



# International Ocean Institute

FACSIMILE TRANSMISSION

P.O. Box 524  
VALLETA, MALTA

Telephone: 236596  
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To: H.E. Dr. Najeeb Al Nuimi  
Minister Adviser to HH the Crown Prince  
Qatar  
FAX No: 419 431

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: April 27, 1993

Subject: International Ocean Institute

Your Excellency,

I have just spent a day with H.E. Ambassador Layashi Yaker, Executive Secretary of the ECA and President of the IOI, and I am sending you this message on his and my behalf.

He sends you his warmest regards and he is sorry he has not written to you, but he has been travelling incessantly.

The expansion of the work of our International Ocean Institute is proceeding. We now have operational Centres Malta (University of Malta) and Canada (Dalhousie University), as well as in Madras (IIT), Fiji (University of the South Pacific) Dakar (IDEP), and Bogotá/Cartagena (Jorge Lozano University). Japan is going to announce the establishment of IOI Japan in September. SOA has initiated steps to establish IOI China.

Each Centre will have its own focus of activities, and there will be strong networking among all of them, and with other regional institutions, within and outside of the United Nations family of organisations. All of them will be inspired by the same philosophy of the Common Heritage of Mankind, promoting a genuinely new international order of sustainable development and comprehensive security. We believe that the Law of the Sea, with all its implications, is the point of break-through towards such a new order, and that the lessons we have learned in twenty-five years of elaborating this new Law of the Sea can and must be generalized.

Both Mr. Yaker and myself are extremely enthusiastic about the possibility of establishing an IOI operational centre in Qatar,



which seems to us an ideal place. This Centre would serve the Gulf, the Red Sea, the Indian Ocean (networking with Madras) as well Mediterranean (networking with Malta and with the Economic and Social Commission for West Asia). The Centre would cover all aspects of law of the sea and ocean development and conservation, including the management and conservation of living resources, including aquaculture and mariculture; the hydrocarbon industry in which Qatar plays such a leading role; shipping, navigation and the development and management of ports and harbours; integrated coastal management; tourism; the role of navies and coastguards in the 21st century; scientific research and technology development and management and the development of human resources (so crucially important!); national legislation and the building of national institutional infrastructure; regional cooperation and development, and the linkages between local, national, regional, and global issues and institutions in ocean governance. It is indeed an exciting agenda.

We feel also very fortunate to have the AALCC in Qatar. IOI and AALCC have worked closely together in marine affairs for many years, and we intend to intensify this cooperation and to strengthen the marine sector within AALCC.

IOI Qatar also would develop courses and course materials in Arabic language and contribute to the formation of a core group of experts in ocean management in the Arab countries.

Your Excellency,

I hope we shall have an opportunity to discuss these matters during your stay in New York.

The next steps we would be proposing are two:

First, IOI, in cooperation with ECA, is organising a first leadership seminar in Addis Ababa, on July 5 and 6. This will deal with the ratification of the Law of the Sea Convention and its implications for Africa and a number of projects that could be launched. On behalf of Mr. Yaker and myself, we would like to extend to you our most cordial invitation to participate in this seminar.

Secondly, Mr. Yaker and I could come to Qatar immediately after this seminar, to discuss with you in situ the possibilities of launching this great initiative.

It will be a great pleasure to see you again.

With all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*

Elisabeth Mann Borgese  
Professor





Dalhousie University

International Ocean  
Institute



MEMORANDUM

QUESTION OF THE ESTABLISHMENT OF AN IOI OPERATIONAL CENTRE IN QATAR

Reference is made to the letter addressed by Elisaeth Mann Borgese, Founder and Honourary Chairman of the IOI, to H.E. Dr. Najeeb Al Nauimi, Minister Adviser to HH the Crown Prince, dated April 27, 1993.

