



International
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Attn: Board Members

Subject: Board meeting, 8-9 May 1992, Paris, France

23 April, 1992

Dear Sir/Madam,

Enclosed please find annex 1, annex 2 (minutes + summary), annex 3 and annex 5 for the Board meeting to be held at Amb. Layachi Yaker's office, 7th Floor Room 5014/5, Unesco, 7 Place de Fontenoy, 75700 Paris, France (Tel: +33 (1) 456 81 530/457 77 749) on 8th and 9th May, 1992.

The annexes 4, 6, 7.1, 7.2, 8, 9 and 10 are not yet complete but will be distributed at the meeting.

Whilst looking forward to meeting you in Paris, I remain

Sincerely yours,
for INTERNATIONAL OCEAN INSTITUTE

Natasha Ralston
Secretary

Enc.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 1
Welcome, adoption of the Agenda

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Draft Agenda

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| 2 | Minutes 28th Session Board and Planning Council
Lisbon, Portugal, 17-19 November 1991 | annex 2 |
| 3 | Appointment of New Members of the Board | annex 3 |
| 4 | Final report on PIM IXX | annex 4 |
| 5 | Financial report 1991 IOI-Malta | annex 5 |
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| 7 | Programme and budget 1992
Financial report 1992 IOI dd 01-05-1992 | annex 7.1
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| 8 | Progress report on the organisation of PIM XX | annex 8 |
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| 10 | Progress report on the selection of the
Executive Director | annex 10 |
| 11 | Other matters | |
| 12 | Adjournment | |

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 2

Minutes 28th Session Board and Planning Council
Lisbon, Portugal, 17-19 November 1991

(Summary)

28th Session of the Planning Council and Board of Trustees

Lisbon, Portugal

17-19 November, 1991

EXECUTIVE SUMMARY

1. Registration of IOI as a Foundation in the Netherlands

The members were informed that the IOI was registered in the Netherlands as a "Stichting" (foundation) in order to enquire a legal status and be able to get the UNDP grant.

The members were informed that according to Dutch law some minor changes had to be introduced to the former IOI Statutes.

2. Appointment of a Committee for the revision of the Statutes

The Board agreed that it is desirable to discuss some major changes to the Statutes, to bring the Statutes in accordance with the foreseen developments of the Institute.

It was agreed that a committee for the revision of the Statutes be set up from among the Board members.

Members of this Statute Committee: Elisabeth Mann Borgese, Mario Ruivo, Joseph Warioba, Alexander Yankov, Sidney Holt, and President Layachi Yaker, with Dr Jagota as a correspondence member.

3. Appointment of a Nominating Committee

The Board agreed to set up a nominating committee to recommend candidates for the Board at the next meeting of the Board.

This nominating committee is composed of Elisabeth Mann Borgese, Mario Ruivo and President Layachi Yaker.

4. Business Plan, January 1991

The Business Plan envisages the opening of four regional centres in 1992: Madras, Dakar, Carthage and Fiji, with IOI-Malta remaining the IOI Headquarters and the operational centre for the Mediterranean.

It was remarked that operational and regional centres should not be used interchangeable and that autonomy must be given to the centres in the development of regional programmes. The involvement of the regional/local authorities is important for the success of these centres.

5. Headquarter's agreement the Government of Malta.

The interim Executive Director is authorised to discuss the suggested amendments with the Government of Malta. The members of the Board were requested to send all their proposed amendments in writing to the Interim Executive Director. The importance of this agreement was stressed by all members of the Board.

6. New Accountancy System and Procedure

The new accountancy system and procedure was adopted

7. Financial Reports

The financial report of the IOI-Headquarters 1990 and the financial report on PIM 1990 have been accepted.

28th SESSION OF THE PLANNING COUNCIL AND BOARD OF TRUSTEES

LISBON, PORTUGAL

17-19 NOVEMBER 1991

Members present: Layachi Yaker, Elisabeth Mann Borgese, K. Bhagwat Singh, S.P. Jagota, Anatoly Kolodkin, Arvid Pardo, Alexander Yankov, Mario Ruivo, J.S. Wairoba, Silviu Brucan, Norton Ginsburg, Sidney Holt, Abdul Koromo, Aldo Chircop, Jan Van Ettinger, J.P. Pronk was represented by F.V.G. Bevort.

Also present: G. W. Ackers, Tom Harris and Anna Mallia.

Krishan Saigal and Nicolas Salom were present by invitation.

Absent: Salvino Busuttil, Rene Jean Dupuis, Alexander King, J.P. Pronk, Anton Vratusa, Patricia Birnie, Maxwell Bruce, Thomas Busha, Nigel Calder, Reynaldo Galindo Pohl, Orio Giarini, Geoffrey Kesteven, Alfonso Lopez Reina, Jacques Piccard, Christopher Pinto, Gunnar Saetersdal, Peter Serracino Inglott, Jun Ui, and C.F. Vanderbilt.

Draft Minutes

Item 1: ADOPTION OF AGENDA

The Meeting was opened on 17 November at 14.30hrs at the Hotel Zurigue, Rua Ivona Silva, Lisbon, under the chairmanship of President Yaker. The agenda was adopted after discussion.

President Yaker suggested that Items 1 to 7 of the Agenda should be covered in the afternoon and the remaining items to be left for the following session. There was no objection and the agenda for the afternoon meeting was adopted.

Item 2: ADOPTION OF DRAFT MINUTES OF 27TH SESSION

The Draft Minutes of the 27th Session were adopted as presented.

Item 3: REGISTRATION OF IOI AS A FOUNDATION IN THE NETHERLANDS

President Yaker read out the first paragraph of Appendix 3 and emphasised that the IOI headquarters is and will remain in Malta.

Dr Ruivo stated that the negotiations with the Government of Malta should be discussed as he finds difficulty in understanding the relationship between the IOI and the Foundation for International Studies.

Drs Ackers, the Interim Executive Director, gave a report on the full picture of what the IOI has done in this respect and handed a copy of this report dated 15/11/91 to all the members present.

Prof. Pardo queried how could the agreement with the University of Malta be made if the IOI did not have a legal status in Malta.

Prof. Mann Borgese explained that originally there was an agreement inscribed in the statute of the University of Malta and that gave the IOI a legal status vis-a-vis the University of Malta.

Mr Harris added that with no legal status, the IOI made fund-raising very difficult. This is what made the registration of the Institute as a foundation necessary. He also stated that even if the draft agreement with the Government of Malta would be signed, a separate agreement with the University of Malta on education and scientific progress was still necessary.

(a) Incorporation in the Netherlands

Dr Ruivo underlined that a common understanding of the situation of the IOI, its future relations with the Government of Malta and with the University of Malta must be established before proceeding further with the meeting. He stated that a big effort is needed in order to come to a fair arrangement that would preserve the IOI as the major instrument of the 'Foundation' and not, at the same time, become an integral part of it.

Prof. Mann Borgese pointed out that 'Foundation' in the statute does not mean foundation in the usual sense. It was included for the purposes of Dutch law. In effect there is no difference in meaning between 'Institute' and 'Foundation'.

Dr Ruivo mentioned that the IOI will find difficulties when dealing with UN agencies if the word 'Foundation' is retained.

Mr Holt suggested that if the word 'Foundation' is not mentioned in the English translation, the trouble mentioned by Dr Ruivo will be avoided.

Mr Harris suggested that the dutch word for 'Foundation' that is, the word 'Stichting' should be retained.

Ambassador Singh explained that for an NGO to be registered at the United Nations, it only needs to have a statute of its own and the statute need not be incorporated in the law of any country. The IOI was now registered as a legal entity so that the responsibility is shifted to the organisation from the directors in their personal capacity.

Dr Jagota emphasised that the functional autonomy of the IOI must be continued.

Minister Wairoba stressed the independence of the IOI and both he and Prof. Kolodkin suggested that the words "discharge of a member by the district court as referred to in section 298 of Book 2 of the Dutch Civil Code;" in Article 5 of the "Articles of association of the International Ocean Institute Foundation" should be deleted.

President Yaker explained that this is not possible because that paragraph had to be included for the purpose of Dutch law, without which the Institute could not be registered.

Prof. Pardo asked whether the term 'Foundation' is appropriate to avoid difficulties with other agencies.

Mr Harris suggested that since Greenpeace uses the term 'Stichting', the IOI should do so as well and avoid the word 'Foundation'.

Drs Ackers pointed out that the statute as registered in the Netherlands is very faithful to the original statute.

b) Amendments to the Statute

Dr Ruivo stated that the Board has to take a decision as to (a) what is and is not basic under Dutch law and (b) whether to propose any substantive changes to the Statute.

Mr Holt reminded the Board that first the members have to decide whether they agree with the Statute as was registered in the Netherlands.

President Yaker suggested that the members of the Board, after having studied the Statute, would appoint a board made up of three of the members present, to study the Statute and the objections stated by Dr Ruivo.

Minister Wairoba disagreed and said that such an exercise will not be feasible because the statute will still remain subject to Dutch law. The Dutch law is providing refuge to IOI to be able to get funds.

President Yaker replied that the Dutch government never interfered.

Prof. Pardo remarked that the English text of the Statute is a translation from the original Dutch text. He asked whether the objections raised could be a matter of translation rather than of substance.

