

6
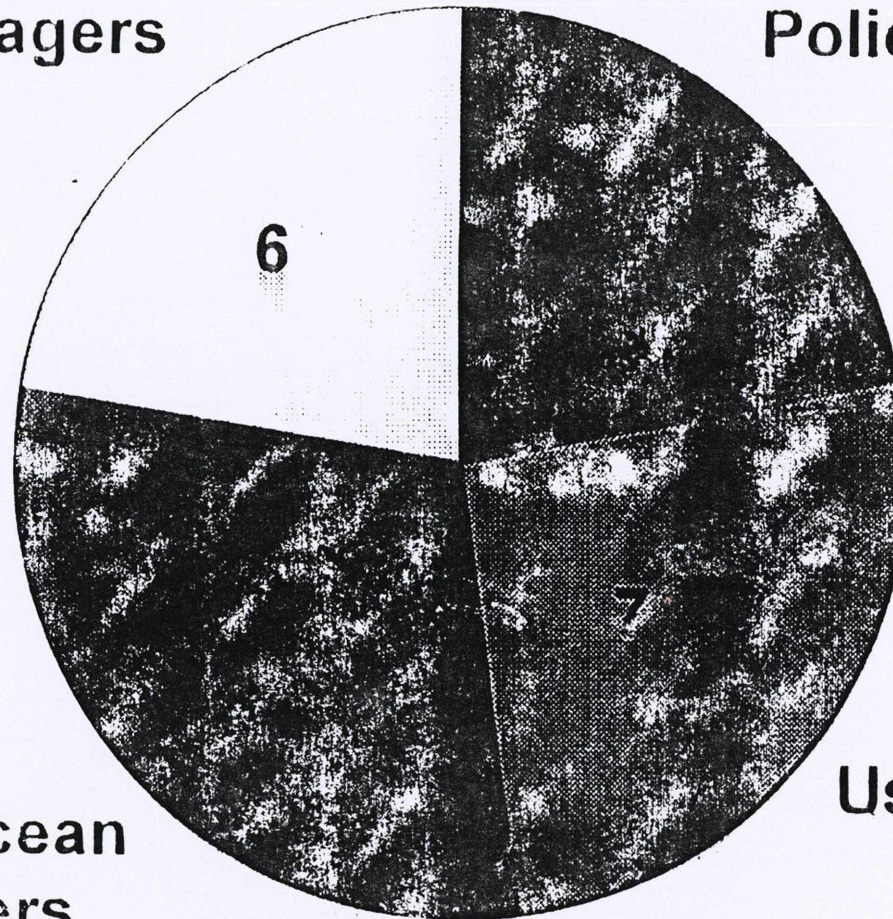
Coastal /Ocean Managers

Users/Operators

PROPOSALS FOR STANDARD TRAINING PACKAGES: FOCUS

Sectoral

Cross-sectoral

10

PROPOSALS FOR STANDARD TRAINING PACKAGES
APPLICATION LEVEL

Local

5

Global

5

Regional
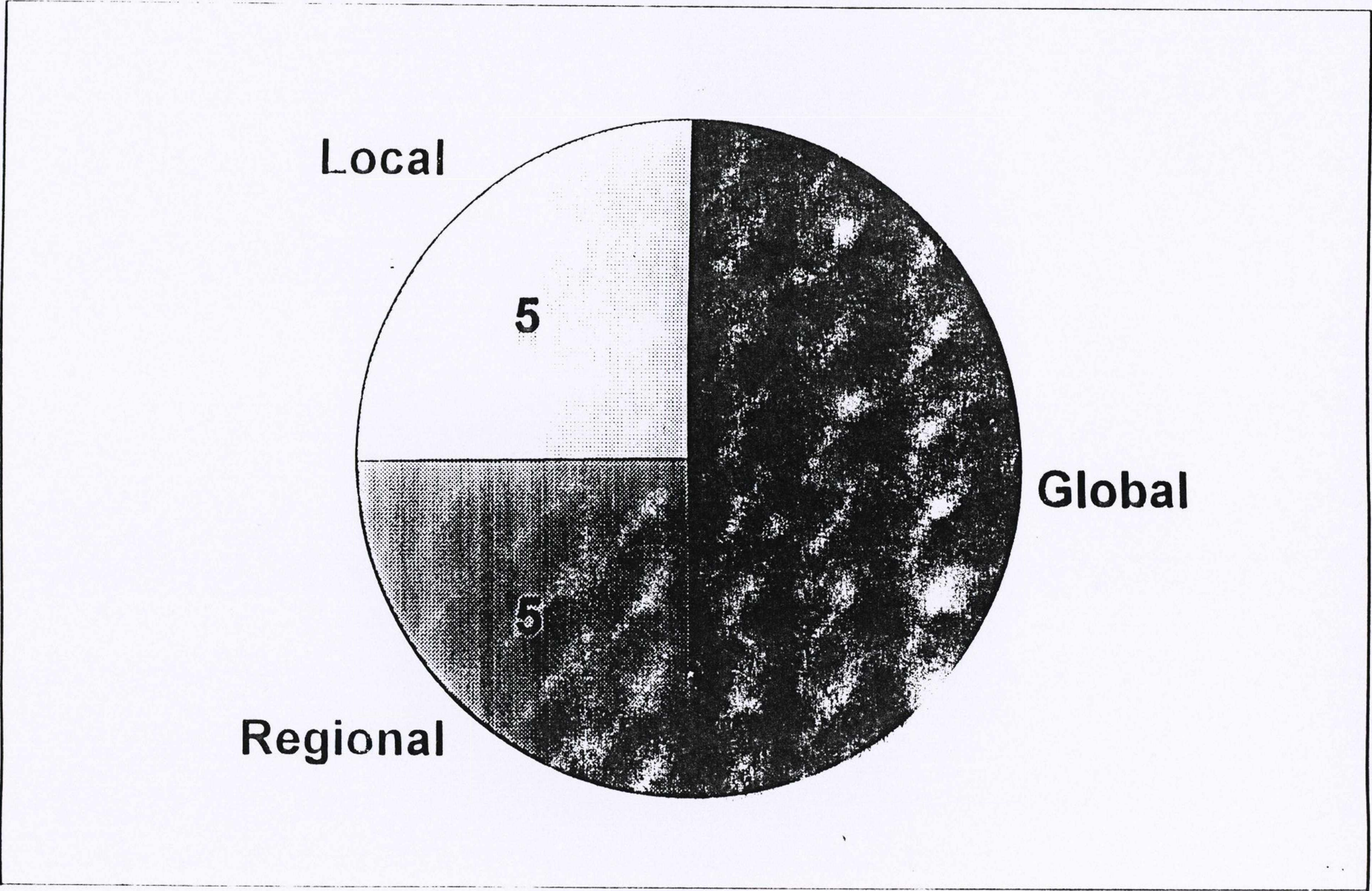
PROPOSALS FOR STANDARD TRAINING PACKAGES
LANGUAGE