The letter described the expanding activities, and range of subject matters covered, by the IOI and its network of Operational Centres and suggested the establishment of IOI Qatar, to serve the Gulf, the Red Sea, the Indian Ocean (networking with Madras) as well as the Mediterranean (networking with Malta and with the Economic and Social Commission for West Asia). Activities would include training programmes, refresher courses for alumni, leadership seminars, region-specific policy research, publications and cooperation and exchange programmes with our global network. One of the special tasks of the Qatar Centre would be the development of training programmes in Arabic language.

During the almost 12 months which have passed since the submission of this proposal, our activities have proceeded on schedule. The establishment of IOI China and IOI Japan will be announced before the end of this year.

A brochure describing IOI activities as well as the announcement of our training programmes in 1994, is attached.

Host country responsibilities would consist in offering suitable office space, utilities and logistic support. The space needed is 3 rooms and a class room or conference room, preferably located at a University or technical institutions. Since cooperation with the AALCC will hopefully continued and be intensified, location of IOI Qatar at or near AALCC headquarters could also be considered. The host country should also appoint a co-ordinator and (part-time) director of high academic standing. A local/regional Advisory council, composed of members representing Government, private sector and academia, would be appointed.

Annual expenses, including project activities would run to about US\$ 500,000. To endow the activities of IOI in perpetuity, an endowment or trust fund of \$ 5,000,000



would be adequate. Additional, project-directed funding could always be secured by IOI.

We are convinced that IOI Qatar would fill an important niche and would assist Arab countries to play an important role in the implementation and progressive development of the Law of the Sea, in the broader context of UNCED developments and the restructuring of the United Nations system.



Am 1132



RECEIVED APR 19 1995

# Hotel Sofitel

DOHA PALACE

P. O. Box 7566 - Doha-Qatar

Tel.: (974) 435222 - Tlx.: 5151 SOFTL DH. - Fax.: 439186

COPY

## TELEFAX-TELEX

A/TO MARGARET 1-902 494 2034

DE LA PART DE/FROM ELISABETH

VILLE-PAYS/CITY-COUNTRY HALIFAX, N.S. CANADA

NOMBRE DE PAGES/NUMBER OF PAGES 1

MESSAGE Everything fine. - Please, if you can find Reem Meshal -- I have a number for her 423 6214, but it may be old -- ask her for her parents' number here in Qatar and fax it.

I took care of Lennox Hinds!

Love

Elon W/M

870 306 Reem's parents

NUMÉRO DE CHAMBRE ROOM NUMBER DATE DATE SIGNATURE SIGNATURE





Dalhousie University

International Ocean  
Institute



FAXED

FACSIMILE TRANSMISSION

To: H.E. Dr. Najeeb Al Nauimi  
Minister Adviser to HH the Crown Prince

FAX No: 974 433 623

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 26 April, 1995

Subject: International Ocean Institute

Your Excellency, dear friend Najeeb,

It was good to be back in Qatar, and I enjoyed the conference which covered a lot of ground under your able leadership.

And I am happy to see that our cooperative efforts are moving.

I have asked our Executive Director in Malta to send you, by DHL, all the background material for the hearings for the World Commission. It would be splendid if you could cover, not only the Gulf countries but perhaps the other Arab countries as well. I know that Dr. Amin Meshal of UNESCO will be happy to assist you in any way you might desire. And then, of course, you have the University.

The methodology, as developed by the other Centres is approximately as follows:

*Preparation*

Prepare a list of institutions and persons that should be interrogated and asked either to come to Qatar or to send a statement; municipal governments, port administrations, fishermen's associations, shipping companies, tourist organisations, and NGO's, as well as scientific institutions, should be included.





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Advertise the hearings in the local paper. It should enable persons or institutions, who have not been contacted and who have something to say, to take the initiative to send statements or offer to come to the hearings. This phase should be initiated as soon as possible.

*Conduct Hearings*

Persons to be interrogated might be gathered for a one-day or two-day meeting in Qatar; these hearings might be held early in the fall.

*Analyse data*

The results of the hearings should be tabulated, computerized, and analysed. I am quite sure that you have people at the University who can do that. This work should be completed by the end of the year.

