

INTERNATIONAL OCEAN INSTITUTE
BOARD MEETING

Annotated Agenda

1. *Welcome, Adoption of the Agenda*

Excuses/apologies received from Ms. Barcena, Messrs Head, Pinto, and Pronk; proxies received from Messrs Pinto and Pronk.

Actions Required: Establishment of quorum
Acceptance of Agenda

2. *Minutes of 29th Meeting in Paris*

Action Required: Acceptance

3. *Headquarters agreement with Malta*

Agreement signed by President Yaker with the Government on 25 June 1992, enabling the IOI to operate freely in Malta.

Copy included for information.

Action Required: None

4. *Revised statutes.*

The need for revised statutes was decided at Board meeting in Lisbon. Legal counsel has recommended that replacement statutes be adopted and substituted. Draft included -- same as those sent by registered post two months ago.

Brief historical overview of evolution to current situation available.

Action Required: Adoption of new statutes

5. *Appointment of Treasurer.*

Statutes -- either old or new -- require under Dutch law appointment of a Treasurer who is a member of the Board.

Action Required: Nomination and election of Treasurer

6. *Report of Interim Executive Director*

A summary of the activities of the IOI since Lisbon

Action Required: Acceptance

7. *Five-Year Plan of Activities*

Based on recent developments, an outline of the policies recommended by current management and their translation into operational reality is presented. A mock annual report for 1994 follows.

Action Required: Discussion, possible modification, adoption

8. *Appointment of Executive Director*

Recent developments -- the tripling of operational centres and the concomitant increase in training activities -- makes it imperative that there be appointed a full-time permanent executive director, effective as soon as possible.

Each member of the Board has been requested by telefax from the Interim Executive Director to forward possible candidates to the President.

Action Required: Appointment of Executive Director

9. *Agenda for Planning Council*

This year, the meeting of the Planning Council follows the conclusion of PIM. An agenda is included for information.

A background paper is available.

Action Required: Approval

The undersigned J.P. Pronk

Hereby gives full proxy to Mr. Yaker

to represent him at the meeting of the Board of the International Ocean Institute duly called for Saturday, 31 October 1992 in Malta and to do any further things which deems necessary, useful, or desirable in connection therewith.

J.P. Pronk / Signature

The Hague / Place

28 October 1992

20/10 '92 10:57

FAX +350 247594

I.O.I.

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The undersigned Ivan L Head

Hereby gives full proxy to Prof. Mann Borgese

to represent her at the meeting of the Board of the International Ocean Institute duly called for Saturday, 31 October 1992 in Malta and to do any further things which deems necessary, useful, or desirable in connection therewith.

Ivan L. Head / Signature

Vancouver, B.C. / Place

29 October 1992

I, M.C.W. Pinto

do hereby empower Professor Elisabeth Mann Borgese

to represent me at the meeting of the Board of the International Ocean Institute to convene on Saturday, 31 October 1992 in Malta and to do any further things which she deems necessary, useful, or desirable in connection therewith.



M.C.W. Pinto


The Hague, The Netherlands

28 October 1992

I, M.C.W. Pinto

do hereby empower Professor Elisabeth Mann Borgese

to represent me at the meeting of the Planning Council of the International Ocean Institute to convene on Friday, 6 November 1992 in Malta and to do any further things which she deems necessary, useful, or desirable in connection therewith.



M.C.W. Pinto

The Hague, The Netherlands

28 October 1992

Special Note

Item 2 of the Draft Agenda:

Please note that on page 10, a member of the Board of Trustees as from 8 May, 1992 is missing. Please note that the missing member is:

Alexander Yankov, Bulgaria

Please accept our sincere apologies.

ITEM 4 [BOARD MEETING]
REVISED STATUTES
Changes: Background

1. February 27, 1991, the statutes of the IOI were registered for the first time. Some minor changes had to be made to conform to the law. Following that date, a committee composed of the President, the Founder, Fr. Peter, Prof. Busuttil, et al. considered changes for presentation at the November board meeting.

2. At the board meeting in November 1991, there was insufficient time for extensive discussions on the proposed amendments. The minutes state (page 13):

The Committee for the revision of the statute is made up of: Elisabeth Mann Borgese, Joseph Warrioba, Alexander Yankow, Layashi Yaker, Sidney Holt, and Nicolas Salom.

Dr. Ruivo reminded that the Statute Committee awaits the proposals on the revision of the statute from the members of the Board.