The presentation of proposals for STPs was the last 'ice breaker'. The discussion of potential joint course development efforts acce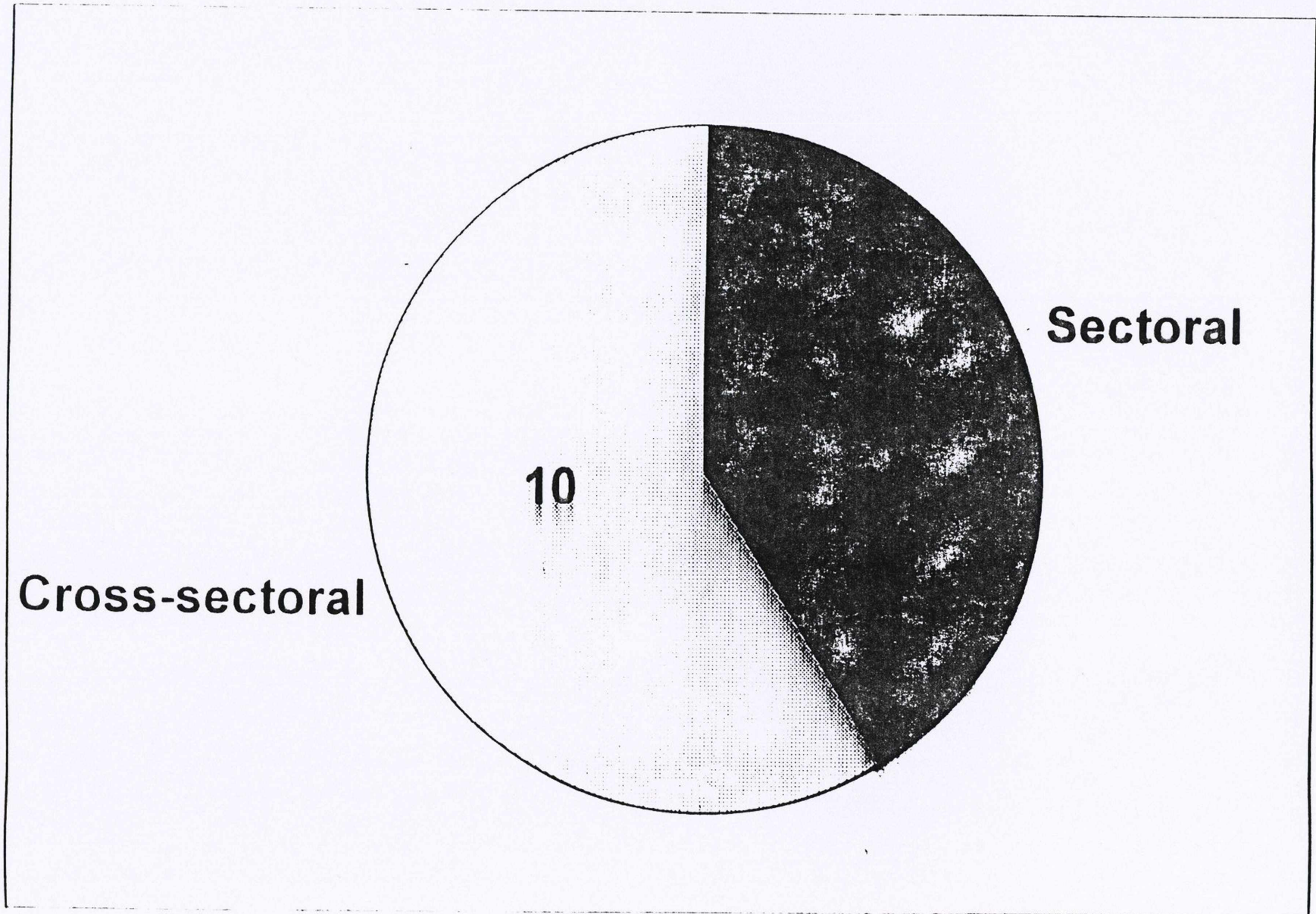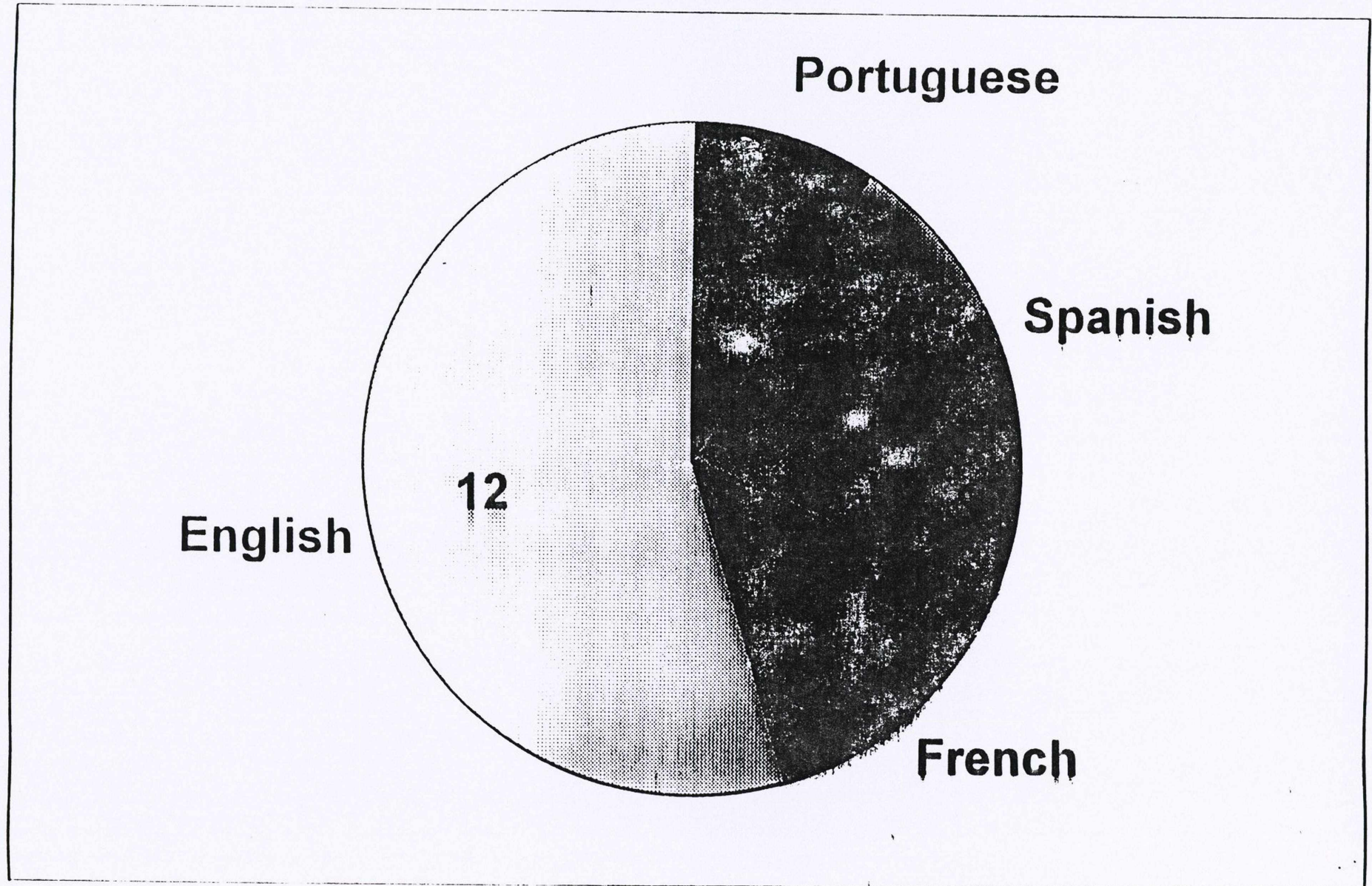ntuated a spirit of collaboration. In this context, the role of the coordinator was crucial. With a thorough knowledge of each CDU and its personnel, the coordinator was able to bridge differences of opinion, highlight the merits of each proposal, if needed, and afford good offices to create the most favourable conditions for twinning arrangements. Fair play, open discussion with all participants, the provision of equal opportunities for all, in order to extract the best of each for the benefit of the network, are part and parcel of creating a sound cooperative basis. Furthermore, the good will and trust among all participants augurs well for the building of a solid foundation for the TRAIN-SEA-COAST network. We will try to further cement this initial step.