Dr Ruivo still emphasized that the Board must wait until it gets the reactions of the three-member committee which will be appointed to report on the Statute and made it clear that he is not prepared to agree with any amendments to the Statute in the meeting (as proposed in the Agenda) unless this group studies the objections raised by the members.

Mr Harris took responsibility of the translation of the text of the Statute from Dutch into English and promised the Members that he shall be re-structuring it.

Dr Ruivo did not object.

Prof. Ginsburg remarked that there were four kinds of people sitting in the Meeting - Board members, administrators, consultants and trustees - and it was not correct to assume that the people present cannot take formal actions in meetings of this kind.

Item 4: ORGANISATIONAL CHANGES

a) Business Plan, January 1991.

Dr Saigal objected to the Business Plan for three main reasons:

- (i) the centralised system which franchises knowledge to regions is taking away one of the objectives of the IOI;
- (ii) more buraucracy;
- (iii) centralised systems failed all around the world.

Dr Mallia pointed out that the idea was more one of co-ordination between all IOI offices rather than centralisation.

Dr Saigal said that he was not ready to accept the term 'co-ordination'.

Mr Harris reminded that Malta is the Headquarters and the operational centre of the IOI and that the IOI is to have a sound and effective management, if it wants to obtain more funding.

Mr Holt said that the Greenpeace situation is very similar.

Dr Ruivo stated that he is favourable to professional aspects of management and to co-ordination in communication. He added that we are not taking advantage of the old statute to adjust the IOI to the different situation that we are now.

One should try to re-think what the objectives of the IOI are in the context of the UN system, UN University and incorporate them in this system. Once we agree on the objectives, we can proceed to discuss the functions of the IOI and we can then develop a plan of action, continued Dr Ruivo.

Dr Ruivo also remarked that the Business Plan is poor on the conceptual side but good in the management side. He said that he was against the opening of regional IOI offices and favoured operational centres. The IOI should not act in isolation but discussions should be made on how the IOI and its potential fit with other agencies in order for the IOI to become an instrument of the United Nations University in ocean affairs.

Prof. Ginsburg suggested that one should look at the plan as a tentative generalisation of what it might be and attempt any modifications in a constructive way.

Prof. Mann Borgese pointed out that the Business Plan is a start: a start to something. It is a stage to get us to get started on a process of action.

Dr Saigal stated that the Policy and the Plan should be separated and discussed separately.

Minister Wairoba remarked that the Headquarters may not be competent to determine regional programmes. Autonomy must be given in the development of regional programmes. He referred to page 3 of Appendix 11 which states that one of the tasks/activities of the IOI Headquarters is the development of courses and the regional or operational centre is entrusted with the organisation of these courses. This means, he said, that the courses are going to be developed from the Head office. He also questioned whether the Malta office shall be the one who shall have the final say in case of disagreement with the regional office.

Dr Chircop remarked that the word 'development' as mentioned in Appendix 11 is not to be taken literally.

Mr Holt added that Malta has nothing to do with the subject in discussion. Malta is just a centre for the Organisation and is not to be confused with the geographical situation.

Prof. Pardo made reference to page 3 of Appendix 5 and remarked that the clause "Knowledge generation via research" should be deleted because the IOI cannot generate knowledge.

Prof. Ginsburg reiterated by stating that there are different kinds of knowledge.

Dr Ruivo said that he has a reservation on the regional IOI centres which have now been replaced by the so-called 'operational centres'.

Prof. Pardo observed that the word 'responsible' in the first paragraph of Page 5 of Appendix 5 should read 'responsibility'.

Dr Ruivo pointed out that the examples and the proposals mentioned in Page 5 of Appendix 5 need to be re-discussed.

Prof. Kolodkin remarked that one should decide what terminology to use as regards 'operational' or 'regional' centres because in Appendix 5 they are used interchangeably. In page 4 of Appendix 5, the last line thereof, the term 'regional institutes' is used and not 'operational centres'.

Prof. Yankow suggested that in Page 6 of Appendix 5, paragraph 1 the words "sustainable development" should be substituted by the words "integrated ocean management". He added that the involvement of the local authorities is important because without their co-operation, the IOI cannot achieve the required results. This is to be added to paragraph 1 of Page 6 of Appendix 5 or inserted before paragraph 6(2).

Prof. Pardo stated that in paragraph 3 of Page 6 of Appendix 5 the words "and use of sea-water" should be included after "ocean mining".

Mr Holt questioned whether the development of computer programs mentioned in paragraph 5 thereof refer to primary engineering.

Prof. Mann Borgese explained that 'computer programmes' refer to the simulation exercises and not to primary engineering.

Knowledge Transfer via training programs

Prof. Pardo remarked that rather than technology transfer in page 7 of Appendix 5, 'availability of technology' should be inserted.

Dr Jagota observed that the current status as outlined in Page 7 of Appendix 5 is different from what the IOI has been developing in its training programme. The idea here is more traditional.

He also referred to the proposals mentioned in Page 8 of the same Appendix on 'Launching of new initiatives' and suggested that in the paragraph dealing with short (6-10 days) intensive courses, the words "using trained alumni wherever possible" should be deleted and used only in refresher courses for alumni. This is because the policy makers attending these short-term courses will find themselves in an uncomfortable situation when lectured by their subordinates.

Both Mr Van Ettinger and Dr Saigal agreed that the long-term courses in "training the trainers" mentioned in Page 8 of Appendix 5 is not something new.

Dr Ruivo observed that the last line of Page 8 of Appendix 5 which speaks about "Development of quality monitoring programs" does not mention the types of programs it is referring to.

Mr Harris explained that it refers to educational programs.

Prof. Pardo stated that the second proposal mentioned in Appendix 5 Page 9 should be re-formulated. It is too short-termed as it refers to training only. University professors should be made to benefit from such a global training conference.

Prof. Mann Borgese informed Prof. Pardo that all the organisations involved in training include universities.

Re "Information output via publications" in Pages 10 and 11 of Appendix 5, Dr Ruivo mentioned that the Ocean Yearbook is a meaningful achievement but the IOI needs a flexible communication of the alumni.

Prof. Ginsburg announced the publication of Ocean Yearbook 9.

Prof. Pardo observed that the publication of the PIM proceedings should be published more regularly.

Dr Jagota suggested that in the first proposal mentioned in Page 10 of Appendix 5, after the word "successful", the words "failures" should be added.

President Yaker referred to Page 12 of Appendix 5 and explained that the training programme should also approach the private sector and not be limited to civil servants. He also suggested that the "Training programme uniqueness" is to be re-studied after the sixtieth ratification of the Convention on the Law of the Sea and the profile of the IOI well-worked out and made clear to the outside world.

Re the proposals mentioned in Appendix 5, Dr Ruivo stated that since the IOI has no operation in the Netherlands, we need to separate the function of the Director of the Institute responsible for the operations of the Institute in accordance with the guidelines set up by the Board.

Dr Jagota explained that the IOI training programme has certain features which make it unique in the world. As to the syllabus of the training programme, he suggested that there should be a committee of course directors. This suggestion was also made in the last Board meeting but it never materialised.

Dr Jagota added that the selection procedure can be centralised, but the regional centres should be associated with the selection procedure. The course materials could be unified and the course directors have to be informed from six to eight months before the course about the IOI policy that is to be emphasized in the training programme. The plurality in the setting up of the training programme must continue and Appendix 11 page 3 has to be modified.

The meeting adjourned for Monday 18th November at 20.30hrs at the same place.

Monday 18th November

Present: as on Sunday 17th November.

Ambassador Salom made a statement in which he made it clear that the IOI office in Columbia is involving very distinguished people from Colombia including two former Presidents of Colombia, two former Prim Ministers, two former Ministers of Foreign Affairs, the President of the Club of Rome, Dr Mario Calderon and other university professors.

Ambassador Salom informed the Board that the IOI head office in Colombia shall be in Bogota with another office in Cartagena.

The project is possible, Ambassador Salom added, if he gets the financial support of U\$200,000 from IOI for the next three years. Unless he gets this guarantee from the members of the Board, he will not be in a position to continue with the project. If however, he gets this security, he would guarantee that the IOI office in Colombia will be the highest institution in Colombia and after the first three years, it will be self-sufficient in funds.

Prof. Mann Borgese guaranteed Ambassador Salom that he will get the money that he requested and that it is only a question of how and in what way is he going to receive such money.

Mr Harris advised that the IOI should not make any commitments on any project proposals before money starts flowing in from the UNDP, which is not expected from February 1992.

Item 6: OTHER ORGANISATIONAL MATTERS

a) Agreement with the Government of Malta

Minister Wairoba stated that the draft agreement with the Government of Malta in Appendix 10 gives him cause to worry. He mentioned the clause in the agreement which states that Malta has to appoint a member in the Board, which clause, he said, does not make that a Headquarters Agreement.

Minister Wairoba questioned why should the Government of Malta require to appoint a member in the Board.

As to the relationship of IOI with the University of Malta, Minister Wairoba stated that the IOI is not to become part of the University of Malta. Co-operation is acceptable but the fusion of IOI into the University of Malta will greatly jeopardise the independence of the IOI.

Prof. Ginsburg also expressed that he has a reservation about the appointment of a member of the Board by the Government of Malta.