*Write report to World Commission*

The results of the hearing should be presented to the Commission in a readable form. All the hearing reports will be published as volume III of the final Commission Report, with full credit to the persons and institutions that prepared the report. The Report should be in the Commissions hand by the end of January, so it is available for the third Plenary Session, which will take place in Monaco.

You mentioned that you could do this work at very little cost: You mentioned the figure of \$10,000. It would be splendid if you could raise this amount yourself, or assist us in raising it. I should think that, perhaps the Kuwait Foundation or the OPEC Foundation might help. These hearings, undoubtedly, will be beneficial for the whole region. We want a strong Arab presence in the work of the Commission.

Do let me know whether you want us to do anything else in this matter.

And I would be most grateful if you could send me a short C.V. of yourself, so that we could nominate you for membership in the Commission.

With all good wishes,

*E. H. H. H.*





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P.S. I am attaching the original document, on which the establishment of the Commission is based. There has been some adjustment of the time schedule for 1995, due to the initial delays in starting the work, but by September we ought to have caught up.

I am also attaching a list of persons who have already accepted to be part of the Commission. During the first meeting of Vice Chairmen, it was decided that an eminent person from the Gulf area should be included.





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FACSIMILE TRANSMISSION

To: H.E. Dr. Najeeb Al Nauimi  
Minister Adviser to HH the Crown Prince

FAX No: 974 433 623

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 26 April, 1995

Subject: International Ocean Institute

Dear Najeeb,

Let me now come to the second point of our discussion, the establishment of an IOI Operational Centre for the Gulf States in Qatar.

- . We agreed that this Centre should be established at the University of Qatar;
- . The University would provide office space and equipment as well as a class room, when needed, and teaching facilities (over-head projector, video, etc.). The University would also appoint a part-time academic Director for the Centre and arrange for his/her logistic support (an assistant; a secretary).
- . The IOI Operational Centre in Qatar is an autonomous organisation operating within the framework of the University and in accordance with Qatari Law.
- . IOI would provide teaching material, such as course syllabi and, if required, course directors and lecturers from time to time.
- . IOI, in cooperation with IOI Qatar, would, if requested, make studies on Ocean Policy for the Government of Qatar or other Gulf or Arabic countries.
- . The Qatar Centre would prepare teaching material in Arabic language.



- . IOI would assist in fund-raising, in cooperation with the Centre, for scholarships for training programmes to be held in Qatar, as well as for research projects, leadership seminars, etc.
  
- . The Centre would benefit from the IOI network activities and materials: e.g., there are two annual meetings of all Centre Directors and the curriculum development committee, where a fruitful exchange of concepts and methodologies takes place; members of the Qatar staff, especially initially, could participate in training programmes in already established Centres (Malta, Canada, India, Fiji, Senegal, Costa Rica, China, Japan) to get acquainted with our methodology; there is an Internet E-mail network, and a newsletter in which all Centres participate;
  
- . The Qatar Centre would be invited to the Annual Conferences Pacem in Maribus. One of these Conferences, during the coming years could be held in Qatar (successively, we want to organise these in each one of our Centres; Malta, Canada, India and Japan already had Pacem in Maribus Conferences; this years Conference is taking place in Costa Rica).

This might be the gist of a Memorandum of Understanding between the University of Qatar and IOI. If you have any additional ideas, or wish to modify any of those proposed here, please let us know.

With all good wishes, and thanks again for your interest and your cooperation.

Yours sincerely,

*Ebrahima*





Dalhousie University

**FAXED**

International Ocean  
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FACSIMILE TRANSMISSION

To: Dr. Amin Meshal  
FAX No: 974 867 644

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 1 May, 1995

Subject: Fax for Minister Najeeb

Dear Dr. Meshal,

Something seems to be wrong with the Minister's fax number. Has he perhaps changed it?

I would be most grateful if you could get these documents through to him. I shall send the hard copy by mail, but it would be good if he could receive the fax now.