Summary of Activities Planned for the Next Two Years

The TRAIN-SEA-COAST Programme is entering a new developmental phase. This includes (see attached organigram of responsibilities):
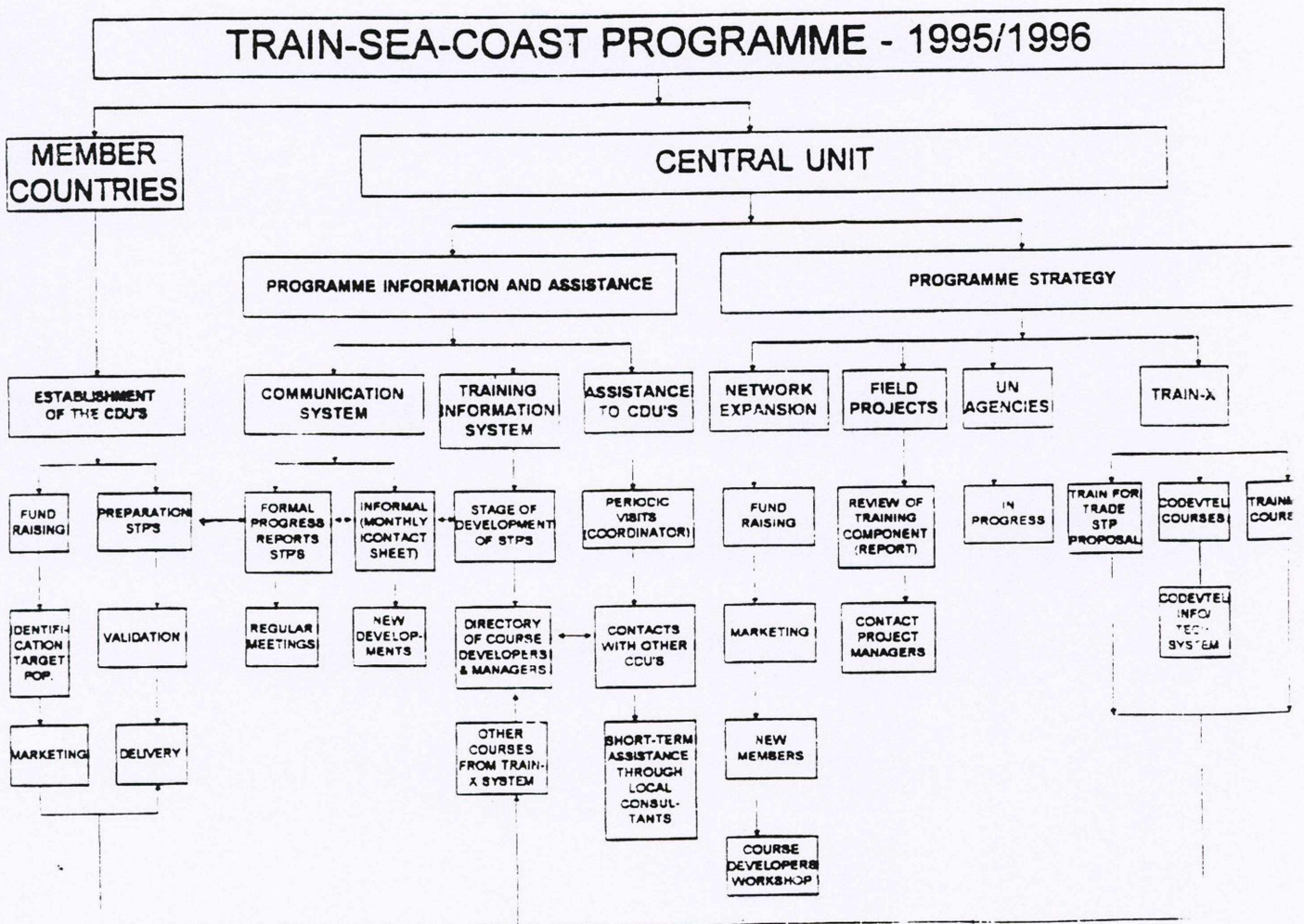
ON THE PART OF MEMBER COUNTRIES: (All items financed by national institution)

a)   Establishment of the CDUs in each of the designated centres
      (see **Annex 9**)

b)   Preparation of agreed STPs and submission of reports, according to
      the above mentioned deadlines (see Course Development Strategy).

c)   Fund raising for TRAIN-SEA-COAST activities, e.g. fellowships, etc;

d)   Validation of STPs;

e)   Delivery of STPs.

ON THE PART OF THE CENTRAL UNIT:

1. Building-up an Information and Assistance Programme through:

a)   **Setting-up of a formal and informal communication system
      between the Central Unit and the CDU's and between the CDU's:**

   (i)   **Formal communication between the Central Unit and the CDU's:**
          through established evaluation procedures in the form of periodic
          reports to the Central Unit as mentioned above.

   (ii)   **Meeting of current course developers/managers:** for a greater
          exchange of ideas and experience on subjects of common interest,
          both for pedagogic and for technical/management skills.

   (iii) **Informal communication system between the Central Unit and the
          CDU's and between the CDU's:** every month, through a Monthly
          Contact Sheet to follow-up the activities of all CDUs (see annex 10)

   (iv)   **Exchange of information on new developments and materials of
          common interest**

b)   **Building-up a training information system, including :
      (All items financed by UN/DOALOS regular budget)**

   (i)   Stage of development of STPs
   (ii)   Appropriate courses available from other TRAIN-X Programmes
   (iii) Directory of course developers/managers in each region

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
BRAZIL Exchange and Interrelationship Among the Watershed, Coastal Lagoons and Coastal-ocean Ecosystems	STAND ALONE COURSE	CROSS SECTORAL COASTAL & OCEAN MANAGEMT	MANAGERS/ MENTORS/ SCIENTISTS	GLOBAL REGIONAL	PORTUGUES & SPANISH	2 WEEK	30 PARTICIPANTS SENIOR AND MIDDLE
COSTA RICA Law of the Sea and Ocean Policies	STAND ALONE COURSE	CROSS-SECTORAL COASTAL & OCEAN MANAGEMENT	POLICY-MAKERS SPECIALISTS ON INTERNATIONAL LAW	GLOBAL REGIONAL	SPANISH	2 WEEK	30 PARTICIPANTS SENIOR AND MIDDLE
Application of Remote Sensing in Coastal Management	PARTNER CDU: UNITED KINGDOM	CROSS-SECTORAL COASTAL AND OCEAN MANAGEMENT	COASTAL AND OCEAN MANAGERS SCIENTISTS	GLOBAL REGIONAL	ENGLISH SPANISH	10 DAYS	30 PARTICIPANTS MIDDLE JUNIOR

ANNEX 8A

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	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
FIJI Sustainable Management of Coastal Fisheries in the Tropics	STAND ALONE COURSE	SECTORAL FISHERIES	MANAGERS USERS/IMPLEME NTORS	REGIONAL	ENGLISH	2 WEEK	30 PARTICIPANTS MIDDLE JUNIOR
INDIA Ocean Engineering Aspects of Nearshore and Offshore Exploration and Exploitation	STAND ALONE COURSE	SECTORAL	COASTAL & OCEAN PLANNERS SECTORAL PLANNERS & MANAGERS	GLOBAL REGIONAL	ENGLISH	3 WEEK	20 PARTICIPANTS SENIOR MIDDLE
SENEGAL Harmonization of Legislation for the Sustainable conservation of Fishery Resources in the West Africa Region	STAND ALONE COURSE	SECTORAL FISHERIES	MANAGERS USERS/ OPERATORS FISHERIES ADMINISTRATOR ENFORCEMENT PERSONNEL	REGIONAL	FRENCH	2 WEEK	25 PARTICIPANTS