Minister Wairoba mentioned that it is important for the IOI to start the process of transition but this is not to be made by abandoning the mission for which the Institute was set up. His opinion was that the IOI can no longer operate freely with the funding agencies setting the conditions for the donation of funds. He expressed his doubts as to whether money will come if the IOI will abide by all the conditions imposed by these funding agencies.

Dr Saigal stated that if the IOI is to be turned into a business organisation he will no longer give his services to the organisation and advised the Board to forget about the IOI plan to open an office in India if the salaries are to run on UN standards.

Dr Ruivo agreed with Minister Wairoba and complemented the excellent strategic approach presented by Mr Harris. He asked the Chairman to draw guidelines on the procedure to be adopted by the members of the Board, and queried as to whether the present actions are to be pursued with no adjustments. He explained that the board members need to have a clear idea on how to re-shape the present lines on the changes which are being proposed. He emphasized that the mission and the function of the IOI have to be outlined to the IOI Board.

Prof. Yankov stated that the clarifications about the new changes in the Statute need to be outlined.

Mr Holt suggested that a sub-committee from among the board members present needed to be set up to work on the changes in the Statute and that their report be discussed at the Board meeting. In the meantime, he added, business has to go on and the interim office has to continue with actions to get the UNDP money. There is no possibility of discussing substantial questions at this meeting.

Mr Holt reminded the members present that the IOI was set up to support Prof. Pardo's initiative in the United Nations, to work for the success of the negotiations on the Convention on the Law of the Sea, and after the signature of the Convention to help in the promotion of the Convention in developing countries and when the Convention comes into force, our mission is to get sufficient funds for our projects. It is in this context that we should look at the revision of the Statute.

b) IOI Headquarters and IOI Operational Centres

Dr Jagota stated that if the situation as envisaged in Appendix 11 is workable, the IOI projecting activity for the next three years is to be encouraged. The question is, however, would the IOI be regulated properly especially in the case of Prof. Mann Borgese's absence. The question, he said, should be examined in a way that the essence or the objectives of the IOI will not be adversely affected. The objectives of the IOI are to be maintained.

Of all the IOI activities, the most effective ones are the Training Programme and the publications.

Dr Jagota also touched on the working relations between the regional centres and the Headquarters. He stated that as present, there is no control from the centre on substantive matters and suggested that the centres should be given a freehand to modify, update and make the course in the training programme as effective as possible. The head office should deal with the selection of participants and of the reading materials.

Dr Jagota also spoke about the term 'franchise' as used in Appendix 11 and he stated that he was all out against the use of such term. He said that some sort of funding should be done by the IOI regional centres, but this should not be based on franchise.

Ambassador Koroma stated that the Board has to study the Statute and see if we can rationalise and modernise the IOI objectives. He supported Mr Holt's proposal to set a committee to study the statute and make sure it embraces the purpose of IOI and to help IOI achieve the UNDP grant.

Mr Van Ettinger explained that the IOI has to adopt its position to a more professional continuation.

Prof. Pardo reminded the Board that action had to be taken in the meeting on the registration of IOI in the Netherlands i.e. Appendices 3 and 4.

Dr Ackers referred to Prof. Yankow's intervention earlier on on the changes in the Statute and explained that Appendix 3 is proposing three changes, i.e. one Board instead of the Planning Council and the Board of Trustees, the Stichting, and the registration of the Stichting in The Netherlands.

Prof. Yankow suggested that the sub-committee which is being proposed should take these three changes in consideration and study the adjustments that may be necessary in view of the new changes.

Appointment of a member of the IOI Board by the Govt. of Malta

Mr Harris stated that since the IOI has been registered as a foundation outside Malta, an agreement with the Government and a co-operation agreement with the University are necessary. The position now is that a representative of the Foundation for International Studies and a representative of the University of Malta are members of the IOI Board. The new proposition as envisaged in the draft agreement with the Government of Malta makes the position weaker for Malta.

Prof. Mann Borgese explained the reason why the Government of Malta wants to appoint a member in the Board. She said that the IOI must have a good working relationship with the country the organisation it is working with. The idea is a symbol of co-operation.

As to the relationship with the University of Malta, Prof. Mann Borgese said that the IOI does not want to work in isolation, but to share for the mutual benefit.

The plan of action - the five-year plan - is strictly based on the previous plan which was approved by the Board and the Council and it shows no change in methodology or in the IOI mission, Prof. Mann Borgese stated.

Prof Mann Borgese continued that the plan of action may be said to be divided into three phases: core funding, funds for scholarships, and loan. She said that the core funding is obtained through the Government of the Netherlands, Canada and a private donor in Switzerland. The IOI is aiming at one hundred scholarships a year which barely cover the costs of the training programme.

Re the loan, she said that the grant was given on our proposal that regional centres will be opened in Colombia and in India. She informed the Board that the World Bank was briefed about the IOI proposal on 16th September 1990 which was approved ten days later by the UNEP, UNDP and the World Bank. She was sure that the IOI will be able to handle this grant without jeopardising the mission and the objectives for which it was set up. Prof. Mann Borgese stressed that the IOI is an independent organisation and that the plan does not endanger the IOI mission.

President Yaker stated that he also does not believe that the independence of the IOI or that the activities in favour of the developing countries are at stake. He said that now the IOI has a sound administration with regular accounting system that is needed in order to get credibility. He also informed the Board that although the IOI has been set up for almost twenty years, the organisation has no agreement with the host country, no agreement with the University of Malta, and no agreement with other institutions all over the world.

He assured everyone present that the original mission for which the IOI was set up, was still there and all that was done during the past twelve months was a complete change aimed at better administrative organisation so that responsibilities will be outlined and everyone will know who is responsible for what.

Ambassador Yaker told the members of the Board that any activities which are listed in the Business Plan and which are contrary to the objectives of the IOI, will be amended.

Ambassador Koroma assured the President of IOI that at no time did any member present think that the missionary zeal of the IOI was being threatened.

Dr Ruivo stated that the members must feel free to express themselves, augured that the transition phase does not lead to more bureaucracy, and emphasised that only minor changes to the statute are being proposed.

Prof. Pardo again reminded the Board that action had to be taken during the meeting on Appendices 3 and 4.

The Board approved Appendices 3 and 4 and adjourned the meeting for Tuesday 19th November at 19.00hrs at the same place.

Tuesday 19th November

The Board reconvened on Tuesday 19th November at 19.00hrs at the same place.

Present: Elisabeth Mann Borgese, Layashi Yaker, Jan Van Ettinger, Abdul Koroma, Alexander Yankow, Mario Ruivo, Joseph Warioba, Sidney Holt, Bhagwat Singh, J.P. Jagota, Nicolas Salom, Kristian Saigal, Gerard Ackers and Anna Mallia.

Incorporation in The Netherlands (Item 3a)

The incorporation of the IOI Statute into Dutch law was adopted.

Appointment of a nominative board

Prof. Mann Borgese suggested that a nominative board should be set up.

President Yaker stated that the functions of the board will be to study and make any recommendations on the statute to the Board, and to advise on the Headquarter's agreement with the Government of Malta.

Dr Ruivo underlined the priority that exists in the nomination of such board but its tasks have to be defined and minimal guidelines for the revision of the statute have to be put on record. Once the nominative board has been established, the same group may work on the revision of the statute and on the functional activities. He suggested that the board should be given a maximum of six months for the submission of its report.

President Yaker said that the working group is to report its findings to all the members by correspondence.

Dr Ruivo suggested that the general guidelines to the group dealing with the revision of the statute shall be the following:

- (1) A Governing body.
- (2) A governing body which should be composed of different people from various aspects of the IOI including research, administration, academic affairs, etc.
- (3) A governing body which will include a scientific research training council which will take the conclusions of the PIM Conference, training programme etc.
- (4) Correspondent members which the Board can consult on an ad hoc basis according to their field of expertise.

Mr Holt insisted that the procedural decisions needed to be taken in this meeting.

The Board agreed to set up a nominating committee and a committee for the revision of the statute.

The nominating committee is composed of: Layashi Yaker, Elisabeth Mann Borgese and Mario Ruivo.

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.

President Yaker reminded that the question on whether an advisory council should be established is still to be discussed.

Dr Ruivo explained that the IOI needs to benefit from the people with deep experience in research who could be utilised to present proposals to the Board for approval.

Mr Holt stated that Dr Ruivo's suggestion is not new but a transformation of the Planning Council.

President Yaker stated that the Statute Committee will deal with this aspect and make suggestions on the establishment of a scientific council. He also proposed Dr Jagota to be a member of the Statute Committee.

Dr Jagota accepted the assignment as a correspondence member.

Item 6A: Agreement with the Government of Malta (Appendix 10)

Prof. Yankov exclaimed that it is an exception for a Government to accept to enter into an agreement with a non-governmental organisation such as the IOI and to grant it diplomatic status in accordance with the provisions with the Vienna Convention.

Prof Yankov suggested that the second paragraph of Article 9 of the Draft Agreement should be deleted and substituted to mean that two members of the Board shall be from Malta.

He also stated that the definition of 'Senior officials' in Article 1 should be considered in conjunction with Article 4.