3. The minutes of the Board Meeting at Paris, 8 May 1992, state (page 2):

It was pointed out that the statutes of incorporation need urgent revision to accommodate the increased number of members. Mr. Harris and Dr. Ackers were instructed by the President to confer with Prof. Mann Borgese concerning changes to the statutes.

Among the changes should be (1) a minimum but no limit to the maximum number of members of the Board, (2) maximum tenure for any board member to two terms of five years, and (3) creation of a category of "corresponding member."

4. Dr. Ackers conferred with legal counsel who advised that, considering the extensive changes, it would be legally acceptable and 'cleaner' to draw up and approve replacement statutes which then would be submitted to the Ministry of Justice in the Netherlands which, upon acceptance, would come into force.
5. Dr. Ackers was instructed by Prof. Mann Borgese to do so, based on the discussions in Lisbon and Paris and the operating plans of the IOI.
6. After having composed the first draft of the new statutes, Dr. Ackers consulted with legal counsel to accommodate the requirements of Dutch law.

7. The second draft was then was sent to Prof. Mann Borgese, who then suggested further changes, all of which were included, after consulting with legal counsel.
8. In August/September, the draft was then sent by registered mail to all other members of the Board by the Executive Director, Dr. Ackers on behalf of Prof. Mann Borgese.
9. In his cover note, Dr. Ackers asked for any suggestions or changes to be sent to him before October 1 so that these could be put into appropriate legal terminology in time for the board meeting.
10. Failing any such suggestions [none was received], then the draft would be subject to acceptance or rejection as they stood, at the Board meeting on 31 October.

International Ocean Institute

Planning Council

Roles & Responsibilities

Historically

- Various individuals from a wide range of professional and cultural backgrounds, with emphasis on developing world (the focus of the IOI's work)
- Chaired by the Founder
- Membership by invitation of the Founder
- Informal advisory capacity to/sounding board for the Founder
- Annual meeting, usually (always?) joint with the Board

Extenuating Circumstances

- Development of the IOI into a full-time, professionally managed operation
- Increase in the number of operating centres, from two to six
- Increase in the number of training course participants from (approximately) 60 a year to 500
- Stronger and more regular ties with "associated educational institutions" -- University of Malta, Indian Institute of Technology at Madras, University of the South Pacific, and Universidad Jorge Tadeo Lozano, for example, with training programmes run through them
- Creation of advisory council for each operational centre which will include leading relevant academic experts from that region
- Overhaul of current course offerings and tailoring to needs of regions
- Translation/interpretation of courses into other languages (priorities -- Spanish and French, then Arabic)
- Development of generation of new courses

- Ageing of the Founder
- Probable full-time, permanent Executive Director who does not have technical background

Conclusions

- Programmes have been conceived, developed and implemented based largely on the needs as perceived by the Founder, subject to suspected availability of funding; increasingly external parties (especially funding agencies) will have greater influence and, in order to keep a balance, the Board and Planning Council will likewise have to become more determinant and articulate
- The Board of Trustees will have to become much more a management and financial policy organ and will have to include the relevant expertise
- The work of the Planning Council will also increase dramatically
- New leadership within the Planning Council will need to be developed
- Strong inputs from the regions in which the IOI has operating centres can be expected

Recommendations A special strategic planning meeting should be called to be held in the next three months, composed of members of the Planning Council and carefully selected others to determine ...

- The future of the PIMs and other conferences
- The future directions of research
- The future configuration of courses
- The plans for the Council itself

FROM DGIP

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Project Brief for the Action Committee Meeting
 Division Chief: Timothy S. Rothermel
 Area Officer: Philip S. Reynolds

I. BASIC PROJECT INFORMATION

Country: Global IPF

Project Number and Title: GL0/91/G33 Support to Regional Ocean Training Programmes

Expected Duration: Thirty months

Lead Government Authority: NA

Proposed Executing Agent: UNDP Office for Project Services

Implementing Agent: International Ocean Institute, Malta

Proposed Contribution from UNDP Funds: US \$2,600,000

Source of Funds: Global Environment Facility

Government Cost-sharing:

Third-party Cost-sharing:

Total UNDP Budget:

US \$2,600,000

Previous UNDP Budget:

Government Counterpart Budget:

US \$875,000 (in kind)

IOI Input:

US \$1 Million (in kind)

Approval Process: Approved by the GEF Implementation Committee under the Second Tranche of GEF. The comments of the GEF/STAP expert were received in October 1991 and incorporated. The project document for Preparatory Assistance was signed in January 1992. Between January 1992 and September 1992, IOI undertook missions to the four sites of regional centres in order to negotiate host country and host institute agreements to ensure the financial sustainability of the activities.