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
PHILIPPINES **A Training Course on Municipal Coastal Resources Management**	STAND ALONE COURSE	CROSS-SECTORAL	POLICY-MAKERS COASTAL & MARINE PLANNERS USERS & OPERATORS	LOCAL	ENGLISH AND RELEVANT DIALECT	5 DAYS	25 PARTICIPANTS SENIOR MIDDLE JUNIOR
THAILAND **Integrated Coastal Zone Management: Analysis for the Formulation and Implementation of Coastal Management Plans**	STAND ALONE COURSE	CROSS-SECTORAL	PLANNERS & MANAGERS	GLOBAL REGIONAL	ENGLISH	3 WEEKS	25 PARTICIPANTS MIDDLE JUNIOR

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
UNITED KINGDOM Environmental Management of Commercial Operations with special reference to Port and Harbours	STAND ALONE COURSE	SECTORAL	SECTORAL MANAGERS USERS AND OPERATORS	GLOBAL NATIONAL /LOCAL	ENGLISH	10 DAYS	24 PARTICIPANTS MIDDLE JUNIOR
Application of Remote Sensing in Coastal Management	PARTNER CDU: COSTA RICA	CROSS-SECTORAL COASTAL AND OCEAN MANAGEMENT	COASTAL AND OCEAN MANAGERS SCIENTISTS	GLOBAL REGIONAL	ENGLISH SPANISH	10 DAYS	30 PARTICIPANTS MIDDLE JUNIOR
USA Approaches to Conflict Management in Ocean and Coastal Management	STAND ALONE CORE COURSE	CROSS-SECTORAL COASTAL & OCEAN MANAGEMENT	POLICY MAKERS COASTAL & MARINE PLANNERS USERS/ OPERATORS	GLOBAL	ENGLISH	3 DAYS	20 PARTICIPANTS SENIOR OR MIDDLE

TRAIN-SEA-COAST PROGRAMME:
STANDARD TRAINING PACKAGES (STP's) TO BE DEVELOPED DURING YEAR 2

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
BRAZIL **Plannig and Use of Marine and Estuarine Fish Resources**	PARTNER CDU: SENEGAL	SECTORAL FISHERIES	FISHERIES OFFICERS COASTAL AND OCEAN MANAGERS	REGION AL & LOCAL	FRENCH PORTUGU ES& SPANISH	2 WEEKS	30 PARTICIPAN TS SENIOR AND MIDDLE
COSTA RICA **The Application of Coastal & Ocean Management Strategies for Sustainable Development**	PARTNER CDU: UNITED KINGDOM	CROSS-SECTORAL COASTAL AND OCEAN MANAGEMEN T	PLANNERS AND MANAGERS	GLOBAL REGION AL	SPANISH ENGLISH	10 DAYS	20 PARTICIPAN TS SENIOR MIDDLE

ANNEX 8B

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	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
FIJI **Resources and Environmental Economics**	STAND ALONE COURSE	CROSS-SECTORAL RESOURCE MANAGEMENT	POLICY-MAKERS PLANNERS	GLOBAL REGIONAL	ENGLISH	2 WEEK	30 PARTICIPANTS SENIOR MIDDLE
Planning and Management Towards a Sustainable Development of Small Islands	PARTNER CDU: UNITED KINGDOM	CROSS-SECTORAL COASTAL & OCEAN MANAGEMENT	COASTAL AND OCEAN PLANNERS & MANAGERS SCIENTISTS & SECTORAL MANAGERS	REGIONAL	ENGLISH	1 MONTH	30 PARTICIPANTS MIDDLE FROM GOVERNMENT AND COMMERCIAL SECTORS

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
INDIA **Environmental Policy and Management**	PARTNER CDU: USA (MODULE)	CROSS-SECTORAL ENVIRONMENT	POLICY-MAKERS	GLOBAL REGION AL	ENGLISH	1 WEEK	20 PARTICIPAN TS SENIOR
Measurement and Assessment of Coastal Erosion and Sedimentation Processess	PARTNER CDU: UNITED KINGDOM	CROSS-SECTORAL COASTAL MANAGEMEN T	COASTAL PLANNERS AND MANAGERS SECTORAL MANAGERS	GLOBAL REGION AL	ENGLISH	10 DAYS	
THAILAND **GIS Tool for Integrated Coastal Zone Management**	STAND ALONE COURSE	CROSS-SECTORAL COASTAL MANAGEMEN T	COASTAL PLANNERS AND MANAGERS	GLOBAL REGION AL	ENGLISH	5 DAYS	25 PARTICIPAN TS MIDDLE JUNIOR

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
Training on R.A.M.P. (Rapid Assessment of Management Parameters)	PARTNER CDU: PHILIPPINES	SECTORAL	COASTAL PLANNERS COMMUNITY STAKEHOLDERS	LOCAL	ENGLISH	5 DAYS	25 PARTICIPANTS JUNIOR MIDLLE
SENEGAL Planning and Use of Marine and Estuarine Fish Resources	PARTNER CDU: BRAZIL	SECTORAL FISHERIES	FISHERIES OFFICERS COASTAL & OCEAN MANAGERS	REGIONAL AND LOCAL	FRENCH, PORTUGUES SPANISH	2 WEEK	30 PARTICIPANTS SENIOR & MIDDLE
PHILIPPINES Training on R.A.M.P. (Rapid Assessment of Management Parameters)	PARTNER CDU: THAILAND	SECTORAL	COASTAL PLANNERS COMMUNITY STAKEHOLDERS	LOCAL	ENGLISH	5 DAYS	25 PARTICIPANTS MIDDLE JUNIOR

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
Training and Ecological Assessment and Monitoring	STAND ALONE COURSE	SECTORAL FISHERIES	RESEARCHERS	REGIONAL (Within Philippines)	ENGLISH	PHASE 1: 5 DAYS PHASE 2: 12 MONTHS	24 PARTICIPANTS JUNIOR & MIDDLE
UNITED KINGDOM Planning and Management Towards Sustainable Development of Small Islands	PARTNER CDU: FIJI	CROSS-SECTORAL COASTAL & OCEAN MANAGEMENT	PLANNERS AND MANAGERS SCIENTISTS AND SECTORAL MANAGERS	REGIONAL	ENGLISH	1 MONTH	30 PARTICIPANTS MIDDLE FROM GOVERNMENT AND COMMERCIAL SECTORS
The Application of Coastal and Ocean Management Strategies for Sustainable Development	PARTNER CDU: COSTA RICA	CROSS-SECTORAL COASTAL AND OCEAN MANAGEMENT	COASTAL & OCEAN PLANNERS SECTORAL PLANNERS & MANAGERS	GLOBAL REGIONAL	ENGLISH SPANISH	10 DAYS	20 PARTICIPANTS SENIOR MIDDLE

	PARTNER CDU	FOCUS/ EMPHASIS	TARGET POPULATION	ADMIN. LEVEL	LANGUAGE	DURATION	NUMBER AND LEVEL OF RESPONS. OF TRAINEES
USA **Institutional Options for Achieving Integrated Coastal and Ocean Management**	STAND ALONE CORE COURSE	CROSS SECTORAL COASTAL & OCEAN MANAGEMEN T	POLICY MAKERS COASTAL AND MARINE PLANNERS	GLOBAL	ENGLISH SPANISH FRENCH	3 DAYS	20 PARTICIPAN TS SENIOR MIDDLE
Environmental Policy and Management	PARTNER CDU: INDIA	CROSS- SECTORAL ENVIRONMEN T	POLICY- MAKERS	GLOBAL REGION AL	ENGLISH	1 WEEK	20 PARTICIPAN TS SENIOR

World Commission on the Oceans

This matter was discussed in the Fourth Meeting of Representatives of IOI held on 8 December, 1994 and the following was minuted:

"Initiating the discussion, the Chairman explained what the terms of reference of the World Commission were. She drew the attention of the Meeting to the suggested action calendar for the World Commission and stated that at the moment it was tentative and would be finalised at the meeting of the Executive Committee of the Commission.