Prof. Yankov remarked that the third paragraph of the Preamble, and Articles 5 and 12 are not very clear. But otherwise the Draft Agreement may be said to be very good.

Minister Wairoba pointed out that now that the Board has appointed a group of people to study the amendments to the statute, the amendments shall effect the Headquarters Agreement and the Agreement with the University of Malta. He stated that he agreed in substance with Prof. Yankov's intervention but questioned whether this was the right time for amendments.

Prof. Mann Borgese insisted that the Headquarter's Agreement has become an urgent matter and it is to be based on the conditions that have been laid out.

Mr Van Ettinger remarked that Article 2 states that the Institute shall be registered in Malta and suggested that it shall be amended so that such registration will not be in conflict with Maltese laws.

Paragraph 3 of Article 3, Mr Van Ettinger added, should be clarified in order to ascertain whether the disposal of the funds by the IOI 'freely' refers only to activities in Malta or to any IOI activities in the world.

Re Article 11(1) of the draft Agreement, Mr Van Ettinger asked whether the IOI is going to provide professional advisory services to the Government of Malta free of charge.

Mr Holt stated that the Board is hereby authorising President Yaker to negotiate with the Government of Malta on the basis of the text of the draft Agreement, taking Prof. Yankov's and Mr Van Ettinger's considerations.

President Yaker informed the Board that Drs Ackers will discuss the draft Agreement with the Government of Malta with these proposals.

Dr Kolodkin stated that at first he had his doubts as to whether such an agreement will be endorsed by the Government of Malta. But after receiving confirmation from Drs Ackers that the draft text was proposed by the Maltese Government itself, one must say that it is a unique agreement with privileges and immunities which are usually granted only to specialised agencies.

Dr Kolodkin also stated that Article 2(1) implies that the Agreement will be signed when the IOI amends its statute. He disagreed with Mr Van Ettinger on Article 2(2) and said that it is more complicated than how Mr Van Ettinger explained it. He questioned how could the IOI which was registered in The Netherlands, be registered again in Malta.

As to Mr Van Ettinger's observation on Article 11, Dr Kolodkin remarked that Article 11 is under the heading 'Co-operation'.

Dr Saigal observed that Article 11 should take into consideration the fact that at times it is not possible for the regional centres to provide advisory services to the host Government.

Prof. Yankow explained that a general provision, such as the first paragraph of Article 11, is always interpreted in favour of those in good faith.

Mr Holt suggested that co-operation should be a quid pro quo for a draft agreement.

Minister Wairoba stated that the real problem lies with Articles 9 and 11 of the draft Agreement.

President Yaker concluded the meeting by requesting the members of the Board to send all their proposals in writing to Drs Ackers.

Item 7: Adoption of the new Accounting System and Procedure

The meeting accepted with confidence the new accounting system of the Institute and the financial report of the IOI Headquarters and of PIM XVIII.

The meeting adjourned at 22.30hours.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 3
Appointment of New Members of the Board

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 3 Appointment of the New Members of the Board

The Nominating Committee proposes to nominate to the members of the governing Board of the International Ocean Institute:

- Professor Umberto Colombo, Italy
- Ivan Head, Canada
- Mme Danielle de St. Jorre, Seychelles

For your information:

Members of the Board of Trustees as registered together with the Statutes in Rotterdam in 1991:

- | | |
|--------------------------------|-----------|
| Layachi Yaker, Algeria | President |
| Elisabeth Mann Borgese, Canada | Founder |
| Salvino Busuttil, Malta | |
| Rene Jean Dupuy, France | |
| Alexander King, France | |
| Jan P. Pronk, Netherlands | |
| Mario Ruivo, Portugal | |
| K. Bhagwat Singh, USA | |
| Anton Vratusa, Yugoslavia | |
| Joseph S. Warioba, Tanzania | |

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 5
Financial report 1991 IOI-Malta

INTERNATIONAL OCEAN INSTITUTE

REPORT AND ACCOUNTS

31st DECEMBER, 1991

INTERNATIONAL OCEAN INSTITUTE

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	Page
Auditors' report	1
Income and expenditure account	2
Statement of affairs	3
Statement of source and application of funds	4
Notes to the accounts	5
	Statement
Grants received	I
Training programmes and workshops	II
Administrative costs	III

**AUDITORS' REPORT TO THE MEMBERS OF
INTERNATIONAL OCEAN INSTITUTE**

We have audited the accounts on pages 3 to 5 in accordance with generally accepted auditing standards.

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit. Proper books of account have been kept so far as appears from our examination thereof and the accounts are in agreement therewith.

Various funds belonging to the Institute which are administered on its behalf outside Malta are not included in these accounts.

Subject to the omission of such funds, in our opinion and to the best of our knowledge and according to the explanations given to us, the accounts give a true and fair view of the state of affairs of the Institute at 31st December, 1991 and of the deficit and the source and application of funds for the year then ended.

MANDUCA, MERCIECA & CO.
Certified Public Accountants
and Auditors

21, Archbishop Street,
Valletta,
Malta.

20th March, 1992

INTERNATIONAL OCEAN INSTITUTE

INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31st DECEMBER, 1991

	1991		1990	
	<u>Lm</u>	<u>US\$</u>	<u>Lm</u>	<u>US\$</u>
INCOME				
Grants received	133,372	435,086	77,441	257,577
Interest received	361	1,178	204	679
Other income	5,485	17,893	-	-
Creditor balance written off	1,530	4,991	-	-
	<u>140,748</u>	<u>459,148</u>	<u>77,645</u>	<u>258,256</u>
EXPENDITURE				
Training programmes and workshops	82,176	268,074	36,025	119,823
Pacem in Maribus XVIII	-	-	143	476
Local salaries	9,239	30,138	17,856	59,391
Administrative costs	51,900	169,308	15,211	50,593
	<u>143,315</u>	<u>467,520</u>	<u>69,235</u>	<u>230,283</u>
(DEFICIT)/SURPLUS FOR THE YEAR	<u>(2,567)</u>	<u>(8,372)</u>	<u>8,410</u>	<u>27,973</u>
ACCUMULATED FUND DEFICIENCY				
At beginning of the year				
As previously stated	(7,974)	(26,521)	(16,384)	(48,813)
Unrealised gain/(loss) on exchange	-	508	-	(5,681)
As restated	<u>(7,974)</u>	<u>(26,013)</u>	<u>(16,384)</u>	<u>(54,494)</u>
(Deficit)/surplus for the year	<u>(2,567)</u>	<u>(8,372)</u>	<u>8,410</u>	<u>27,973</u>
At end of the year	<u>(10,541)</u>	<u>(34,385)</u>	<u>(7,974)</u>	<u>(26,521)</u>

INTERNATIONAL OCEAN INSTITUTE

STATEMENT OF AFFAIRS - 31st DECEMBER, 1991

	Note	1991		1990	
		Lm	US\$	Lm	US\$
FIXED ASSETS					
Tangible assets	(3)	5,124	16,717	4,120	13,704
CURRENT ASSETS					
Stock of publications		269	878	269	895
Debtors		-	-	2,790	9,279
Cash and bank balances		4,031	13,150	5,860	19,491
		4,300	14,028	8,919	29,665
CREDITORS: FALLING DUE WITHIN ONE YEAR					
Creditors and accruals		(19,965)	(65,130)	(21,013)	(69,890)
NET CURRENT LIABILITIES		(15,665)	(51,102)	(12,094)	(40,225)
NET LIABILITIES		(10,541)	(34,385)	(7,974)	(26,521)
DEFICIENCY ON ACCUMULATED FUND		(10,541)	(34,385)	(7,974)	(26,521)

President

Interim Executive Director

INTERNATIONAL OCEAN INSTITUTE

STATEMENT OF SOURCE AND APPLICATION OF FUNDS
- YEAR ENDED 31st DECEMBER, 1991

	<u>1991</u>	<u>1990</u>
	<u>Lm</u>	<u>Lm</u>
SOURCE OF FUNDS		
(Deficit)/surplus for the year	(2,567)	8,410
Adjustment for items not involving the movement of funds:-		
Depreciation	882	694
Deferred revenue expenditure written off	-	4,740
	-----	-----
	(1,685)	13,844
APPLICATION OF FUNDS		
Purchase of tangible fixed assets	(1,886)	(776)
(DECREASE)/INCREASE IN WORKING CAPITAL	-----	-----
	(3,571)	13,068
	=====	=====
REPRESENTED BY MOVEMENTS IN:		
Stocks	-	(123)
Debtors and prepayments	(2,790)	2,790
Creditors and accruals	1,048	5,130
	-----	-----
	(1,742)	7,797
Movement in net liquid funds:		
Cash and bank balances	(1,829)	5,271
	-----	-----
	(3,571)	13,068
	=====	=====

INTERNATIONAL OCEAN INSTITUTE

NOTES TO THE ACCOUNTS - 31st DECEMBER 1991

1. FUNDAMENTAL ACCOUNTING CONCEPT

The accounts have been drawn up on a going concern basis on the assumption that sufficient funds will continue to be made available to enable the Institute to meet its financial commitments as and when they fall due.

2. PRINCIPAL ACCOUNTING POLICIES

(a) Accounting convention

The accounts have been drawn up under the historical cost convention.