II. PROJECT DESCRIPTION

A. Project Background

Oceans cover more than three quarters of the surface of the planet. They are increasingly important sources of food and fiber, of metals and minerals, and of energy. The 1982 Convention on the Law of the Sea brings almost one third of ocean space under national jurisdiction through the establishment of 200 mile exclusive economic zones. Integrated ocean management is a new science and makes new demands on civil servants and decision makers responsible for drafting needed legislation and building the needed institutional infra-structure, especially in developing countries where a high proportion of the population lives in the coastal area. At the end of the project it is intended that the knowledge base, materials, and training programme methodology and techniques, trained and experienced personnel, institutional data bases and institutional infra-structure will be in place for self-sufficient continuation and, if necessary, expansion.

The project is intended to improve the management of oceans for the benefit of all and especially of developing countries, to improve the sustainable productivity of the marine environment and to enhance the contribution of developing countries in ocean management. The project strategy is to achieve this through the establishment of operational centres in India (for South Asia),

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Fiji (for the South Pacific), Colombia (for the Caribbean), and Senegal (for Africa). Each centre will develop its own infrastructure according to the norms of the area and the abilities of the area to support it. Each centre will have its own advisory council, composed of leading academic and expert specialists, public officials and leaders from the private sector; these councils will be responsible for assuring that the work of the centre is as relevant to the needs of the area as possible, for developing funding bases, and for attracting users (e.g., participants for courses and research links). Using these centres, the IOI will revise its basic courses and develop new courses, provide institutional linkages with alumni, and coordinate inter-regional and inter-disciplinary research.

The project is designed to bring developing countries into the forum of ocean management through training, through the creation of local capacities in these four regions of the world to deal with marine environmental problems, and through greater sustainability of resources and long-term conservation in the spirit of Agenda 21.

It is difficult to imagine a project that matches the GEF criteria more closely, viz: protection of international waters, development of the human and institutional capabilities; contribution to human welfare and sustainable development; national and regional orientations; a sound scientific and technical basis; evaluation and dissemination through conferences and seminars; and assurances of institutional continuity. Without GEF support, such expansion could literally not be imagined.

B. Description of the Project and Expected Results

The objectives of the project are as follows:

1. To develop self-sufficient (including financially) institutional infrastructures in cooperating educational institutions through the establishment of permanent full-time operational centres.
2. To develop a global and regional alumni network, thus providing civil servants from developing countries a permanent forum through which to upgrade skills and to communicate.
3. To generate applied policy-oriented research and to allow regions to learn from work done in other parts of the world.
4. To revise and update current training courses and to develop new courses, as well as to provide the modalities for the continuous generation of new courses and materials in the future.
5. To provide a forum in which public and private sectors can cooperate in the development of new resources.

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C. Inputs

UNDP will provide a subcontract for \$2,448,500 as discussed in the attached note.

D. Financial Data

19 Mission cost	50,000
29 Subcontract	2,398,500
99 Total	2,448,500
OPS overhead 6%	146,910
TOTAL GRANT	2,595,410

E. Target groups

The project will benefit middle level officials dealing with marine affairs as well as institutions and the private sector.

F. Government Commitment

The IOI will devote a minimum of \$1 million of its own resources to this project. The estimated value of host country contributions is \$850,000.

G. Execution and Implementation Arrangements

The project will be executed by OPS and implemented by the International Ocean Institute, a well-known international NGO based in Malta.

H. Other Related Past or Ongoing Projects

INT/87/040 IOI Training Programme
INT/87/031 Indian Ocean Marine Affairs Cooperation

I. Other Policy Issues

IOI was founded by Ms. Elisabeth Mann-Borgese and makes a special effort to attract women participants to its courses; the project promotes TCDC among 4 regional centres; IOI is an NGO; the advisory panels of the regional centres will include private sector representatives.