Many thanks, and all the best,

Yours as ever,

*Elisabeth*



Dalhousie University

FAXED

International Ocean Institute



FACSIMILE TRANSMISSION

To: Dr. Ibrahim Saleh Al-Noaimi  
President  
University of Qatar  
FAX No: 974 835 111

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 10 June, 1995

Subject: International Ocean Institute

Dear Dr. Al-Noaimi,

Minister Dr. Najeeb Al-Nauimi informs me of your keen interest in establishing an IOI Operational Centre at your University. We are very happy about this prospect.

Let me give you here a very brief background on the IOI and its operational centres. I am sending full documentation by DHL.

The International Ocean Institute was officially established at the University of Malta in 1972. From very modest beginnings as an international nongovernmental organisation, it has grown into a global operation. Our activities consist in policy research, in training, in publishing, and in organising international conferences and seminars.

We have completed quite a number of research projects, well over 60 intensive training programmes, designed in particular for mid-career civil servants in developing countries, we have conducted 22 annual conferences called *Pacem in Maribus*, which means "Peace in the Oceans," as well as a number of leadership seminars and regional seminars, and we have published (through the University of Chicago Press) 11



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X E D  
volumes of *Ocean Yearbook* of about 600 pages each (vol. 12 is in preparation).

Our headquarters are at the University of Malta, with a branch office at Dalhousie University.

Funding for our activities came largely from CIDA (Canada), with substantive contributions also from the Commonwealth Secretariat, UNDP, UNEP, UNESCO, the Government of the Netherlands, a number of Foundations, private donors and host countries of our conferences and training programmes. At one time we also received a grant from the OPEC Fund.

Less than three years ago we received a substantial grant from the Global Environment Facility, enabling us to consolidate and expand our work through the establishment of 4 new operational centres, in India, at the Indian Institute of Technology (Madras); in Fiji, at the University of the South Pacific; in Costa Rica, at the Universidad Nacional, and in Senegal at the Centre for Oceanographic Research. This new network of 6 operational centres (including Malta and Canada) was so successful that it acted like a magnet. Other Universities wanted to become part of it. Thus we established operational centres at Yokohama University in Japan and at the National Ocean Data Centre in Tianjin, China. And several more are in the making: in South Africa, at the Black Sea University in Romania, in Australia, and, hopefully, at your University.

Our operational centres are autonomous partners of the IOI. The relationship is established on the basis of a simple Memorandum of Understanding. I will send you a couple of samples. The host institution assumes the responsibility for

- . providing office and class room space, including facilities and services (heating, cooling, cleaning, etc.) as well as equipment (computers, fax, photocopy machine, printer, etc.)
- . appointing a Centre Director, who should be an influential faculty member, preferably a Department head or Dean, who can work in close contact with the University President or Vice Chancellor, but who need not work full time for the Centre (perhaps half of his time);
- . appointing one full time "coordinator" or "Assistant Director" who might be an



assistant professor;

appointing one secretary.

appointing an Advisory Council or Committee, which, in your case, should probably bring in the Council of Gulf States.

On our side, we give access to all our training and research material which you could utilise and adapt as it suits your needs and interests. You may also develop your own programmes, in cooperation with us if so desired. We would be happy if you could develop some programmes in Arabic language (we have developed programmes in English, French, and Spanish). We also like to be involved in your training programmes and send our experts.

The Directors of all the Operational Centres and, whenever possible, the Presidents/Vice Chancellors of the host institutions, meet twice a year to discuss common policies and strategies. This form of "networking" is extremely important to give and maintain cohesion for the whole network. We are strong believers in the principle of the Common Heritage of Mankind and we are committed to "capacity building" and "institution building," i.e., to assisting people in developing countries to acquire the managerial, scientific and technological capacity to benefit from the new Law of the Sea and to contribute actively to its further development and enhance its impact on the restructuring of the United Nations system. We try to stimulate innovative thinking in international relations and organisation. We try to be "action-oriented" and to translate concepts like "sustainable development" or "precautionary approach" into operational and institutional forms.