(b) Foreign exchange translation

The Institute's books of account are maintained in Maltese liri (Lm) which have been translated to U.S. Dollars in these accounts at the year end exchange rate of Lm1 = U.S. \$3.2622 (1990 Lm1 = U.S.\$3.3261)

As a result, the figures in U.S. Dollars may not necessarily reflect the amounts actually received or paid in U.S. Dollars during the year under review.

(c) Depreciation of tangible fixed assets

Provision for depreciation of the Institute's tangible fixed assets is calculated to write off the cost of the assets over their estimated useful lives in equal annual instalments of 10%.

3. TANGIBLE FIXED ASSETS

	At <u>1.1.91</u>	<u>Additions</u>	At <u>31.12.91</u>
COST			
Word processor	2,444	-	2,444
Office equipment	4,492	1,886	6,378
	-----	-----	-----
	6,936	1,886	8,822
	-----	-----	-----
DEPRECIATION			
Word processor	1,712	244	1,956
Office equipment	1,104	638	1,742
	-----	---	-----
	2,816	882	3,698
	-----	---	-----
NET BOOK VALUE	Lm4,120		Lm5,124
	=====		=====
	U.S.\$13,704		U.S.\$16,717
	=====		=====

STATEMENT I

INTERNATIONAL OCEAN INSTITUTE

GRANTS RECEIVED - YEAR ENDED 31st DECEMBER, 1991

	<u>Lm</u>	<u>US\$</u>
UNEP	1,441	4,701
THE McARTHUR FOUNDATION	41,185	134,354
UNCED	2,958	9,650
THE WORLD BANK	2,628	8,573
ELIZABETH MANN BORGHESE	3,253	10,612
COMMONWEALTH SECRETARIAT	12,412	40,490
CIDA	25,340	82,664
UNDP	3,741	12,204
UNESCO	572	1,866
MAE (MINISTERO DI AFFARI ESTERI - ITALY)	5,379	17,547
I.O.I. GENERAL FUND	478	1,559
SWISS DONOR	33,985	110,866
	-----	-----
	133,372	435,086
	=====	=====

STATEMENT II

INTERNATIONAL OCEAN INSTITUTE

TRAINING PROGRAMMES AND WORKSHOPS
- YEAR ENDED 31st DECEMBER, 1991

	<u>Lm</u>	<u>US\$</u>
Class "C" Trieste 1991	16,559	54,019
PIM XIX Lisbon 1991	41,007	133,773
Class "B2" Malta 1991	24,090	78,586
Class "C" Indian Ocean 1991	201	656
Class "C" Carribbean 1991	116	378
Class "B" Halifax 1991	203	662
	-----	-----
	82,176	268,074
	=====	=====

STATEMENT III

INTERNATIONAL OCEAN INSTITUTE

ADMINISTRATIVE COSTS - YEAR ENDED 31st DECEMBER, 1991

	<u>Lm</u>	<u>US\$</u>
Advertising	1,316	4,293
Audit and accountancy fees	1,395	4,551
Bad debts written off	141	460
Bank charges and interest	121	395
Cleaning and sanitation	66	215
Depreciation	882	2,878
Difference on exchange	892	2,911
Consultancy - interim director	28,700	93,625
General expenses	142	463
Interest payable	36	117
Library expenses	197	643
Office supplies	87	284
Professional fees	9,466	30,880
Public relations	730	2,381
Repairs and maintenance	316	1,031
Staff welfare	322	1,050
Stationery and printing	870	2,838
Telephones, cables and telexes	3,152	10,282
Transport	238	776
Travelling	2,578	8,410
Water and electricity	253	825
	-----	-----
	51,900	169,308
	=====	=====

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 6
Financial report 1991 IOI-Halifax

ANNEX 11

INTERNATIONAL OCEAN INSTITUTE
HALIFAX, CANADA
EXPENSES
1 APRIL, 1991 TO 31 DECEMBER, 1991

CDNEXPENDITURES

SALARIES & BENEFITS	8,105.65
PROFESSIONAL FEES	999.99
DEBT REPAYMENT	20,000.00
PRINTING/BOOKS/SUBSCRIPTIONS	4,050.53
TELECOMMUNICATION	4,826.57
COURIER/POSTAGE	4,416.98
TRAVEL	1,941.50
OFFICE SUPPLIES	533.18
TOTAL EXPENDITURES	44,874.40

ANNEX III

FINANCIAL REPORT
 B'91
 TRAINING PROGRAMME IN MANAGEMENT & CONSERVATION OF MARINE RESOURCES
 WITHIN THE EXCLUSIVE ECONOMIC ZONE
 HALIFAX, CANADA
 FOR THE PERIOD ENDING DECEMBER 31, 1991

INCOME

CIDA		\$105,000.00
COMMONWALTH SECRETARIAT		10,302.97
DONATION		29,990.00
ICOD		30,000.00
MARINE AFFAIRS PROGRAMME		2,500.00
NORAD		8,000.00

TOTAL INCOME		\$185,792.97

EXPENDITURES

SALARIES:		
COURSE DIRECTOR	\$20,743.91	
ASSISTANT DIRECTOR	15,224.16	
ADMIN ASSISTANT	3,811.92	\$39,779.99

TRAVEL:		
LECTURES' EXPENSES	\$2,400.18	
LECTURES' TRAVEL	12,878.19	
PARTICIPANTS' EXPENSES	61,341.80	
PARTICIPANTS' TRAVEL	33,789.76	110,409.93

COMMUNICATIONS		2,228.23
SUPPLIES		211.04
PRINTING		4,118.28
FIELD TRIPS		4,429.94
COURSE CLOSING		2,219.31
GENERAL ADMINISTRATION		6,258.88

TOTAL EXPENDITURES		\$169,655.60

ACCOUNT BALANCE

\$16,137.37

=====

ANNEX VII

FINANCIAL REPORT
C'91
IOMAC/IOI TRAINING PROGRAMME IN MARINE AFFAIRS
ALBION, MAURITIUS
FOR THE PERIOD ENDING DECEMBER 31, 1991

INCOME		US\$	CDN\$
<hr/>			
UNDP		\$69,000	\$77,936
DONATION		5,280	6,000
<hr/>			
TOTAL INCOME		\$ 74,280	\$ 83,936
<hr/>			
EXPENDITURES			
<hr/>			
STAFF:			
DIRECTOR -			
TRAVEL	\$1,310		
HOTEL ACCOMMODATIONS	2,266		
MEALS	454		
HONORARIUM	20,000	\$24,030	\$27,142
<hr/>			
ASSISTANT DIRECTOR -			
TRAVEL	\$5,673		
HOTEL ACCOMMODATIONS	2,511		
MEALS/LIVING ALLOWANCE	981		
SALARY	8,734	17,899	20,217
<hr/>			
FACULTY:			
TRAVEL	\$12,742		
HOTEL ACCOMMODATIONS	600		
MEALS	600		
HONORARIA	1,226	15,168	17,132
<hr/>			
PARTICIPANTS:			
TRAVEL	\$22,242		
HOTEL ACCOMMODATIONS	29,678		
MEALS/LIVING ALLOWANCE	11,501		
TRANSPORTATION	408		
MEDICAL EXPENSES	140	63,969	72,253
<hr/>			
INSURANCE		1,025	1,158
PRINTING/OFFICE SUPPLIES		1,293	1,460
POSTAGE		1,202	1,358
TELECOMMUNICATIONS		254	287
CONTINGENCIES		308	348
<hr/>			
TOTAL EXPENDITURES		\$125,148	\$141,355
<hr/>			
ACCOUNT BALANCE (DEFICIT)		(\$50,148)	(\$56,642)
		=====	=====

ANNEX IX

FINANCIAL REPORT

INTERGOVERNMENTAL MEETING OF EXPERTS
ON LAND BASED SOURCES OF MARINE POLLUTION

FOR THE PERIOD ENDING DECEMBER 31, 1991

INCOME

CIDA	\$90,000.00
TOTAL INCOME	\$90,000.00

EXPENDITURES

FELLOWSHIPS / PER DIEMS	\$5,350.00
AIRFARES	34,896.04
ACCOMMODATIONS	5,530.00
ADMINISTRATION	8,000.00
TOTAL EXPENDITURES	\$53,776.04

AMOUNT RETURNED TO CIDA TO DATE	(23,804.87)
---------------------------------	-------------

AMOUNT OUTSTANDING PENDING REIMBURSEMENT FROM TRAVEL AGENT AND HOTEL	\$12,419.09
---	-------------

=====

ANNEX VI

FINANCIAL REPORT
C'91
TRAINING PROGRAM IN CONSERVATION & MANAGEMENT OF MARINE RESOURCES
WITHIN THE CARRIBEAN REGION
KINGSTON, JAMAICA
FOR THE PERIOD ENDING DECEMBER 31, 1991

