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**Attn:** To all Board members who participated in the 38th Meeting of the Governing Board of IOI

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

10 December, 1999

Dear Elisabeth,

Please find attached the draft report of the 38th Meeting of the Governing Board of IOI, held in Fiji, 6-7 November 1999. Please read and please transmit any corrections or clarifications you consider needed, to me at your earliest convenience.

I would also appreciate comments and suggestions as regards follow-up actions.

Thank you for your participation in and contribution to the session and for your continued co-operation and interest in IOI.

With best wishes and Seasons Greetings.

Yours sincerely,

Dr. Gunnar Kullenberg  
Executive Director

Att.

Minutes of the Thirty-eighth Meeting of the  
Governing Board of the International  
Ocean Institute

held at

IOI South Pacific, Fiji on 6 and 7 November, 1999

Present:

Dr. Alexander Yankov, Vice President, Chairman  
Prof. Elisabeth Mann Borgese, Honorary Chair  
Prof. Tsutomu Fuse, Chairman Planning Council  
Ms. Anita Coady, Treasurer  
Ms. Fujiko Hara  
Prof. Jorge Mora Alfaro  
Dr. R. Natarajan  
Dr. Esekia Solofa  
Dr. Anton Vratusa  
Ambassador Layachi Yaker  
Professor Rev. Peter Serracino Inglott

Dr. Alexander Yankov took the chair in his capacity as Vice-President, in the absence of the President.

The Executive Director acted as secretary.

Item 1: Adoption of Agenda

The Board adopted the Agenda as circulated September 1999 with the addition of the following items:

- New item 3: Election of Members of the Board;
- New item 5: Tribute to Arvid Pardo (joint with the Planning Council);
- New item 15: Any other matters;
  - 15(i): Fellowship in the name of Danielle de St. Jorre of Seychelles;
  - 15(ii): Consideration of election of Officers;
  - 15(iii): Preparation of book dedicated to Arvid Pardo;
  - 15(iv): Preparation of African Ocean Strategy.

The Agenda as adopted is given in Annex 1.

The Executive Director briefly presented the documentation for the meeting and noted that items 5, 12, 13, 14 were to be considered in the joint session with the Planning Council.

Item 2: Record of attendance and approval of proxies, if any

The Chair accepted the following proxies which had been received prior to the opening of the meeting: Hon. Dr. Joseph S. Warioba in favour of Professor E. Mann Borgese; Professor Salvino

Busuttill in favour of Professor P. Serracino Inglott; Dr. Y. Suzuki in favour of Professor Tsutomu Fuse.

It was noted that the Board had quorum.

**Item 3: Election of Members of the Board**

The Executive Director recalled the Article 5(3) of the Statutes, which states:

"On staggered terms one-fifth of the members of the Board have to be renewed every year. Members of the Board may be re-elected for one successive term of five years."

He further noted that the first term of 3 years only for two members expired 1 January 2000. Both these members had expressed their willingness to stand for a second term of 3 years.

Following a proposal by the Chair the two members, Dr. R. Natarajan and Dr.E. Solofa, were elected by acclamation for another term of 3 years.

Noting that currently the Board has 15 ordinary members, and 3 members not subject to election, the Honorary Chair, Prof. E. mann Borgese proposed that two new ordinary members be considered inter-sessionally, nominating Professor Ruud Lubbers and Professor Federico Mayor. These proposals were endorsed it being noted that acceptance must be sought from the nominees before formal election was concluded. Subject to acceptance this would be followed up in writing.

Both Dr. Natarajan and Dr. Solofa expressed their appreciation for the election and assured of their continued strong support for the IOI.

**Item 4: Consideration and adoption of the Minutes of the 37th Meeting of the Governing Board held in Halifax on 27-28 November, 1998**

The Chairman of that Meeting Dr. A. Vratusa stated that the draft minutes reflect the proceedings of the meeting very clearly. Ms. A. Coady raised a point concerning the creation of new operational centres or new affiliates which was clarified by the Executive Director, also referring to Item 7 of the present meeting. No further points were raised. The Chair concluded that the Minutes of the 37th Meeting of the Board were then formally adopted.