We would like to invite you and the person you may want to appoint as Centre Director to join us in Costa Rica in December. We will have our 23rd annual conference there (Honourary President: Dr. Oscar Arias), as well as meetings of our Governing Board and Planning Council. Your Centre Director would become a member of our Planning Council. We will also have the meeting of all Centre Directors.

Probably the Minister has mentioned to you that we are in the process of establishing an Independent World Commission on the Oceans, under the chairmanship of President Mario Soares of Portugal. I am going to send you all the information about

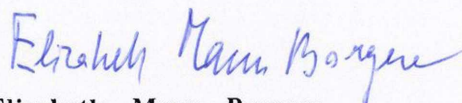


that as well. The Commission will conduct global hearings which will be organised by all our Operational Centres. If you agree, this might be the first activity of your Operational Centre. I am sending you all the information.

I think that covers it for the moment. You will receive a package of documents in a few days, and I am most anxious to have your reactions which I hope will be positive. There is so much work to be done, and the timing is crucial. Sustainable ocean development will be on the agenda of the United Nations Commission for Sustainable Development next year, and we intend to make our contribution to this discussion. The Law of the Sea and ocean governance are the cutting edge of international law and cooperation. More than the oceans are at stake. The oceans are our Great Laboratory for the making of a new, more equitable, more peaceful world order, at national, regional, and global levels.

With all good wishes and looking forward to hearing from you,

Yours sincerely,



Elisabeth Mann Borgese  
Founder and Honourary Chair  
International Ocean Institute

IOI QATAR



Dalhousie University

International Ocean Institute



**FAXED**

FACSIMILE TRANSMISSION

To: Dr. Ibrahim Saleh Al-Noaimi  
 President, University of Qatar

FAX No: 974 835 111

From: Elisabeth Mann Borgese

FAX No.: 1 902 868 2455

Date: 5 September, 1995

Subject: International Ocean Institute

Dear Dr. Al-Noaimi,

Following the suggestion made by Minister Dr. Najeeb Al-Nauimi, I sent you a fax on June 10, proposing the establishment of an IOI Operational Centre for the Gulf region, at your University. I hope this fax reached you. I have never received any reply. For your convenience, I am attaching a copy.

The IOI is presently completing its GEF project, and we are preparing our project document to apply for a second tranche of GEF funding. We are applying for U.S.\$4.8 million.

We are including the establishment of 4 new operational centres (South Africa, Brazil, Trinidad & Tobago, Romania/Black Sea) and we would be happy to include the University of Qatar, if you are still interested in the establishment of such a Centre. In this case, could you kindly send me a fax expressing this interest and confirming that your University would be ready to provide the "in-kind" support described in my fax of June 10? That is really all that would be needed at this point.

The GEF funding would provide basic support for the Centre for the first three years of its operations.

Since the deadline for our application is near, I would be most grateful for your early reply.

With all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*



IOI-QATAR



Dalhousie University

International Ocean  
Institute



**FAXED**

FACSIMILE TRANSMISSION

To: H.E. Minister Najeeb Al-Nauimi  
FAX No: 974 433 623

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 5 September, 1995

Subject: IOI Operational Centre at Qatar University

Dear friend Najeeb,

The attached fax to the University President is self-explanatory. I would be most grateful if I could hear from him, or from you, at your early convenience so that we can include the Qatar Centre in our GEF II project document. I do believe the establishment of this Centre will be quite useful to many developing countries, and it will facilitate matters to get GEF funding for it.

As far as our World Commission is concerned, I am sure you have been notified by Lisbon that the first session of the Plenary, which had been scheduled for Tokyo (UNU), September 5-8, has been postponed to December 13-15. Although this postponement has caused some inconvenience, especially to our Japanese hosts, it also has some advantages --one of them that we hope you will be able to meet this new date and that we may see you in Tokyo on December 13!

I am looking forward to hearing from you.