		0.0998385188
<u>INCOME</u>		1.1769

	DONATION	\$56,038.09
	UNEO-RCU	9,494.00
	INTEREST EARNED ON FOREIGN CURRENCE	660.63
	COMMONWEALTH SECRETARIAT	48,871.35

	TOTAL INCOME	\$115,064.07

<u>EXPENDITURES</u>		

	SALARY: COURSE DIRECTOR	\$23,310.00
	SALARY: COORDINATOR	7,051.42
	SALARY: ASSISTANT	470.00
	LIVING ALLOWANCES	8,649.25
	CONSULTANT FEES	5,168.38
	RECRUITMENT FOR SIMULATION	126.90
	HONORARIA	1,587.79
	LECTURERS	3,624.57
	ADMIN COSTS TO C.M.S.	2,517.01
	AIRFARES	25,801.23
	TRANSPORTATION	4,118.02
	ACCOMMODATIONS	21,626.57
	MEALS	8,913.10
	CLOSING CEREMONY	759.34
	COMMUNCIATIONS	1,595.22
	TRANSLATION/TYPING	149.81
	OFFICE SUPPLIES	2,652.41

	TOTAL EXPENDITURES	\$118,121.03

	ACCOUNT BALANCE (DEFICIT)	(\$3,056.96)
		=====

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 7.1
Programme and Budget 1992

I N T E R N A T I O N A L

O C E A N

I N S T I T U T E

BUDGET CALCULATIONS

1992

DRAFT

I. COSTS [1992, in US\$]

I.1.	Organization Support	67.000
I.2.	Policy Development and International Relations	110.000
I.3.	Programme Co-ordination	316.000
I.4.	Programme Costs Headquarters	856.000
I.5.	Local Programme Co-ordination	550.000
5.1.	Malta (included in II.3) p.m.	
5.2.	Halifax	119.000
5.3.	Cartagena	113.000
5.4.	Fiji	106.000
5.5.	Madras	106.000
5.6.	Dakar	106.000
I.6.	Local Programme Costs	450.000
6.1.	Malta (included in II.4) p.m.	
6.2.	Halifax	242.000
6.3.	Cartagena	52.000
6.4.	Fiji	52.000
6.5.	Madras	52.000
6.6.	Dakar	52.000
I.7.	Development Project	1.425.000
TOTAL:		3.774.000

SPECIFICATION OF COSTS

I.1. Organization Support 67.000

1.1.	communications	2.000
1.2.	travel	25.000
1.3.	accomodation	40.000

[Members of Board and Planning Council meeting once a year (minimum) in Malta; President and Treasurer meeting twice a year (minimum) in Malta]

I.2. Policy Development and International Relations 110.000

2.1.	fee	50.000
2.2.	travel	25.000
2.3.	per diem	20.000
2.4.	communication	10.000
2.5.	equipment	5.000

SPECIFICATION OF COSTS (cont.)

I.3.	Programme Co-ordination	316.000
	(including local programme co-ordination Malta)	
3.1.	personnel	185.000
1.1	exec.dir.	60.000
1.2	acad.dir.	35.000
1.3	accountant	30.000
1.4	secr.staff	35.000
1.5	librarian	15.000
1.6	other person.	10.000
3.2.	office	66.000
2.1	rent	12.000
2.2	electr.etc	6.000
2.3	stationary etc	14.000
2.4	equipment	30.000
2.5	other	4.000
3.3.	communication	29.000
3.4.	travel	26.000
3.5.	library	-
	(in 1992, the costs of acquisition and library equipment are covered by the special develop ment project)	
3.6.	other	10.000

SPECIFICATION OF COSTS (cont.)

I.4.	Programme costs Headquarters	856.000
4.1	publications	5.000
4.2	conference PIM XX	400.000
4.3	alumni project	5.000
4.4	consultancy	p.m.
4.5	distance learning (incl.in dev.project)	
4.6	A-course	60.000
4.7	B-course (2x)	240.000
4.8	C-course	120.000
4.9	Alumni-refresher course	20.000
4.10	Research	p.m.
4.11	Consultancy	p.m.
4.12	Other programme costs	6.000

SPECIFICATION OF COSTS (cont.)

I.5. Local Programme Co-ordination

5.1	Malta		p.m.
	[local programme co-ordination for 1992 is included in the general programme co-ordination (II.1.4.)]		
5.2	Halifax		119.000
2.1	personnel	60.000	
1.1	director	35.000	
1.2	assistant	15.000	
1.3	secretary	10.000	
2.2	office	41.000	
2.1	rent	20.000	
2.2	electr. etc	p.m	
2.3	stationary	10.000	
2.4	equipment	10.000	
2.5	other	1.000	
2.3	communication	6.000	
2.4	travel	5.000	
2.5	library	4.000	
2.6	other	3.000	
5.3.	Cartagena		113.000
3.1	personnel	40.000	
1.1	director	25.000	
1.2	assistant	10.000	
1.3	secretary	5.000	
3.2	office	32.000	
2.1	rent	12.000	
2.2	electr. etc	4.000	
2.3	stationary	4.000	
2.4	equipment	10.000	
2.5	other	2.000	
3.3	communication	6.000	
3.4	travel	20.000	
3.5	library	10.000	
3.6	other	5.000	

SPECIFICATION OF COSTS (cont.)

I.5. Local Programme Co-ordination (cont.)

5.4. Fiji 106.000

4.1	personnel	33.000
1.1	director	25.000
1.2	assistant	8.000
1.3	secretary	-
4.2	office	32.000
2.1	rent	12.000
2.2	electr. etc	4.000
2.3	stationary	4.000
2.4	equipment	10.000
2.5	other	2.000
4.3	communication	6.000
4.4	travel	20.000
4.5	library	10.000
4.6	other	5.000

5.5. Madras 106.000

5.1	personnel	33.000
1.1	director	25.000
1.2	assistant	8.000
1.3	secretary	-
5.2	office	32.000
2.1	rent	12.000
2.2	electr. etc	4.000
2.3	stationary	4.000
2.4	equipment	10.000
2.5	other	2.000
5.3	communication	6.000
5.4	travel	20.000
5.5	library	10.000
5.6	other	5.000

SPECIFICATION OF COSTS (cont.)

I.5. Local Programme Co-ordination (cont.)

5.6.	Dakar		106.000
6.1	personnel		33.000
1.1	director		25.000
1.2	assistant		8.000
1.3	secretary		-
6.2	office		32.000
2.1	rent		12.000
2.2	electr. etc		4.000
2.3	stationary		4.000
2.4	equipment		10.000
2.5	other		2.000
6.3	communication		6.000
6.4	travel		20.000
6.5	library		10.000
6.6	other		5.000

SPECIFICATION OF COSTS (cont.)

I.6. Local Programme Costs

6.1.	Malta [local programme costs Malta are included in Programme costs Headquarters; see II.1.4.]	p.m.
6.2.	Halifax	242.000
2.1	B-course	120.000
2.2	C-course	120.000
2.3	Research	p.m.
2.4	Consultancy	p.m.
2,5	Other	2.000
6.3.	Cartagena	52.000
3.1	Alumni Refresh.	20.000
3.2	Short Course	20.000
3.3	Research	8.000
3.4	Other	4.000
6.4.	Fiji	52.000
4.1	Alumni Refresh.	20.000
4.2	Short Course	20.000
4.3	Research	8.000
4.4	Other	4.000

SPECIFICATION OF COSTS (cont.)

I.6. Local Programme Costs (cont.)

6.5.	Madras		52.000
5.1	Alumni Refresh.	20.000	
5.2	Short Course	20.000	
5.3	Research	8.000	
5.4	Other	4.000	
6.6.	Dakar		52.000
6.1	Alumni Refresh.	20.000	
6.2	Short Course	20.000	
6.3	Research	8.000	
6.4	Other	4.000	

N.B. In 1992 only the Alumni Refresher Courses and the Short Courses (for decision-makers) will be held in the Operational Centres Cartagena, Fiji, Madras and Dakar. In 1993 other courses will be organised in these Centres; for instance the B-courses and the C-courses, and yet to be developed other types of 'long courses'. In these Operational Centres Consultancy projects and Research projects will be developed after 1992.

SPECIFICATION OF COSTS (cont.)

I.7.	DEVELOPMENT PROJECT	1.425.000
I.7.1.	Organisational Development	413.000
I.7.2.	Course Development	295.000
I.7.3.	Research Development	400.000
I.7.4.	Publication Development	34.000
I.7.5.	Library Development	108.000
I.7.6.	Alumni Org. Development	44.000
I.7.7.	Distance Learning Development	131.000

This 'Development Project' is the project with a duration of three years discussed with and agreed by the World Bank for the further institutionalization of the International Ocean Institute, to be able to enlarge the impact of the IOI in training, research and consultancy.