**Item 5: Tribute to Arvid Pardo**

Professor Rev. Peter Serracino Inglott made a brief presentation of Dr. Arvid Pardo and his role. The meeting acknowledged and paid tribute through a minute of silence.

Ambassador Yaker suggested that a special event be held at the Pacem in Maribus Conference. It was noted that a recurrent Arvid Pardo memorial Lecture had been proposed by the Executive Director and Honorary Chair, and that the First would be given by the President of Malta at this Pacem in Maribus Conference. The Board approved this initiative.

Ambassador Yaker also suggested that a book dedicated to the memory of Arvid Pardo be prepared through the IOI. The Board agreed to discuss this matter under Agenda Item 15.

**Item 6: Presentation of the results and follow-up of the Executive Committee and Operational Centre Directors Meeting held in Malta, 1-6 June, 1999**

The Executive Director introduced the report and highlighted the issues brought out by the meeting, and also referred to the minutes of the separate Executive Committee meeting (Document B/38/4/1).

The Chair concluded that the Board took note of the minutes of the Executive Committee meeting.

With respect to the issues and results of the joint meeting the Board raised the following points:

- The proposed Youth programme was welcomed. It was pointed out that other related programmes exist, e.g. the UN Youth Programme; HELMEPA Junior; UNESCO Associated Schools; and that cooperation should be sought as appropriate. Dr. Vratusa informed about a special youth programme with school children in Slovenia and invited cooperation.
- The history of IOI should be updated; the draft for the 1990's prepared by Dr. Saigal was noted; the Board constituted an ad hoc working group of Professor E. Mann Borgese, Dr. Vratusa and the Executive Director to complete the task and the editing, and report to the mid-term meeting in June 2000.
- The marketing of the IOI was being addressed by one of the Board members, Mr. N. Gelpke; he is expected to report on progress to the mid-term meeting in June 2000.
- The Board concurred with the proposal of the Executive Committee that the remuneration of the Executive Director be raised to USD 6000 per month from January 2000.
- The Board noted that the preparation of an Alumni Book is underway.

- The Board noted that other issues were covered under other Agenda Items.

The Board also reviewed the action items from its previous meeting in Halifax, November 1998, and took note with appreciation that the outstanding actions had all been addressed.

**Item 7: Report of the Executive Director and presentation of the IOI Report for 1998-1999**

The Executive Director introduced his report (Document B/38/5/1) highlighting the major issues. He also referred to the report from the June 1999 meeting (Document B/38/4/1) and the related documents. He introduced the IOI Report for 1998-1999 and explained the structure as being based on the range of actions of the IOI identified through its Mission Statement.

Board members welcomed the IOI Report for 1998-1999, endorsed the structure and the strategy to relate it to the Mission Statement. This clarifies the role of IOI also in relation to the Host institutions. The Board endorsed the report as an excellent work and considered that IOI was moving in the right direction. The importance of the "Oceanic Circle" by Professor E. Mann Borgese was stressed also as a part of the IOI work, as reflected in the report.

The report should include the statement of the Auditor in full, even if this had not previously been seen by the Board. The report should include pictures and illustrations and the printing should be improved.

The Board recommended the Executive Director to continue along the adopted path.

The Board noted that IOI is working at global, regional, sub-regional, national and local scales or levels. It would be desirable to identify in the report what has been done at these various levels. The Operational Centres are the main actors at local, national up to the regional level, whereas the Headquarters should focus on the global level, the inter-actions, linkages and inter-regional perspectives. Headquarters should also facilitate communication between the levels, so as to help ensure that the results and experiences of the Operational Centres can be integrated, transmitted and exchanged, and be made useful for the global level actions.

The Operational Centre and its Host institution should seek more synergism and should aim to take joint actions for obtaining resources.