With all good wishes,

Yours as ever

*Elisabeth*

IOI-CRTR



Dalhousie University

International Ocean  
Institute



**FAXED**

**FACSIMILE TRANSMISSION**

**To:** Dr. Meshal  
**FAX No:** 974 867 644

**From:** Elisabeth Mann Borgese  
**FAX No.:** 1 902 868 2455

**Date:** 7 September, 1995

**Subject:** Fax for Minister Nejeeb

I am unable to get this fax through to the Minister. Could you be so very kind as to re-fax it from your office?

I hope this finds you and the family in good health. I have not heard anything from Reem in ages.

We are moving ahead with the World Commission on the Oceans and the Hearings. Lots of work --in a world situation that is not too encouraging!

All the best,

Yours as ever,



بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



UNIVERSITY OF QATAR

Office of the  
PRESIDENT

RECEIVED SEP 11 1995

COPY

FACSIMILE MESSAGE

SERIAL NO:	COOP/FSC/5179	TO FAX NO:	01 902 494 2034
FOR:	MS. ELISABETH MANN BORGESE, FOUNDER AND HONORARY CHAIR, INTERNATIONAL OCEAN INSTITUTE, DALHOUSIE UNIVERSITY, NOVA SCOTIA, CANADA		
FROM:	DR. IBRAHIM S AL NAIMI, PRESIDENT <i>I. Alnaimi</i>		
DATE:	Saturday, September 9, 1995	TOTAL NUMBER OF PAGES (INCLUDING COVER)	ONE

Thank you for your fax of 5 September 1995 proposing the establishment of an IOI Operational Centre for the Gulf Region at the University of Qatar.

I am pleased to inform you that the University will be pleased to participate in this project. We agree to establish the IOI Centre at the University of Qatar. Our Marine Sciences Department in the Faculty of Science is keen to pursue this matter. Please co-ordinate with Dr. Abdullah Al Kobaisi, Dean, Faculty of Science, on the finer points of the proposal. (Tel: 0974-892139/40, Fax: 0974-835061)

With best wishes,



IOI-QATAR



Dalhousie University

International Ocean  
Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Krishan Saigal  
 FAX No: 356 346 502

From: Elisabeth Mann Borgese  
 FAX No.: 1 902 868 2455

Date: 17 September, 1995

Subject: Qatar

Dear Krishan,

At last, some progress!

Do you want to take it up from here? I think we should invite the man to Costa Rica and initiate him to the Family!

I had a talk with Phil. He says, the terms of reference for "International Waters" are up for discussion at the GEF in October, and he suggests that we wait with our application until that is over. Also, he, mysteriously, has not yet received Danny Elder's final report. He will keep us informed.

Otherwise, nothing new.

Soares will not be in Lisbon on the established dates, September 21-23, but he will be there on the 26th. It messes up all my schedule, as usual

Looking forward to hearing from you.

Much love to both of you,

*Elisabeth*



MINISTER OF JUSTICE



Ref : 30/95/246

COPY

Date : 23 September 1995

**Facsimile Transmission**

To: Dalhousie University  
Attn: Dr. Elisabeth Mann Borgese

Fax No: 01-902-8682455  
Total No. of Pages: (1)

Dear Dr. Borgese,

Subject: IOI Centre at Qatar University

I have received with thanks your fax dated 5 September 1995 and a copy of the fax which you sent to the President of Qatar University on the subject project.

I understand that Dr. Ibrahim Al-Naimi has already replied to your above fax and that the Marine Science Department at the Faculty of Science has been entrusted with the task of pursuing the matter.

I have received notification from Mario Baptista Coelho, Lisbon on behalf of the Hon. President on postponement of the first plenary session of World Commission. The new date set for 13-15 December 1995 seems to be convenient for me and I will certainly be happy to participate at this session.

With my best wishes and kind regards.

A handwritten signature in black ink, appearing to read "NAJEEB", is written over a horizontal line.