II. INCOME

II.1.	for Organization Support			
	CIDA:	67.000	total:	67.000
II.2.	for Policy Development and International Relations			
	CIDA:	105.000	total:	105.000
II.3.	for Programme Co-ordination			
	Ann.Donor:	80.000		
	Malta Governm:	18.000		
	Dutch Govnm:	100.000		
	CIDA:	100.000	total:	298.000
II.4.	for Programme Costs HQ			
	-PIM XX:			
	Malta Govnm.:	100.000		
	Dutch Govnm.:	100.000		
	Private/Ind.:	250.000	total:	450.000
	-Courses:			
	ICOD:	100.000		
	World Bank:	100.000		
	CommonW.Secr:	100.000		
	Italian Govnm	100.000	total:	450.000
	CIDA:	50.000		
II.5.	for Local Programme Co-ordination			
	5.2. Halifax			
	CIDA:	99.000		
	Host Institute	20.000	total:	119.000
	5.3. - 5.6:			
	Host countries	120.000		
	Afr.DevBank	100.000		
	Other	200.000	total:	420.000
II.6.	for Local Programme Costs			
	6.2. Halifax			
	CIDA:	100.000		
	ICOD:	100.000		
	Other:	40.000	total:	240.000
	6.3 - 6.6:			
	Host countries	100.000		
	World Bank:	100.000	total:	200.000
SUB-TOTAL:			US\$	<u>2.349.000</u>

II. INCOME (cont.)

TRANSPORT:		US\$	<u>2.349.000</u>
II.7.	for Development Project		
	World Bank:	800.000	
	Host Countries	200.000	
	Research proj.	125.000	
	Dutch Govern	150.000	
	Others:	150.000	
		total:	1.425.000
TOTAL INCOME:		US\$	<u>3.774.000</u>

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 7.2
Financial report 1992 IOI dd 01-05-1992

International Ocean Institute

FINANCES 1992

1. Financial situation 31-12-1991 (in US\$)

IOI Halifax	:	- 149,000	
IOI Malta	:	- 73,000	
donation 1992	:	- 88,000	
total	:	- 310,000	- 310,000

NB.: not including PIM XVIII, PIM XIX and Dev. Project (UNDP)

2. Financial situation 30-04-1992 (in US\$)

IOI Halifax	:	- 97,500	
IOI Malta	:	- 12,500	
total	:	- 110,000	- 110,000
In Bank	:	+ 25,000	+ 25,000

			- 85,000

NB.: not including PIM XVIII and PIM XIX

International Ocean Institute

FINANCES 1992

3. Budget 1992 (in US\$) total: 3,774,000

3.1. Grants, pledges, etc:

CIDA	:	440,000
Dutch Gov.	:	100,000
UNDP (interim)	:	45,500
UNDP (fase 1)	:	110,000
donor	:	88,000
UNDP (fase 2)	:	890,000 (?)
Scholarships	:	117,000

total: 1,790,500

This means that we still have to find nearly TWO MILLION US\$ for this year !

3.2. Grants, pledges, etc, received up to date:

CIDA	:	220,000
UNDP (interim)	:	11,500
UNDP (fase 1)	:	60,000
donor	:	88,000

total: 379,500

International Ocean Institute

FINANCES 1992

4. Course costs and scholarships

4.1. Courses in 1991

course costs Halifax	:	149,000	
course costs Jamaica	:	104,000	
course costs Malta	:	106,000	
course costs Trieste	:	64,000	
course costs Mauritius	:	125,000	
		total:	548,000
income from scholarships	:		192,000
		<u>negative saldo</u>	: - 356,000 !!!

Or, in other words: last year we lost 350,000 US\$
on our course activities !

4.2. Courses in 1992

course costs (budget)	:	842,000
income from scholarships	:	320,000

(restricted to courses in Halifax and Malta: 120,000
and to courses in develop.countries: 200,000)

negative saldo : - 520,000 !!!!

This means:

a) that we have to find more scholarships/other
resources for our course programme,

or

b) that we have to cancel courses,

or

c) that we are loosing this year 500,000 US\$!

International Ocean Institute

FINANCES 1992

5. Cash-flow predictions

(only CORE-costs, not including Courses, PIM and the UNDP-Development (rogramme, not including Interim Management or any other activity)

<u>month</u>	<u>expenses</u>	<u>cummulative</u>	<u>income</u>	<u>saldo</u>
May	32,000	32,000	25,000	- 7,000
June	28,000	60,000		- 35,000
July	43,000	103,000		- 78,000
Aug.	28,000	131,000		-106,000
Sep.	43,000	174,000		+ 92,000
Oct.	28,000	202,000		+ 64,000
Nov.	63,000	265,000		+ 1,000
Dec.	28,000	293,000	22,000	- 5,000

This table shows that we have serious problems to find the money for the salaries and travel-expenses in May, June, July and August, and that we 'contribute' to our deficit this year with 5,000 US\$.

Even without ANY activity, like Course Programme, PIMXX, Research, etc.

expl.:

salaries, etc. IOI:	8,000 per month
salaries, etc. Halifax:	8,000 per month
travel expenses etc. :	4,000 per month
fees, travel exp. EMB:	8,000 per month
total :	<u>28,000 per month</u>

fees/travel etc TH:	July: 15,000
(fundraising)	Sept: 15,000

Board meeting:	May: 4,000
	Nov: 35,000

income CIDA:	Sept: 198,000
	Dec.: 22,000

Development Project (UNDP)
Organizational Development

EXPENSES INCURRED
BETWEEN 01 JANUARY and 31 APRIL 1992

Fees and Expenses Consultant	42,150 US\$
Expenses Cartagena	10,000
Expenses Madras	8,000
Expenses Meetings/Office of the President	24,002
Other Expenses	3,368
Bank charges	504
TOTAL:	88,024
received from UNDP	60,000
	<hr/>
	(28,024)
to receive from UNDP after completion of the report in July:	50,000
left for the months May, June and July	<u>22,000</u>

IOI

Funding Guidelines

Principal Funding Agencies

Update: 4/24/92

UNDP

- + Course development (e.g., distance learning)
- + Course adaptations (e.g., translations)
- + Establishment of operational systems (e.g., legal)
- + Pilot inter-centre research (part support)
- + Associated costs (e.g., travel, PTT, professional fees)
- + Initial scholarships for new operational centres
- Office rents
- Staff salaries
- Costs (e.g., travel) associated with staff
- Board and Office of President costs

CIDA

- Research
- Scholarships
- + Office rents (esp. Malta and Halifax)
- + Salaries of staff
- + Costs associated with ongoing operations
- + Board & Office of President costs

ANNEX 8

Progress report on the organisation of PIM XX

This report shall deal with the three main aspects:

- Logistics
- Content
- External Relations

Logistics

Press Conference:

Ambassador Yaker, Drs Ackers and Tom Harris had meetings with Prime Minister and Deputy Prime Minister of Malta on May 5, 1992. Fr Peter Serracino Inglott and Mr Richard Cachia Caruana, Personal Assistant to the Prime Minister were also present at the meeting with the Prime Minister.

A press conference was afterwards held at the Foundation for International Studies announcing the holding of PIM XX in Malta.

A meeting was also held with Fr Peter Serracino Inglott.

Tentative Programme:

A copy of the Tentative Programme is hereby attached.

The Inauguration of the Conference shall be held on Sunday, November 1, 1992 at the Assembly Hall of the University of Malta. It will be opened by the Prime Minister.

The Rector of the University, Fr Peter Serracino Inglott has kindly offered to give a reception at the University after the inauguration of the Conference.

The other days of the Conference, ie from Monday November 2 to Thursday November 5, will be at the Suncrest Hotel, in Qawra, Malta (northern part of Malta).

Lunches will also be served at the hotel.

The contract shall be signed hopefully next week which means that we have to submit a deposit of approx. U\$10,800.

Closure of the Conference shall be at the Hotel on Thursday by the Deputy Prime Minister and Minister of Foreign Affairs.

Honourary Committee

So far, and according to my records, only the Prime Minister of Malta, Dr Ricardo Diez Hochleiter, Ambassador Koh, Dr Pronk, Mr Siazon, and Fr Peter Serracino Inglott have officially accepted. (List of proposed list hereby enclosed).

PIM Announcement

The announcements are being printed and they will be ready next week. This means that we will start sending the announcement next week.

This also goes for the poster.

400 copies of the announcement will be made available at the Genoa Conference in June thanks to Prof. Adalberto Vallega.

Mailing list

This year we all thought of sending the announcement to the industry sector. In effect we requested 'Spearhead Exhibitors Ltd' in the UK to send us the list of the different categories of industrial sectors associated with the subjects which will be discussed at the Conference.

Funding

Budget: 350 US\$

So far: 100,000 US\$

In kind: National Tourist Organisation: 2 excursions
Government of Malta 30,000 U\$
Local Brewery (Farsons) All drinks at the
Exhibition and water only for the duration of the
Conference

Travelling

Air Malta offered cheap rates from points of destination where it operates.

A local travel agent appointed for the other destinations.

Content

Workshops

There shall be two workshops, one in Halifax Canada (28-30 May) and one in Bellagio, Italy (Sept.24-25).

External Relations

The IOI is embarking on an external relations project, both as regards PIM and its activities.

To this effect, meetings were held with a local PR and advertising in order to see how this image can be sold in the Maltese and foreign press.

We are now awaiting the project proposals of this agency, their conditions, etc.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 9
Progress report on the Development Project

IOI

Operational Centres

Update : 4/27/92

Context.

In January 1992, UNDP approved a grant of US\$ 110,000 to the IOI to undertake the first steps of enabling a network of four operational centres.

This calls for the IOI to secure from four governments and four educational or scientific institutions agreements which will enable the IOI to establish long-term operations in these four regions.

The four agreed regions are: the Indian subcontinent, the South Pacific, the Caribbean, and the Atlantic coast of Sub-Saharan Africa.

This work is to be completed by the end of July 1992 at which time a revised project document for the funding of the start-ups of these four operational centres can be submitted for approval by UNDP. As these agreements must be negotiated case-by-case, UNDP has not agreed to provide additional funding automatically for the second or operational phase.