The Chair concluded that the Board found the IOI report for 1998-1999 very good and endorsed it, with the comments made.

With respect to the report of the Executive Director and the report of the June 1999 meeting, the Chair identified the

following major points for discussion:

- (i) Fund raising;
- (ii) Virtual University;
- (iii) Youth Programme;
- (iv) Guidelines for Centres and Affiliates (Document B/38/4/2);
- (v) Establishment of an IOI system-wide mechanism for the organization of the Pacem in Maribus Conferences;
- (vi) The role of the Governing Board.

The discussion resulted in the following tentative conclusions and recommendations:

(i) Fund raising

The joint reports of the Executive Director and the IOI report (1998-1999, and consecutively) should be used to show what IOI is doing and to help increase awareness about IOI. Centres and Host institutions should increase their cooperation in seeking resources, since it is understood, or must be, that it is of their common interest to increase the resources and diversify the sources thereof as much as possible. At the next session of the Board there will be presented a working paper on fund-raising, indicating how we have so far done it, the experiences and possible ways to improve. This document will be prepared by the Treasurer, Ms. A. Coady, in cooperation with Mr. Gelpke.

(ii) Virtual University

The Board fully endorsed the idea. It should be further developed with specifications of overall aim, core-courses, credits and ensured credibility, relation to other similar actions, charter, funding. It was recalled that the Planning Council had also welcomed the idea and given its full support. The Virtual University development should not be linked to the Youth Programme. A pragmatic approach should be sought with a bottom-up development without any top-heavy structure. Association with and co-sponsorship of internationally accredited educational institutions should be sought, including UNU, UNESCO, IMO and WMU.

The Honorary Chair volunteered to prepare a note for initiating the work of an inter-sessional Working Group. The Board welcomed this. The Working Group consisted of Professor Mann Borgese as leader, Professor Fuse, Professor Keats, Professor Rajagopalan, Professor South, Professor Yankov as members, and the Executive Director as Secretary, was established. Professor Yankov volunteered to draft the Charter, in consultation with Professor South.

(iii) Youth Programme

The Board endorsed the proposal to create an IOI Youth Programme and the suggestions made in the related Document B/38/4/3 which were considered to form a good basis for the initiation of the

Programme. The Board asked the Executive Director to identify the related activities in the Workplan and Budget for 2000 so as to help ensure that a composite report could be made on the experiences and results.

(iv) Guidelines for Centres and Affiliates

The Board agreed that flexibility was required in considering establishment of new Operational Centres, taking into account the region, the interest and the available resources. The Board noted that the guidelines were greatly needed and endorsed the draft presented in Document B/38/4/2 as adequate for the time being, with some additions as regards the presentation of the potential host institutions. The Executive Director will add these.

(v) Establishment of an IOI System-wide mechanism for the organization of the Pacem in Maribus Conferences

The Board noted that one has to separate between the financial aspects and the subject matter. The subject relates to the global concerns, and the PIM activity should be seen as an IOI Think-tank contribution to addressing current global and regional issues, including for development of strategies. This implies that there is a need for informal and flexible arrangements so that changes and current affairs can be picked up. However, the Board considered it important that an agreed mechanism be identified to help ensure availability of adequate resources and also that the PIM Conferences are properly used to advance the IOI as a whole. The Board asked the Executive Director to prepare a working paper on this matter based on the considerations in the Planning Council, at the mid-term meetings, and in the Board, to be presented at the next session of the Board.

(vi) The role of the Governing Board

This was the subject mostly addressed by the members. Several points were made:

- the IOI is involved in many things, there is a need for focus and to ensure that decisions made are followed-up and implemented;
- 21 - the IOI structure ~~and~~ governance is in place, now we must proceed to use it adequately, with concrete involvement of individuals who undertake and volunteer to do a task;
- there is a need for closer interaction or relationship between the Executive Director and the Operational Centres and the members of the Board;
- clear objectives must be established, identifying what it is we want to achieve;
- special responsibilities could be assigned to the members of the Board;
- we need a full discussion about the role of the Board, this cannot only be fund-raising, since fund-raising

- cannot be seen as a separate action;
- the Board should be more active inter-sessionally, it needs more information and permanent relation with the whole body of IOI;
- the Common Heritage Principle must be pursued;
- the Board is an advisory body and cannot really take on implementation activities;
- the global-regional-national-local conditions are changing and need to be followed continuously, and there is a need for a feedback mechanism;
- the Board is (or should be) a forward looking policy shaping body, with vision of the future.