Dr. Najeeb Al-Nauimi  
Minister of Justice

UNIVERSITY OF QATAR  
FACULTY OF SCIENCE

Dept. of .....



جامعة قطر  
كلية العلوم  
قسم .....

October 5, 1995

COPY

Dr. E. M. Bargese  
International Ocean Institute  
Dalhousie University  
Fax: 1 902 8682455

Dear Dr. Bargese

The topic of the establishment of an IOI operational centre for the Gulf States in Qatar has been referred to me and to Prof. E. M. Hassan in order to follow it up.

As you know the University has agreed in principle on the establishment of such a centre. From the practical point of view there are some details that need concrete answers.

1. The activities of these centres are not sharply defined. Could you please send us material resulting from these activities (reports of studies, syllabi of courses, teaching material etc.) for information?
2. Does the centre finance its own activities and how?
3. What are the obligations of the centre with respect to other centres?

I await your answer so that the university would make its final decision and hopefully actual work starts.

Prof. Dr. A. Ghobashy  
Head Marine Sciences Dept.

A. F. A. - Ghobashy

c.c.

1. The Dean, Faculty of Science
2. Prof. E. M. Hassan



COPY



Dalhousie University

International Ocean  
Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Krishan Saigal  
FAX No: 356 346 502

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 11 October, 1995

Subject: Senegal Plan of Work

Dear Krishan,

I promised te people in Qatar to send them the Senegal work plan for illustrative purposes.

I just went through the plan and find that p.5 is outdated with regard to UNCLOS ("59 States have ratified, the Convention *will enter* into force...") It does not change anything with regard to the substance of what follows, but it should be corrected, for good order.

Secondly, the pages of the syllabus are all scrambled. It starts with week 8, and it is difficult to find ones way through.

Could you please have a clean copy prepared (of curse also for Costa Rica!) and send one copy to Qatar. I did sedt you copy of all the pertinent correspondence.

I don't want to send the document out as if it; it does not make a good impression!

Love,



Dalhousie University

International Ocean  
Institute



FAXED

COPY

## EXECUTIVE SUMMARY

Line 3

"Its almost three decades of work offer a good case study"

line 6 "- policy making for high technology development and management;" [We really have not managed any high technology ourselves!]

"Lessons of the 1967-92 period" first para., last line. Instead of "especially" I would prefer "also" because there really was a considerable increase in demand for English-programmes.

Fourth para. I think the top decision makers were quite aware of the recurrent crises but did not bother, and were unaware of long-term implications and linkages. They were totally unaware of the need for an interdisciplinary approach, both in Government and in training and education. They also were largely unaware of the importance of the oceans, and ocean management and of the new order for the oceans that was emerging. They had to be sensitised if policies and programmes were to be geared to the emerging realities.

p.2, second to last para. (also p.1), the point that high technology acquisition requires South-South and North-South cooperation is perhaps too obvious. Perhaps it would be more important to point out that the concept of "technology transfer" had become obsolete and had to be adjusted to the changing nature of "technology" which was becoming increasingly knowledge-based, information-based, soft-ware oriented, requiring more and more human resource development.

Otherwise I think this page is very good.

P.3, line 1, "The International Ocean Institute (IOI), in preparation and active since 1967"

line 6 "policy making for technology," or "technology management strategy"

P.4, after the fourth para. Perhaps one could insert a para here (even though you mention something of the sort later on):



The broadly interdisciplinary "foundation" training programmes initiated by the IOI, which at first baffled decision-makers, lecturers, and trainees, soon became a model for many other institutions engaged in training and education, as for instance the Commonwealth Secretariat, the International Centre for Ocean Development, the University of the South Pacific, etc.

"Research," third line from the end of para:

I think you are claiming a little bit too much. I would say:

As a result the Government of Venezuela, in association with the inter-American Development Bank, created Project Bolivar on the lines of the EUREKA/EUROMAR system of the European Community recommended to UNIDO/UNEP by IOI

p.6, first para, line 2: "technology management strategy"

para.4 have we really "facilitated" international negotiations? Perhaps "contributed ideas to"?