The representatives of the operational centres were very keen to know as to what was expected from them. It was clarified that their task was to act as the regional secretariat of the Commission, to contact all those connected with ocean affairs in their region, to organise hearings, to summarise memoranda or comments received and to submit these to headquarters. Since this would involve extra work, staff assistance would obviously be necessary. About $30,000 had been budgeted for IOI Costa Rica, Madras, Senegal and South Pacific, and UNDP had been approached for the requisite funds. Funds for IOI Halifax, Malta, China and Japan were being seperately arranged.

It was further clarified that the operational centres would not be expected to bear the travel costs of those involved in the hearings. Funds for this purpose were being arranged seperately.

The operational centres were to provide secretarial assistance to the concerned Vice-President of the Commission in organising and conducting the hearings, in keeping a record of the hearings and submitting all the material, with proposed recommendations, to headquarters.

The Meeting welcomed the establishment of the World Commission with the IOI acting as its secretariat as that would considerably enhance the public's perceptions of the IOI network.

The representatives of the operational centres promised to go into all the implications of what was involved in their acting as the regional secretariat of the World Commission and to revert to headquarters in due course."

Since then the Background Paper on the World Commission has been circulated to all the Centres by letter dated 21 April, 1995.

UNDP has been moved for $ 120,000 for funding regional hearings to be held by IOIs Fiji, India, Senegal and Costa Rica. Sasakawa Foundation has been moved for funding regional hearings to be held by IOIs China and Japan while CIDA has been moved to fund

regional hearings by IOI Halifax.

Further progress would be reported in the meeting.

The Meeting may like to discuss the matter in depth and evolve recommendations to be submitted to the Executive Committee of the World Commission.

Funding from second tranche of GEF and proposals for research

At the Third Meeting of Representatives of IOI Centres held on 28 and 29 April, 1994, the following conclusions emerged:

"Sustainability of Centres after 1996

There were extended discussions on this issue. The Meeting noted that:

- the UNDP Project would end in February 1996 for Madras and Fiji Centres and at a somewhat later date for the Costa Rica and Africa Centres;

- UNDP would have major funds to distribute under GEF II in the years 1994-96;

- IOI India could sustain the present tempo of activities after 1996 nationally because of a great need for training in Coastal Zone Management at both the Federal and State levels but that funds would be needed for international and regional activities for which external funding would be necessary;

- IOI South Pacific was facing a complex situation in that there were many agencies in the area and donors were insisting on a review with the intention of reducing the number of actors involved. Therefore IOI South Pacific had to have a clearly defined mission and niche;

- a Centre for Science and Technology is likely to come up in the South Pacific under the aegis of SPREP;

- the Universidad Nacional (UNA) where IOI Costa Rica was going to be located, had working arrangements with a number Central American Universities and NGOs in Costa Rica;

- there was growing competition to IOI from a burgeoning NGO community.

Inspite of all the above factors, however, the Meeting was happy to note that the Centres were optimistic of finding external sources of funding for IOI programmes which had a proven demand.

After considering everything the Meeting came to the following conclusions:

- the sustainability of IOI Centres would be dependent on their finding a distinguishable niche in the global marine affairs infrastructure;

- it was necessary for IOI to make its programmes cost-effective through development of transferable modules, insisting on sponsors paying airfares, holding national programmes where local governments paid local costs etc.;

- IOI needed to develop specialised programmes e.g. islands, environmental management;

- IOI needed to "market" itself at various fora like meetings of the Commission on Sustainable Development;

- IOI South Pacific should develop a role for itself in both the Marine Studies Unit of USP and the S & T Centre of SPREP;

- all Centres should have plans and programmes ready for discussion in the December meeting of Directors so that proposals could be got ready for submission for funding from GEF II."

The matter was deferred as it was the view that the UNDP/GEF Project currently under implementation should be evaluated before we go to the next tranche of GEF. Now that this Project is being evaluated, it is time to develop ideas for funding from the next tranche of GEF so that a project proposal can be submitted soon. Some ideas could be:

- Funding of TRAIN-SEA-COAST courses that are concerned with international waters e.g. regional courses covering more than 1 country and in association with the Regional Seas Programme

- Deepening of the work done in GEF I. e.g. distance learning, computer aided learning systems etc.

- Extending the IOI network to new areas e.g. South Africa (English speaking Africa), Brazil (Portugese), Qatar (Arabic), sub-centres in India and China, Ukraine (Black Sea) etc.

Proposed Management Structure of IOI

In the Fourth Meeting of Representatives held on 8 December at Madras, it was decided as follows:

"Introducing the subject, the Executive Director said that he had been asked by the governing Board of IOI to suggest to the Board a Management system for IOI which would serve the twin objectives of having a decentralised networking system while at the same time retaining the objectives and "philosophy" of IOI. In his view, if IOI had been a pure information network, it could have been totally horizontal. But headquarters had the major responsibilities for raising funds and for reporting regarding their utilisation to the donors. Besides it was the Governing Board of IOI which, under the statutes, was responsible for determining policy regarding the activities, organisation and financial administration.

It was within the above parameters that the Management system of IOI had to be established. He invited the views of the representatives of the operational centres.

A wideranging discussion ensued. The main observations and comments made in the meeting have been arranged in the following clusters.

Policy. The policy of IOI had necessarily to be enunciated by the Governing Board after active interaction between the representatives of the Centres and the Board.

One way could be to have representatives of the Centres on the Planning Council of IOI as the Planning Council was the main advisory organ of the Board. Another method could be for the Board to consult the Centres about the feasibility of policies. This would involve the Centres in the decision-making system of IOI.

Planning. The strategic plan of IOI could be drawn up at the meeting of representatives of the Centres and then submitted to the Board. This plan could, inter alia, examine the interaction of IOI's plan with other areas of co-operative endeavour which the Centres might be engaging in e.g. TRAIN-SEA COAST. The strategic plan would also help to harmonise the objectives of the co-operating institutions (IIT, UNA, USP, SOA, CRODT etc.) with those of IOI. Since the co-operating institutions were involved in other networks besides the IOI network, IOIs strategic plan would help in harmonising all of their activities.

Information. There was need for the Centres to collect information from their regions and circulate it within the IOI network. Quarterly action reports of all Centres should also be circulated within the network. This would

not only make everyone aware of what was happening throughout the network but make for co-ordinated and synergistic functioning.

Accounts and Reporting. There was general agreement that the system of accounts and reporting within the network needed to be standardised so as to make for comparability. This would also enable headquarters to monitor activities thereby enabling it to fulfil its obligation to the donors and others."

The Meeting might like to discuss the matter further so that an appropriate report could be made to the IOI Governing Board.

Suggestions for professional services
to be offered by IOI

At their Third Meeting held on 28 and 29 April, 1994 the Representatives of the IOI Centres minuted as follows:

"Item 5: Suggestions for consultancies

There was detailed discussion on this issues. The general consensus was that:

- the term "consultancy" was inappropriate and should be replaced by the term "professional services";

- it should be made clear to the host institution that the IOI Centre was not in competition with it.