The Chair concluded this part of the discussion by asking the Executive Director to prepare a working paper on the role of the Board and circulate it to the members for comments, and subsequent presentation for discussion at the next session of the Board.

The Chair concluded the Agenda item by stating that the Board has taken note of and endorsed with appreciation the report of the Executive Director.

**Item 8: Consideration of the audited financial statements of 1998**

The Executive Director presented the report of the Auditors and the associated background information available in Document B/38/6/1.

Some Members sought clarification regarding the auditing of the Host institutions carried out for some of the Operational Centres, consequently not audited centrally.

It was in this context recalled that the Board had earlier decided that the Auditing by the Host institutions would be sufficient. These Operational Centres are themselves responsible for their financial management. The Board decided that, if possible, feasible and acceptable to our Auditors, then we should include the audit statements, which we receive at Headquarters for the Operational Centres in question, in the report as attachments to the IOI auditors report.

The Board furthermore decided that when the Executive Committee at its mid-term meeting has seen the auditor's report than we can include it in the IOI report for that period.

**Item 9: Financial position of IOI**

The Executive Director presented an overview of the financial situation of Headquarters as per last quarter of 1999, indicated his knowledge about Operational Centre situations, and recalled project proposals in the pipe-line or under preparation, with reference to his report, Document B/38/5/1, Annex 4.

He concluded that the financial situation of Headquarters is reasonably healthy, provided we do not have to fill any serious gaps which may be created at Operational Centres. Board members confirmed their willingness to help establishing contacts at high levels with UNDP, the World Bank, the Regional Development Banks (Ambassador Yaker), as well as with other individuals and foundations. The Treasurer emphasised the need for a clear understanding by the Board of the financial situation and basis, and for concise and clear information from all concerned. The Treasurer volunteered to help work out an adequate procedure, so that the financial situation of IOI can also be brought to the attention of potential supporters, together with information / reports on the work of the IOI.

The possible interest of establishing an Operational Centre in the Middle East region was recalled, and preliminary contacts will be followed-up by individual Board members.

Item 10: Appointment of Auditors for 1999

The Executive Director informed the Board that the present auditors are willing to continue. It was moved and the Board decided to re-appoint the auditors, Manduca Mercieca and Co., for one year for 1999.

Item 11: Approval of Workplan and Budget for 2000 and preliminary considerations of same for 2001

The Executive Director introduced the document B/38/9/1 with the amendments made through the discussions in the Planning Council meeting. He reviewed the budget, the expected sources of income, and the degree of certainty as regards the funding.

The Board considered that the programme has a good structure, and that the relationship to development which is an essential task of IOI is adequately covered. We need, however, to define priorities and achieve focus for the actions. This is also needed in relation to the fund-raising. In this context the Board took the view that we have a total vision through our Mission Statement and the profile of 1998/99; within that total vision we have to be quite flexible or pragmatic in our approach so that we can make use of opportunities and respond to changing conditions.

The Board emphasized that the budget and financial resources information must be as clear as possible. However, it also noted that there are considerable improvements made in the presentation and budget overview.

Clarifications were sought as regards provision of funds or termination thereof from some sources. The Executive Director explained that in the case of GTZ of Germany, it had been explained from the start of the eco-villages project that the provision of support was once and for all. The Netherlands had

also explained that the current sources would not provide any further support. We may, however, try other departments there.

The notional income received from Malta for Headquarters was clarified.