J. Conditions for Approval

None

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**PROJECT BUDGET COVERING UNDP CONTRIBUTION
(\$000)**

Country: Global

Title: Support for Regional Ocean Training Programme

No.: GLO/91/G33/B/16/31

		1992	1993	1994	Total
1600	Mission Cost	5,000	40,000	5,000	50,000
1900	Component Total	5,000	40,000	5,000	50,000
2100	Subcontract	713,725	1,327,335	357,400	2,398,500
2900	Component Total	713,725	1,327,335	357,440	2,398,500
9000	Project Total	718,725	1,367,335	362,440	2,448,500
9300	Support Costs (6%)	43,124	82,040	21,746	146,910
9900	Grand Total	761,849	1,449,375	384,186	2,595,410

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NOTE ON THE SUBCONTRACT WITH THE
INTERNATIONAL OCEAN INSTITUTE

DGIP and OPS have decided to subcontract the project to IOI for the following reasons.

The International Ocean Institute was created in 1972 as an independent, non-governmental, international non-profit organization. IOI is incorporated in the Netherlands and has its headquarters in Malta. It has branch offices in Halifax, Canada and Honolulu, U.S.A. A small staff conducts operations in the three centres. In addition, there are project directors for individual projects, associates and consultants, a teaching staff and a Board of Editors for the Ocean Yearbook.

The founder of IOI, Mrs. Elizabeth Mann Borgese, is a strong supporter of the UN Law of the Sea Convention and the UNCED process and this is reflected in all of IOI's programmes. IOI issues publications, supports research and runs conferences and seminars, but it is their training programmes which have gained the organization its respect. These programmes are primarily for mid-level civil servants and focus on managing the sustainable development of the 200-mile exclusive economic zones of developing countries. UNDP has seen these courses operate effectively in the World Maritime University, our project for the Indian Ocean Marine Affairs Cooperation (IOMAC) and other areas.

Each of the proposed regional programmes builds on IOI's previous contacts - which include the presidents of Senegal and Colombia as well as numerous senior officials and technical experts.

We are not aware of any organization which could bring an equal combination of relevant philosophical orientation, technical competence and contacts to this project.

Since the subcontract is for the whole project except the independent evaluation, the Description of the Project and Expected Results (section B of the brief) covers the terms of reference of the subcontract.

The subcontract will cover \$946,000 for consultants in management (6 months), fund-raising (12 months), education (16 months), communications (12 months), information (2 months) and other fields; \$555,000 for meetings on course development and related subjects; \$600,000 for fellowships; \$120,000 for equipment and \$177,500 for miscellaneous.



UNITED NATIONS
DEVELOPMENT
PROGRAMME



7/8

APPROVAL OF UNDP ASSISTANCE TO A GLOBAL PROJECT
GLO/91/G33, SUPPORT TO THE REGIONAL OCEAN
TRAINING PROGRAMMES

Date of Approval by the AC:	¹
Expected duration:	Thirty Months
Proposed executing agency:	UNDP OPS
Implementing agencies:	International Ocean Institute, Malta
Proposed UNDP contribution:	\$2,600,000
Source of funds:	Global Environment Facility

Project Background

The project is intended to improve the management of oceans for the benefit of all and especially of developing countries, to improve the sustainable productivity of the marine environment and to improve the management of oceans and the contribution of developing countries in ocean management. The project strategy is to achieve this through the establishment of operational centres in India (for South Asia), Fiji (for the South Pacific), Colombia (for the Caribbean), and Senegal (for Africa). Each centre will develop its own infrastructure according to the norms of the area and the abilities of the area to support it. Each centre will have its own advisory council, composed of leading academic and expert specialists, public officials and leaders from the private sector; these councils will be responsible for assuring that the work of the centre is as relevant to the needs of the area as possible, for developing funding bases, and for attracting users (e.g., participants for courses and research links). Using these centres, the IOI will revise its basic courses and develop new courses, provide institutional linkages with alumni, and coordinate inter-regional and inter-disciplinary research.

¹ This Fact Sheet reflects the status of the project at the time it was approved by the Action Committee; modifications to the project may have occurred subsequently.

The project is designed to bring developing countries into the forum of ocean management through training, through the creation of local capacities in these four regions of the world to deal with marine environmental problems, and through greater sustainability of resources and long-term conservation in the spirit of Agenda 21.

Description of Project

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3. To generate applied policy-oriented research and to allow regions to learn from work done in other parts of the world.
4. To revise and update current training courses and to develop new courses, as well as to provide the modalities for the continuous generation of new courses and materials in the future.
5. To provide a forum in which public and private sectors can cooperate in the development of new resources.

Inputs

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Financial Data

Mission cost	\$ 50,000
Subcontract	2,398,500
Total	2,448,500
OPS overhead 6%	146,910
TOTAL GRANT	\$2,595,4102