The Committee came to the following conclusions:

- the term "professional services" to be offered by IOI Centres should be confined to the strengths of IOI in the fields of policy research, policy advice, training of multi-disciplinary and heterogenous groups, sensitisation of policy makers etc.;

- the host institution/government should, as far as possible, be associated in the proposed activity;

- the "professional service" should be harmonised with the host institutes activities so as to be complementary and supplemental and not substitutive."

IOI HQ had offered its professional services to UNECA and the Government of Ethiopia to develop a project on Spirulina and to suggest possible funding sources. The project was very much appreciated and enabled IOI to bring together the funders (ODA, Japan), the technology suppliers (Dai Nippon Ink.) and the Government of Ethiopia and UNECA.

Some similar projects, and others, could perhaps be thought of.

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Prof. Elisabeth Mann Borgese
Honorary Chairman
International Ocean Institute
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

14 June, 1995

My dear Elisabeth,

I am enclosing herewith the minutes of the Fifth Meeting of the Representatives of Operational Centres of the International Ocean Institute held at the University of Malta on 25 and 26 May, 1995 as well as the minutes of the Fourth Meeting of the Courses Development Committee of the IOI held on 27 May, 1995 for your information.

When discussing about funding from the second tranche of GEF (Items 5 of Representatives meeting) it was decided that IOI Centres should "prepare a list of national/regional projects connected with IOIs project and activities". In this connection, Mr. Philip Reynolds has kindly made available the Quarterly Operational Report of GEF which I am enclosing herewith. Please get in touch with the task managers of projects in your region with which your activities are concerned so as to work out the modalities of cooperation between the IOI project and other projects. This would be of great help in getting funding from GEF II.

With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Enc.

Minutes of the Fifth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at
The University of Malta
on
25 and 26 May, 1995

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Dr. Anton Vratusa, Vice Chairman, IOI
Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
Prof. Salvino Busuttil, Treasurer, IOI
Fr. Peter Serracino Inglott, IOI Malta
Mr. Philip Reynolds, STAPS/UNDP, New York
Dr. Hou Wenfeng, IOI China
Prof. Alejandro Gutierrez, IOI Costa Rica
Prof. N.V.C. Swamy, IOI India
Prof. R. Rajagopalan, IOI India
Prof. M.R. Pranesh, IOI India
Prof. Tsutomu Fuse, IOI Japan
Prof. Robin South, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

Dr. Danny Elder, UNDP Consultant
Ms. Margaret Wood, IOI Halifax
Ms. Bella Hili, IOI Malta
Ms. Anna Micallef Trigona, IOI HQ
Ms. Natasha Ralston, IOI HQ

Prof. Elisabeth Mann Borgese took the chair.

Item 1:   Adoption of agenda

The agenda as circulated was adopted.

Item 2:   Tripartite review of the UNDP Project GLO/91/G33 by IOI, UNDP(OPS) and UNDP(STAPS)

The Meeting had before it the following documents:

(i)   the Project Performance Evaluation Report (PPER) for
        the period 21 January 1992 to 31 March, 1995 prepared
        by the Executive Director, IOI;

(ii) the terms of reference for the mid-term evaluation of
        GLO/93/G33 as laid down by UNDP (Attachment 1).

On being asked to introduce the PPER, the Executive Director of
IOI stated that he had collated all the facts and thereafter made
an evaluation of the project. In his view the main successes of

the project were that:

- dependency on UNDP funds required for conducting courses decreased from 47% in 1993 to 38% in 1994 thereby indicating that the IOI System had been successful in arranging for non-UNDP funding;

- the cost per trainee-week had shown a declining tendency due to the following of a better curriculum development strategy based on the TRAIN-X System;

- the cost per course had gone down by as much as 40% because the earlier 10-week courses were now being conducted in 6 or 7 weeks due to elimination of overlaps and duplication; this was also due to more efficient curriculum development, regionalisation and upgrading of the training programmes;

- the number of new courses developed was greater than what was stated in the project document;

- regarding course materials development, a lot of work had been done but more was necessary and would be completed before the project ended; the development of the training material had been cost-effective and helped to shorten the duration of courses;

- the in-kind inputs of IOI and the collaborating institutions had been higher than what was promised in the Project Document;

- the networking system including preparation and distribution of PR brochures, the alumni newsletter etc. had helped in making the IOI more visible regionally so that the demand for IOI courses was on the rise.

Also the immediate objective of the project had been to:

(i) develop an institutional infrastructure of 4 new centres;

(ii) implement training programmes through these centres; and

(iii) initiate research proposals to tackle local and regional problems.

While (i) and (ii) had been very successful as mentioned earlier (there were, in fact, 6 new centres instead of 4) there was a shortfall regarding (iii). Also the library networking system developed by IOI India (CLAM/DOS) had yet to become operational.

Thereafter the Chairman asked the representatives of all IOI operational centres to evaluate the project and to state the present position.

IOI India

The representative of IOI India stated that:

- IOI India had access to all the facilities of IIT Madras and the National Institute of Ocean Technology established on the IIT Campus by the Department of Ocean Development, Government of India. IOI India also had links with the Anna University, Bay of Bengal Fisheries Project of FAO, MS Swaminathan Centre, Muruguppa Chettiar Research Centre etc. This had made for a very effective functioning of IOI India;

- IOI India had the advantage of the IIT Madras having conducted IOI programmes earlier and therefore it facilitated the stabilisation of the centre;

- For Course Development work, the retreat in Rolle regarding the TRAIN-X system was very useful as it gave a definite shape to the system. The modules developed by IOI involved 20 persons and IOI India would have occasion to discuss about these later;

- IOI India had developed the Library Information Management System (CLAM/DOS) including a management manual and a user's manual;

- IOI India had developed a new way of running short courses in other countries whereby IOI India was responsible for the travel costs of external faculty and for providing reading material while the local government met the costs of travel, accomodation etc. of the participants. This had happened in the case of Malaysia and he was hopeful of IOI India being able to conduct more courses in this manner;

- the visibility profile of IOI India had improved and for the course in June they had 80 applications for 20 seats, with more than half being from outside India. In the recent alumni course for Indian alumni held in Madras, **two foreign participants** (one from Philippines, and one from Sri Lanka) **paid their own travel fare**. This was a good indication of how participants valued IOI courses;

- IOI India had been able to conduct a research-cum-experts meeting on how to have cooperation in Marine Technology in the Indian Ocean Region. UNDP/TCDC had funded the experts meeting;

- as regards future sustainability, he was of the view that IOI India was sustainable regarding Indian programmes as both the Government of India and the Government of Tamil Nadu were prepared to fund courses in integrated coastal zone management. For conducting regional and international course, however, foreign funding would be necessary.

IOI Costa Rica

The representative of IOI Costa Rica stated that IOI Costa Rica had only been operating for a few months. During that time it had conducted a sensitisation programme for leaders from Central America, their curriculum developers had attended a TRAIN-SEA-COAST (TSC) Workshop and IOI Costa was now gearing itself for designing curricula, conducting research and holding training programmes. From the next academic year, IOI Costa Rica will be integrated into the academic programme of the University and would have the full support of the Faculties of Science, Foreign Studies and Economic Policy.

IOI Costa Rica had also been able to appoint a bilingual assistant from January and this had been of great help in administrative work. IOI Costa Rica would be able to conduct a 2-week course on Sea Law and Policy in 1995 and 2 IOI Courses and 1 TSC Course in 1996.