It was noted that there is an expanding trend of provision to the Operational Centres from Headquarters, and that the N-S balance must be retained as well as the balance of the distribution of the funds in the South. It was desirable that more resources were provided to Africa. Allocations should be made in the budget, subject to availability of funds, for the preparation of a strategy for the Oceans for Africa.

The Chair concluded that the Board approves the budget and work programme as a framework and basis for the actions and implementations in 2000, in accordance with the actual availability of funds.

The Executive Director presented the initial plans and overview of the expected budget for 2001. The Board took note of this and asked the Executive Director to provide to the Board a working document as an indicative plan and budget for the coming one or two years. This should be sent for comments to the Board, and thereafter consolidated so that the Board could work as a team with more advanced planning.

The Chair concluded that at the next session of the Board a draft programme of work and budget for 2001 and 2002 should be presented.

#### Item 12: Further Strengthening of IOI

This Agenda Item was considered in the joint session with the Planning Council. The Executive Director introduced the item referring to the discussions and results of the one day workshop held during the June 1999 meeting, reported in Document B/38/4/1. The issues identified in these discussions were summarised. They and the related initial follow-up actions had also been reviewed separately by the Planning Council meeting. The major new ideas and trends concerned the Virtual University, the Youth Programme, the increasing system-wide projects, the provision of seed money, the initial use of the resources from the Ocean Science and Research Foundation and the initiation of a dedicated Women and the Sea programme.

The session agreed that the system-wide projects are all contributing to increasing the cohesiveness and the comprehensiveness of IOI. It was noted that the IOI is moving on a new track with the Operational Centres as the major strength. This includes participation of young people and leaders who will remain for some considerable period, ensuring for the time being continuity as well as renewal. The existence and initial use of the Ocean Science and Research Foundation is proving a fundamental asset. The Honorary Chair expressed her

sincere belief that the fund would be doubled in size during 2000/2001. The notion of a Virtual University for marine affairs and ocean governance spear-headed by the IOI is a new breakpoint for the IOI, also with respect to upgrading the training activities of the IOI and achieving credits with external evaluation.

The further renewal of the IOI as a think-tank mechanism could be associated with the regional developments, with focus on Africa and the Mediterranean, in addition to the global developments within the United Nations at the General Assembly. The Pacem in Maribus Conferences can become very important in helping addressing new approaches, in relation to the global ocean governance. It is clear that the IOI can continue to play a role here and possibly increase its influence. At the regional level many developments are occurring, and the leadership seminars of the IOI could be contributing to creating awareness and to test new approaches.

The Mediterranean scene provides an example. The Mediterranean CSD is an advisory body to UNEP and is not owned by the Mediterranean Rim States. Changes are now going on in the southern shore countries, and the Euro-Mediterranean interaction is increasing. A regional summit meeting is planned for the second part of 2000. The IOI should prepare an input to this, and the proposed Mediterranean Leadership Seminar could serve a very useful purpose in this context.

The IOI should participate in the Mediterranean NGO network. The University of the Ocean, created in France can be a useful partner. The Executive Director informed that we are in contact with the Med NGO Forum, and that IOI Malta will become a member of the Forum.

The need for paying more attention to Africa was stressed. It was proposed and agreed that the IOI should endeavour to develop, or support the development of, an African Ocean Strategy. The IOI Operational Centres in Africa should cooperate, with the support of Headquarters, in developing this. Cooperation should be sought with SEACAM in Maputo, and the PACSICOM and Cape Town Process. The United Nations has a Priority Africa programme and UNU has a priority for Africa.

The schedule for the African process is set through the Heads of State - Ministerial meeting planned for 2000 and the Donor meeting planned for 2001. The IOI should join SEACAM and assist them, cooperating also with the OAU. The Ocean section needs all the support it can get. The IOI has an ownership through the Operational Centres in Africa.

The report of the Independent World Commission on the Ocean (IWCO) was referred to in relation to the need for IOI to continue its role as a think-tank in exploring the opportunities of the Common Heritage of Mankind Principle, and maintaining the lead of this Principle in Ocean Governance. It behoves the IOI to continue to develop its advocacy for the Principle and its

role in achieving improved equity and North-South balance.