Second to last para. from the bottom. "On the other hand" I would rather say "During that period" [you did not mention any "on the one hand"]

p. 7, second para, line 4, this should be adjusted to the changes in the Executive Summary.

p. 12, perhaps the first para. needs a little bit of adjustment to the prior changes.

The same for the final para. on p.13.

I think the end is a bit abrupt. I think you need a little concluding section

The case study of the IOI may give some idea as to how an NGO can effectively contribute to the implementation of Agenda 21 with regard to Chapters 17 (seas and oceans) Chapter 8 (institutional implications), Chapter 34 (...) Chapter 37 (...) Chapter 38 (...). The potential indeed is very great. The constraints are partly institutional: IOI had to go through a rather radical process of restructuring to maximize this potential; and partly they are financial,

requiring a considerable amount of risk-taking and entrepreneurial initiative. Given the rigid, sectorally organised structure of governmental and intergovernmental institutions, it would have been far more difficult for them to develop the interdisciplinary and transsectoral programmes and projects pioneered by NGOs like IOI. That NGOs, acting through national delegations, can make important, even decisive impacts on policy making may be indicated by IOI's impact on the revision of the Barcelona Convention, advancing it from a sectoral "pollution control and abatement") to an integrated ("environment and development") approach, "from Stockholm to post-Rio."

This reminds me that, under "research" somewhere you might mention our work on the Barcelona Convention which was, almost in its totality, endorsed by the Government of Malta and introduced at the level of the States Parties. I have just recently studied all the amendments which have been adopted, and it is quite surprising to see how much of that has gone into the final text!

You might also mention the tourist tax, which was endorsed at the SIDS conference by the case study presented by ex-President Vassiliou of Cyprus, by the Administrator of UNDP, and by the meeting of Eminent Persons just preceding the Barbados conference.

Well, I guess if I sent through it a couple of more times, I might find more! But I guess it is enough now.

Love,

*E. Kelly*





Dalhousie University

COPY

International Ocean  
Institute

FAXED



FACSIMILE TRANSMISSION

To: Professor Dr. A. Ghobashy  
Head, Marine Sciences Dept  
FAX No: 974 835 061

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 9 October, 1995

Subject: IOI Operational Centre

Dear Professor Ghobashi,

I am delighted to hear that preparations for the establishment of the Operational Centre for the Gulf States are moving ahead.

I shall send you, by air mail, a package of illustrative material, including the plan of work for our Centre in Senegal for 1996. Let me add, however, that each Centre is autonomous and makes its own plan of work, in accordance with local and regional requirements and circumstances. I think, once you have this illustrative material, your first question is answered.

As to question No.2, with regard to financing, we are including the Qatar centre in our application for a second tranche of GEF (Global Environment Facility) funding. These funds are administered for us by UNDP, and I am not sure that Qatar, considering the level of its GNP, qualifies for UNDP funding. However, we have stressed in our application that the funding would basically go to participants from poor Arab countries in your training programmes, and I hope that we can solve the problem in this way. This would provide funding for the training programmes for three years. But this funding will not be available until a year from now. In any case, IOI will always be glad to assist you in raising funds for the Centre's activities which we consider a cooperative venture.

As to the obligations with respect to other centres, we would hope that the Person you designate as the Director of your Operational Centre would attend the two annual meetings of our Centre Directors. These meetings, in which also a representative of UNDP participates, always give an opportunity for most useful exchanges and collaborations from which everybody benefits.

The next Directors' meeting will take place in Costa Rica, on December 8 and 9, immediately following our annual Conference, Pacem in Maribus XXIII. It would in fact be wonderful if your University could send a representative both to the Conference and to the Directors' meeting, although perhaps you will find this too early. In any case, I am attaching a programme and registration form.

I think that covers it for today.

I am sending copy of our correspondence to our Executive Director, Dr. Krishan Saigal, in Malta.

With all good wishes,

Yours sincerely,

Ernst Hans Borge