IOI South Pacific

The representative of IOI South Pacific stated that evaluation of the last year and a half of the UNDP Project showed that:

(i) IOI South Pacific had fulfilled more than they set out to do except in the sphere of preparation of research proposals;

(ii) the UNDP Project had added to the visibility of IOI in the region and enabled IOI South Pacific to raise $ 10 million from the ODA of Japan for residential accomodation, laboratories etc. of the Marine Studies programme. IOI South Pacific was greatly helped in this regard by Prof. Elisabeth Mann Borgese, who made the initial contacts in Japan, and Mr. Philip Reynolds who had the support of UNDP to the Project conveyed to the Japanese authorities;

(iii) IOI South Pacific had established good networking arrangements with institutions in the South Pacific and other IOI Centres and this had generated a lot of synergy and brought a global outlook to bear on the work being done in Fiji;

(iv) IOI South Pacific had been able to produce modules for a number of new courses e.g. Resource Economics, Fisheries Economics and Management, Management and Development of Coastal Fisheries in the Tropics. They had also produced a monograph on Traditional Marine Tenure and Sustainable Management of Marine Resources in Asia and the Pacific;

(v) as regards future sustainability of IOI South Pacific after the ending of the UNDP Project, he stated that:

. it had already been decided by the USP that
in the post-UNDP project period the IOI
South Pacific would be regarded as an
international institution attached to the
University. This would ensure continuity;

. also sustainability depended on quality
which would be ensured as IOI South Pacific
would be a member of the TSC Network.

IOI China

IOI China's representative stated that IOI China had been
established in October 1994 at the National Marine Data
Information Service (NMDIS) Centre in Tianjin. The host
institution was engaged in the preparation of:

. the Chinese Agenda 21;
. national law and regulations for the seas around
China;
. administrative and other measures necessary for
implementing the 1982 Convention.

Thus the establishment of IOI China in Tianjin would be very
beneficial both for NMDIS and IOI China. In 1995, IOI China
would conduct a 5-week programme in Deep-sea Mining and do work
connected with the Independent World Commission on the Oceans
(WCO). In 1996, IOI China would be constructing a residential
building, doing work for WCO and networking with the IOI System.

IOI Halifax

The representative of IOI Halifax stated that their workplan
during 1995 was to:

. formalise the arrangement with Dalhousie through a
Memorandum of Understanding as had been the case with
all other IOI Centres;

. conduct a 10-week international programme in
Sustainable Development and EEZ Management;

. arrange for funding for a 5-week programme to be held
in Cuba in association with IOI Costa Rica;

. conduct hearings in Canada for the WCO. Funding for
this would be made available by CIDA/IDRC.

IOI Japan

The representative of IOI stated that IOI Japan was established
in October, 1994 at the Yokohama City University. Since then:

- the Yokohama City Government had made a budget for IOI Japan for 1996;

- a National Commission for the Seas and Oceans is being established in Japan with IOI Japan acting as its secretariat;

- regional hearings for the WCO will be conducted in 1995 and international hearings in 1996;

- a trainer had been sent by IOI Japan to the Halifax course so as to enable IOI Japan to organise IOI courses from 1996 onwards.

IOI Malta

The representative of IOI Malta stated that the programme of IOI Malta/University of Malta was to:

- conduct an MBA programme in Coastal Zone Management from 1996 onwards;

- create a world depository in Malta on Common Heritage of Mankind by November 1995;

- prepare a 5-year operational plan for submission to the European Union for funding;

- to hold regional hearings for the WCO.

Discussions with Dr. Elder, UNDP Consultant

The presentations by the IOI representatives were followed by discussions with Dr. Danny Elder, the UNDP Consultant appointed to evaluate the Project. The discussions fell into the following broad clusters:

- the impact of the project on the overall effectiveness of IOI training activities;

- the quality of training material;

- the likelihood of IOI Centres continuing their training and course development activities after the termination of the project.

Impact of project on overall effectiveness of IOI programmes

There were in-depth and wide ranging discussions by the Meeting. The conclusions that emerged were as below:

- the project especially its networking through bi-annual meetings of representatives of the IOI Centres,

alumni refresher courses, leadership seminars, involvement in TRAIN-SEA-COAST, development of new courses etc. had qualitatively opened up new opportunities for the IOI System;

. the effectiveness of IOI training programmes had been greatly augmented by the 5-day retreat in Rolle, Switzerland with the TRAIN-X Co-ordinator, Mr. Michel Couroux, as that had given a definite structure to the training activities of IOI;

. as a result of the follow-up of the Rolle retreat, IOI training programmes had become more cost-effective by becoming:

* shorter through elimination of overlaping and duplication between lecturers;

* more focused.

. IOI training programmes had become more relevant to the issues arising out of Rio, 1992 as they had progressed from deep-sea mining through EEZ management to integrated coastal zone management;

. the effectiveness of the new programmes was also evident from the fact that great value was being attached to them by participants: persons paid their own travel costs to attend IOI refresher courses, while the Governments of India and Malaysia were prepared to bear all local costs for the training of their officials;

. some new and highly specialised and region-specific courses like the crustal coralline course had been developed;

. the reach of IOI courses was being broadened to non-English areas by the development of courses in French and Spanish. This added to the overall global effectiveness of the programmes.

Some cautionary notes were also sounded. There was an emerging danger of IOI spreading itself too thin if it took on more varied types of courses not attached firmly to its core courses. Also cost-effectiveness would be improved by being selective in producing transferable material as otherwise most such material would only remain on file.

Quality of training material

The consensus was that though the training material had improved considerably there was some way to go before it met TRAIN-SEA-COAST standards. The Meeting was heartened by the fact that the representatives of IOI Centres were aware of this and were taking

steps to bring the course materials up to the required standards and format.

Likelihood of IOI Centres continuing their work in the post-project period

While it was too early to say anything at this stage about IOIs Costa Rica and Senegal, the Meeting was of the view that due to the likely support of the Governments of India and Tamil Nadu in the case of IOI India, and the very close link that IOI South Pacific had with USP, it was highly probable that the training activities based on the course materials prepared would be continued.

The fact that the IOI Centres would be working as the Regional Secretariat of the World Commission on the Oceans would not only help in enhancing the visibility of the Centres but also in getting research material during the regional hearings which would be of immense benefit to the Centres in assessing needs and tailoring future programmes to the needs of the countries of their respective regions. One of the recommendations of the Meeting to the Centres was to get the IOI programmes integrated into the relevant UNEPs Regional Seas Programmes, as well as concerned regional or country-specific programmes, as that would strengthen IOI's position in the regional networks.

Item 3:   The TRAIN-SEA-COAST Network

The Meeting had before it the reports of Prof. Robin South on behalf of all the IOI participants and the progress reports prepared by Ms. Stella Maris Vallejo, the Co-ordinator of the TSC Network.

After discussions the Meeting came to the following conclusions:

-   the TSC network offered a good opportunity to the IOI System to spread its "philosophy" globally through the TSC network;

-   there were differing responses from the IOI Centres to TSC. While all the centres agreed on the desirability of switching to the TSC System, IOIs India, South Pacific and Senegal felt they needed extra funding while IOI Costa Rica was prepared to raise money locally as in their view the University, IOI and Train-Sea-Coast courses all needed to be integrated;

-   the view of IOI HQ was that it would help raise extra resources for the TSC courses;

-   IOI India, who was preparing modules according to TRAIN-X, was requested by the Meeting to have one module (that of Dr. S.P.S. Subramanian) prepared according to TSC so as to enable the difference

between the two to be appreciated.