The Virtual University idea was much supported, and it was agreed that it should be pursued and specified as to aim, content, charter, cooperation. An open-minded approach, with cooperation was advocated, seeking co-sponsorship of UNESCO-IOC, UNU and others, and involvement of leading personalities. It should aim at inter-sectoral training, with ensured credibility and mainstream contents, using distance learning and other modern technologies. The "How to achieve it" must be carefully specified. Existing training courses could be put together into a whole, and gaps filled with new material. Focus could be a master degree awarding course of inter-disciplinary nature in ocean governance. We first take stock of where we are as IOI, with the Host institutions, determine the credits available and the requirements. Part of the training should be an internship and a project oriented thesis work. There must be an external evaluation and credit awarding mechanism. As yet there is no other network then the IOI which could address this matter.

The Board agreed that all these matters should be pursued inter-sessionally. The Executive Director should help ensure an adequate follow-up, and support the Working Group (see Agenda Item 7).

#### Item 13: Preliminary experiences of IOI system-wide projects

This Agenda Item was considered in the joint session with the Planning Council. The Executive Director introduced the item referring to the Annotated Agenda and the report of the June 1999 meeting (Document B/38/4/1). Several previous meetings have stressed the importance of a corporate profile, cohesiveness, synergism, comprehensiveness and IOI system-wide cooperation. The June 1999 meeting brought out the importance of system-wide projects and noted that several are ongoing. These include: training and education; local coastal community work; coastal zone developments; PIM Conferences; the risk management project; UNEP GPA News Forum; in addition, the Youth Programme and the Women and the Sea Programme are being initiated. The Virtual University will also have to be a system-wide action. The June meeting therefore suggested that a joint session of the Board and the Planning Council discuss the experiences, with a view to provide advice for further developments.

The Chair invited Mr. Robert Race to present the state of development and experiences of the action for the UNEP-GPA News Forum. The News Forum had been presented at the United Nations General Assembly special session on SIDS, September 1999, with a web-site and a hard copy. It had been well received. In the middle of the process the working orders from the UNEP GPA office had drastically changed. This had complicated the development considerably. Now the GPA office had invited IOI-Canada to make a new proposal with different focus and potentially more (larger) funding, for an IOI system-wide effort.

The lessons learnt were mainly that IOI can deliver, but it is difficult when resource constraints are serious, as they were in this case. The idea of the Executive Director to initiate something as a joint action at low cost for the partner in order to stimulate further cooperation with larger inputs from the partner seems to have worked.

The question regarding sufficiency of resources was raised. Should we concentrate on one regional sea, e.g. the Mediterranean, in order to generate meaningful results, and later enter other regions? By nature of the Organisation, resources will never be sufficient. It seems reasonable to focus so as to ensure results, while being open to opportunities.

Mr. Race was invited by the Chair to summarise the present state of development of the risk management project, which is in its first phase. The training module had been developed and presented at the Halifax course. An outline of the Bermuda Seminar, 14-18 February 2000 was made available.

An important point brought out in the Planning Council discussions was that the IOI must find its niche, and be careful so as not to duplicate the efforts of others in this matter. In several regions considerable work is going on, and we should seek cooperation with the related, responsible regional bodies or programmes. This concerns SOPAC and USP in the Pacific Region. Reference was also made to the International Harmful Algal Bloom Programme involving IOC of UNESCO, APEC, SCOR and others; and the coastal urbanization and megacities programme of various organizations, e.g. IOC, ICSU, IGU. There is a need to ensure that dialogue and possibly cooperation is established with these relevant programmes. There must be cross references to these in the documentation being prepared for the Bermuda Seminar.

The oil and offshore industries are relevant and are associated with the Seminar. The IMO has also been informed, or will be invited.

Emphasis is put on risk management, and what is needed in developing the management part.