Item 4: World Commission on the Oceans

The matter of the World Commission on the Oceans (WCO) was generally discussed. The Meeting noted that:

- the Preparatory Committee of WCO was meeting on 30 June – 3 July after which detailed instructions would be issued;

- Japan was considering holding international hearings in association with S. Korea or China;

- the WCO hearings would help in enhancing the visibility of the IOI System and in collecting material which would help in future research, training and regional networking.

Item 5: Suggestions for funding from second tranche of GEF including proposals for research

The Meeting discussed the question of getting funding from the second tranche of the Global Environmental Facility (GEF II). The Meeting was advised that the preconditions for the GEF II would be:

- successful completion of the present project;

- the proposal for GEF II being complementary to, and building on, the present project;

- there being no staff costs in the proposal for GEF II;

- there being a clear indication as to how the proposal for the IOI Global Project would create a framework in which national projects could come up;

- the establishment of clear interlinkages between the IOIs global and regional projects e.g. UNEP's Regional Seas Programme, World Bank Project in the Caribbean on ICZM, as well as between the IOI's global project and national projects of a similar nature;

- how IOI's project could contribute to capacity building.

The IOI Centres were advised to:

- get in immediate contact with the coordinators of the UNEP Regional Seas Programme in their areas of operation;

- prepare a list of national/regional projects connected with IOIs project and activities. This would also be useful for the work related to the WCO;

- explore possibilities of non-UNDP funding.

The meeting was of the view that GEF II needed to:

- cover new centres;

- arrange funding for TSC courses covering "international waters";

- deepen the work of GEF I e.g. distance learning etc.

Item 6: Proposed management structure of IOI

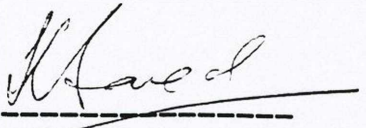In discussions on the management structure of IOI the following points were made:

- the IOI faced a challenging situation in establishing a global network. In addition to the bi-annual meetings of Directors/Vice Chancellors IOI could use the facilities of E-Mail, teleconferencing etc. to strengthen the network;

- to prevent the network from disintegrating due to centifugal tendencies it was suggested that:

  . IOI HQ issue a certificate of acceptance to IOI Centres laying down the framework within which the Centres had to function;

  . have a user's agreement with the Centres regarding use of IOI's name and logo;

  . copyright IOI's logo;

- the functioning of the IOI System needed to be kept flexible and adaptive;

- IOI should have a well recognised niche and function in areas where others were not acting.

Item 7: Suggestions for professional services to be offered by IOI

IOI India stated that the IIT Madras had certain High Technology projects e.g. wave energy, disaster mitigation etc. which it wanted to be made available to the countries of the South. In this connection IOI could act as a catalyst and help the Ocean Engineering Centre of IIT Madras to globalise its projects.

It was pointed out to IOI Madras that though IOI HQ would do all it could to help in this regard, UNDP New Delhi had about 10% of its budget for Technical Cooperation among Developing Countries (TCDC) and that they should try to tap this source also.

The meeting ended with a vote of thanks to the Chair.

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Dr. Krishan Saigal
Executive Director

TERMS OF REFERENCE

**For a mid-term evaluation of GLO/93/G33:
Support for Regional Oceans Training Programme**

A.   BACKGROUND

An agreement between the Executing Agency (UNDP/OPS) and the International Ocean Institute (IOI) for US$ 2,583,347 was signed on 3 September, 1993 on the basis of a Project Document submitted by IOI in July, 1993. The project was supposed to be for 30 months up to February, 1996.

The immediate objectives of this programme were first, for IOI to develop an institutional infrastructure by establishing four operational centres to be located in India, the South Pacific (Fiji), Colombia and Senegal; and second, through these centres, IOI was to implement training programmes in furtherance of policy research and development in marine affairs. The centres were to serve as vehicles for providing training and management of exclusive economic zones and to initiate research programmes to handle local and regional concerns.

Upon the signing of this agreement, the operational centres in India and the South Pacific (Fiji) received funding for their training programmes. The IOI Headquarters initiated the work of the Senegal centre by holding a leadership seminar in Addis Ababa in association with UNECA in March, 1994. Dakar, however, became independently operational only from 1 January, 1995. The centre for Latin America was later on shifted to Costa Rica and the funding for this centre started from 1 January, 1995 upon approval of its workplan by UNDP/OPS. Because of the delay in establishing the Latin American and African centres, the Project is now expected to only finish in April, 1997.

A Project Performance Evaluation Report (PPER) detailing progress up to March 1994 was prepared by IOI and considered at a joint meeting of the centres and UNDP at Barbados in April 1994. Another PPER up to the end of March 1995 is being prepared by IOI and will be considered on 25-27 May, 1995 in Malta.

B.   PURPOSE

The purpose of this external evaluation is to appraise the progress made so far towards attaining the objectives of the Project and to make recommendations for improvements for the remainder of the project.

C.   TERMS OF REFERENCE

Specifically, the external evaluator will:

1.   Assess continuing relevance of the development objective and the effectiveness of the project in achieving its immediate objectives, outputs and activities as they appear on pages 12-23 of the project document and as amended by the Workplan for 1995 prepared by IOI and approved by UNDP/OPS.

2.   In pursuing the above assessment, the external evaluator will comment on:

a.   The impact of the project on the overall efectiveness of IOI training activities.

b.   The quality of training material developed by IOI in the course of the project in terms of its relevance to country and trainee requirements, technical content and pedagogical aspects.

c.   The effectiveness of the project's institutional structure including contributions to project implementation which have been made by:

    1.   Advisory Councils of Regional IOI Centres
    2.   IOI's Board of Governors, Centre Directors meetings, Course Development Meetings and
    3.   TRAIN-SEA-COAST Central Coordinating Unit in New York.

d.   Government and host institution awareness of and compliance with their signed agreements with IOI.

e.   The likelihood of the IOI Regional Centres continuing the project's course development and training activities after the termination of the project. Elements for consideration include the general knowledge base, technical capacity, pedagogic capacity, policy and institutional support and adequate budget allocations.

f.   The timeliness and effectiveness of project inputs from UN/STAPSD, UN/OPS, IOI, Governments and the TRAIN-SEA-COAST programme.

g.   The effectiveness of project execution arrangements.

3.   Prepare a final report with conclusions, recommendations and supporting analyses for the four regional centres (including strengths and weaknesses) and for the project as a whole.

D.   BASIS FOR THE EVALUATION

The evaluator should base the evaluation on the following:

    1)   the project document for GLO/93/G33
    2)   the revised workplan for 1995
    3)   PPER's for March 1994 and March 1995
    4)   interviews in New York with staff of STAPS, OPS and UNDOALOS (Train-Sea-Coast); interviews in Malta with Executive Director IOI; and interviews in San Jose, Costa Rica; Dakar, Senegal; Madras, India; Suva, Fiji; with government officials, the directors, course developers and faculty of the operational centres and selected trainees.
    5)   the evaluator's own personal experience and contacts.

E.   TIMING

Between 1 and 20 May 1995 the evaluator will undertake the following visits:

1 day	New York	Briefing at UNDP, UN/OPS and UNDOALOS
2 days	Malta	Briefing at IOI Headquarters
2 days	Suva	IOI Fiji
2 days	Madras	IOI India
2 days	Dakar	IOI Senegal
2 days	San Jose	IOI Costa Rica

Between 21-24 May the evaluator will have final meetings with IOI Headquarters in Malta and draft his/her report.

Between 25-27 May the evaluator will attend (as an observer) the IOI Centre Directors and Course Development meetings in Malta. At this time he/she will present preliminary conclusions and recommendations for discussion.

By 31 May the evaluator will submit a final evaluation report to UNDP.