What will happen after the Bermuda Seminar? There should be prepared a publication including all the background material and the discussions. Public awareness creating material should be prepared to be presented in conjunction with the PIM Conference and IOI meetings later in 2000. This is part of our obligation for the first phase of the project. It is essential that the training component is also introduced at regional level. There should also be coupling to regional and other bodies such as ICPE.

The risk management aspects should also be brought into the other on-going and planned IOI coastal zone activities. These include the Eco-villages, Sustainable Livelihoods, Women and the Sea projects and related public awareness raising actions. The results of the risk management project should be radiated into

these actions when feasible and appropriate. We should train the coastal communities in relevant aspects of risk management. Again it is of course very important to be realistic and recall what can be done and what is at all feasible and relevant for these coastal communities, for instance in the Pacific Islands.

We can now present our experiences from the various coastal activities, as well as the grass root information and try to make an integrated first report. It was agreed that the mid-term meeting in June 2000 would address this and prepare a first IOI system-wide coastal zone report. This could form a basis for the further specification of the system-wide coastal zone programme.

The Board concluded that the system-wide actions so far have shown encouraging results and that we are on the right track, demonstrating achievements, as well as cohesiveness of the IOI. We should help ensure that this trend continues and that appropriate mechanisms for a continuous follow-up of relevant actions be found.

#### Item 14: Preparations for Pacem in Maribus

This Agenda Item was considered in the joint session with the Planning Council.

##### 14.1: PIM XXVII, 1999

Dr. Solofa informed about the programme, the formal opening ceremony, the budget situation, the participation, the involvement of students and the Marine Studies Programme besides the IOI South Pacific. A draft declaration had been prepared. The panel participation was satisfactory in all cases. Two workshops were also planned.

There is about 50/50 participation from outside and from Fiji; in all about 200 are expected. The budget is presently balanced, with about equal cash contribution from the Government of New Zealand and the IOI Headquarters. It has been very difficult to raise funds. The USP and especially the MSP are contributing considerably in-kind.

The organization of the Conference has been a very good institution and capacity building experience. It has helped in obtaining association with other regional bodies and in outreach public awareness creation.

The Board thanked for the information and expressed its great appreciation to Dr. Solofa, Vice-Chancellor of USP, Prof. Robin South, Director of USP-MSP and IOI South Pacific, and their teams as well as the whole of USP and the Governments of Fiji and of New Zealand for the strong support and efforts made to ensure a substantial, rewarding Conference.

14.2: PIM XXVIII, 2000

The Honorary Chair informed the meeting about the plans to organise PIM XXVIII in Germany, probably at the Law of the Sea Tribunal in Hamburg. She provided a preliminary draft note on the content and structure of the Conference. It will be organised in the form of workshops. There will be a certain focus on European interests and concerns, in a wide context. She invited Board members and PC members to provide comments in writing to her.

Several comments were made which will be transmitted from the originator to the Honorary Chair.

The Board took note that there is not yet an Operational Centre in Germany which can function as host and local organiser. There is a local organising Committee.

14.3: PIM XXIX, 2001

The Board took note with appreciation that IOI Senegal was offering to host this Conference. It was welcomed and would fit very well with a special effort of IOI for Africa and in generating an African Ocean Agenda.

As a general point the Board recalled the decision to request the Executive Director to prepare a working document on a possible IOI system-wide mechanism for the planning of PIM Conferences, taking into account comments made, for discussion at its next meeting in 2000.

Item 15: Any other matters with the permission of the Chair

The Chairman noted that a number of additional items had been identified.

Item 15(i): Fellowship in the name of Danielle de St. Jorre of Seychelles

The Honorary Chair presented this proposal, recalling it had been made before, but that now IOI would have funds available through the donation for a dedicated programme on Women and the Sea. She had discussed this with the relevant authorities and with the AOSIS. The Board supported and welcomed the proposal. The Board decided that an amount of Swiss Francs 100,000 (hundred thousand Swiss Francs) would be earmarked for this purpose in the Ocean Science and Research Foundation in Zurich. The fellowship will be for women from Small Island Developing States, starting with The Seychelles. The AOSIS will do the selection. The announcement of the fellowship will be made at the PIM Conference. It being part of the Ocean Science and Research Foundation, no further statutes are needed.

Item 15(ii): Consideration of election of Officers

The Executive Director informed the Board that the term of office for the President, Vice President and Treasurer comes to an end during 2000. He proposed that consultations be held among Board members, and that the Executive Committee reviews the situation at its meeting in June 2000, with a view of having this election as an agenda item at the next Board meeting.

The Board agreed with this proposal.

The Board also noted that the membership for the President terminates in mid-2002, and for the Vice-President in mid-2003, while the Treasurer can be re-elected for another period from mid-2001.

Item 15(iii): Further tribute to Arvid Pardo

The Chair recalled the proposal made by Board members that a book in honour of Arvid Pardo be prepared through an IOI effort, essentially carried out through the Board. The Board agreed that this was a very good idea.

The Honorary Chair considered that the relevant potential contributors are well known to members of the Board, and that the persons to be invited to contribute be agreed upon by the Board. She proposed, and the Board accepted, that IOI Malta through Father Peter, takes the lead in this action. She and Father Pater will jointly coordinate the effort.

The Board also decided that the Arvid Pardo Award should be announced through various means. Professor Yankov agreed to help in this process. All statutory requirements are fulfilled.

Item 15(iv): Development of an African Strategy for the Ocean

*Repeat*  
The Board agreed that this should be pursued in cooperation with SEACAM (Secretariat for Eastern African Coastal Area Management), the PACSICOM process and the United Nations system, especially UNESCO and IOC, and the Regional Economical Commissions, as well as with OAU. The Executive Director will take the lead in organising so that the Directors of the African Operational Centres can consult with SEACAM on the best way to proceed. Board members will be kept informed about this action and the developments as regards the Mediterranean seminar.

No further items were raised.

The Chairman thanked all participants for their contributions and active participation, as well as the members of the Planning Council and its Chairman. He also thanked the local organisers and the Executive Director for his inputs.

The Chairman closed the meeting at 12.45 hours on the 7th of November 1999.

## Agenda for

THIRTY-EIGHTH MEETING OF THE GOVERNING BOARD  
OF THE INTERNATIONAL OCEAN INSTITUTEat IOI South Pacific  
Fiji, 6 and 7 November 1999

## AGENDA

- Item 1 - Adoption of Agenda
- Item 2 - Record of attendance and approval of proxies, if any
- Item 3 - Election of Members of the Board
- Item 4 - Consideration and adoption of the Minutes of the 37th Meeting of the Governing Board held in Halifax on 27-28 November, 1998
- Item 5 - Tribute to Arvid Pardo
- Item 6 - Presentation of the results and follow-up of the Executive Committee and Operational Centre Directors Meeting held in Malta, 1-6 June, 1999
- Item 7 - Report of the Executive Director and presentation of the IOI Report for 1998-1999
- Item 8 - Consideration of the audited financial statements of 1998
- Item 9 - Financial position of IOI
- Item 10 - Appointment of Auditors for 1999
- Item 11 - Approval of Workplan and Budget for 2000 and preliminary considerations of same for 2001
- Item 12 - Further Strengthening of IOI; (joint with Planning Council)
- Item 13 - Preliminary experiences of IOI system-wide projects (joint with Planning Council)
- Item 14 - Preparations for Pacem in Maribus (joint with the Planning Council)
  - 12.1 - No. XXVII, 1999
  - 12.2 - No. XXVIII, 2000
  - 12.3 - No. XXIX, 2001
- Item 15 - Any other matters with the permission of the Chair

- 15(i) - Fellowship in the name of Danielle de St. Jorre of Seychelles
- 15(ii) - Consideration of Election of Officers
- 15(iii) - Further tribute to Arvid Pardo
- 15(iv) - Development of an African Strategy for the Ocean.