This work is being carried out by the "Office of the President."

Status.

- **Indian Subcontinent.** An initial visit in February was arranged by Dr. Krishan Saigal and this has led to very rapid progress in identifying a possible education partner, the Indian Institute of Technology-Madras. Dr. Saigal has also undertaken negotiations with the public authorities. We are awaiting a complete status report, and we are fairly confident that this will move ahead on schedule and according to plan.

The next step is to review a detailed report from Dr. Saigal. Depending on that, either a return visit will be in order and/or a visit by the President to sign the necessary agreements will be made.

- **South Pacific.** Because of work by the IOI with the University of the South Pacific (USP) ten years ago, contacts were renewed and this facilitated initial discussions there.

Due to local conditions the USP is unable to contribute its own resources.

The USP appears to be the only logical partner for the IOI in the region.

The outline of an agreement with the USP has been made and informal discussions with the Government of Fiji have been held.

The next steps are for Mr. Harris to prepare a detailed operating plan with the USP Professor of Marine Studies, to review logistic arrangements with the University, and to visit other regional agencies to begin to establish IOI's own network in the region.

- **Caribbean.** Thanks to the intervention and leadership of Ambassador Nicolás Salom in Colombia, initial progress was rapid with the IOI securing draft articles of association and preliminary agreements from the Ministry of Foreign Affairs. A detailed work plan was prepared in January.

We are awaiting a detailed report on progress. While it has been proposed that the Founder visit to sign formally the agreements, a review of the detailed report may well reveal that more preparatory work is in order.

- **Sub-Saharan Africa.** The IOI interlocutor in this case is the President with the Government of Senegal. Because of scheduling difficulties, the first visit may take place around May 15. The involvement of the Prime Minister and the Foreign Minister is expected.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 10

Progress report on the selection of the
Executive Director

International Ocean Institute
Executive Director
Profile

Appointed by and Reports to the Board of Directors, and especially the Chairman and its officers

Appointment for two years, renewable

Primary location - Malta, with extensive international travel

Responsibilities:

- Direct as chief executive officer
 - ... *Fund raising* from public, semi-public, and private sources according to needs outlined by Board
 - ... *Expenditures* according to Board policy and to Board-approved budget
 - ... *Financial, tax, and other relationships* (e.g., social security and work permits) with host government (i.e., Malta)
 - ... *Personnel policies* (subject to Board oversight) and implementation (i.e., hiring and firing)
 - ... *Office arrangements* and logistics, as may be delegated to staff
 - ... *Arrangements for IOI courses* (e.g., marketing and registrations, fee receipts, local arrangements, arrangements with faculty)
 - ... Oversight of preparation of all *IOI publications*
 - ... Preparation and implementation of detailed plans for *IOI regional center network*
 - ... Implementation of plans for all *IOI conferences* including semiannual Pacem in Maribus

- Indirect
 - ... Oversight of *development of IOI programs*, through the appropriate Board committee
 - ... Oversight and monitoring of the *quality of existing* programs including evaluation of faculty
 - ... Suggestions concerning *new programs*

Profile (not in rank order)

- Hands-on management (i.e., never delegates anything he himself does not know how to do **and** is not willing to do) // *her / herself*
- Ability to delegate
- Ability to endure interminable (bureaucratic) frustrations
- Realistically self-confident, self-reliant, and self-starting
- Proven ability to work effectively in non-native culture
- Fluency in English; ability to work in French (incl. patois) and (non-Castilian) Spanish
- Financially literate
- Ability to live and work from a suitcase for extended periods (incl. portable PC)
- Appropriate (chameleon-like) presentation
- Demonstrated compatible personal value systems with the IOI
- Great attention to detail without losing the 'big picture'
- Ability to see that personal advancement tied to IOI's, and not separated from it

IOI

Executive Director

Criteria for Evaluation

Update : 4/24/92

Criteria	Scale (1-10)
Intellectual curiosity	9+
Ability to (re-) conceptualize	9
Self-starting/self-(re)generating	8+
Integrity	8+
Cultural adaptability	8+
Enterprising spirit	7+
Language proficiency - English	7+
Oral expression	7+
Chameleon-like	6+
Written expression	6+
Flexibility	5+
Language proficiency - French	5
Experience living & working outside of native culture	4+
Language proficiency - Spanish	3
Knowledge of ocean affairs	2+
Knowledge of international agencies	2+
Academic degrees	1+
Scholarship/academic orientation	1+
Language proficiency - Arabic	1



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To: Board Members of the International Ocean Institute
Subject: Documents concerning Board Meeting in Paris, France
Date: 15 May, 1992

Dear Member,

On behalf of Drs. Gerard W. Ackers, Executive Interim Director of the International Ocean Institute, please find enclosed documents concerning the above meeting held in Paris, France on the 8 May, 1992.

Enclosed are documents which include the following:

1. Agenda + annexes
2. Draft minutes of the Paris meeting

Also please find enclosed a document regarding the Development Project.

Thank you.

Yours sincerely,
for INTERNATIONAL OCEAN INSTITUTE

Natasha Ralston
Secretary

Enclosed: Agenda + annexes
Draft Minutes
Information on Development Project

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 1
Welcome, adoption of the Agenda

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Draft Agenda

- | | | |
|----|--|------------------------|
| 1 | Welcome, adoption of the Agenda | annex 1 |
| 2 | Minutes 28th Session Board and Planning Council
Lisbon, Portugal, 17-19 November 1991 | annex 2 |
| 3 | Appointment of New members of the Board | annex 3 |
| 4 | Final report on PIM XIX | annex 4 |
| 5 | Financial report 1991 IOI-Malta | annex 5 |
| 6 | Financial report 1991 IOI-Halifax | annex 6 |
| 7 | Programme and budget 1992
Financial report 1992 IOI dd 01-05-1992 | annex 7.1
annex 7.2 |
| 8 | Progress report on the organisation of PIM XX | annex 8 |
| 9 | Progress report on the Development Project | annex 9 |
| 10 | Progress report on the selection of the
Executive Director | annex 10 |
| 11 | Other matters | |
| 12 | Adjournment | |

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 2

Minutes 28th Session Board and Planning Council
Lisbon, Portugal, 17-19 November 1991

and

(Summary)

28th Session of the Planning Council and Board of Trustees

Lisbon, Portugal

17-19 November, 1991

EXECUTIVE SUMMARY

1. Registration of IOI as a Foundation in the Netherlands

The members were informed that the IOI was registered in the Netherlands as a "Stichting" (foundation) in order to enquire a legal status and be able to get the UNDP grant.

The members were informed that according to Dutch law some minor changes had to be introduced to the former IOI Statutes.

2. Appointment of a Committee for the revision of the Statutes

The Board agreed that it is desirable to discuss some major changes to the Statutes, to bring the Statutes in accordance with the foreseen developments of the Institute.

It was agreed that a committee for the revision of the Statutes be set up from among the Board members.

Members of this Statute Committee: Elisabeth Mann Borgese, Mario Ruivo, Joseph Warioba, Alexander Yankov, Sidney Holt, and President Layachi Yaker, with Dr Jagota as a correspondence member.

3. Appointment of a Nominating Committee

The Board agreed to set up a nominating committee to recommend candidates for the Board at the next meeting of the Board.

This nominating committee is composed of Elisabeth Mann Borgese, Mario Ruivo and President Layachi Yaker.

4. Business Plan, January 1991

The Business Plan envisages the opening of four regional centres in 1992: Madras, Dakar, Carthage and Fiji, with IOI-Malta remaining the IOI Headquarters and the operational centre for the Mediterranean.

It was remarked that operational and regional centres should not be used interchangeable and that autonomy must be given to the centres in the development of regional programmes. The involvement of the regional/local authorities is important for the success of these centres.

5. Headquarter's agreement the Government of Malta.

The interim Executive Director is authorised to discuss the suggested amendments with the Government of Malta. The members of the Board were requested to send all their proposed amendments in writing to the Interim Executive Director. The importance of this agreement was stressed by all members of the Board.

6. New Accountancy System and Procedure

The new accountancy system and procedure was adopted

7. Financial Reports

The financial report of the IOI-Headquarters 1990 and the financial report on PIM 1990 have been accepted.

28th SESSION OF THE PLANNING COUNCIL AND BOARD OF TRUSTEES

LISBON, PORTUGAL

17-19 NOVEMBER 1991

Members present: Layachi Yaker, Elisabeth Mann Borgese, K. Bhagwat Singh, S.P. Jagota, Anatoly Kolodkin, Arvid Pardo, Alexander Yankov, Mario Ruivo, J.S. Wairoba, Silviu Brucan, Norton Ginsburg, Sidney Holt, Abdul Koromo, Aldo Chircop, Jan Van Ettinger, J.F. Fronk was represented by F.V.G. Bevort.

Also present: G. W. Ackers, Tom Harris and Anna Mallia.

Krishan Saigal and Nicolas Salom were present by invitation.

Absent: Salvino Busuttil, Rene Jean Dupuis, Alexander King, J.F. Fronk, Anton Vratosa, Patricia Birnie, Maxwell Bruce, Thomas Busha, Nigel Calder, Reynaldo Galindo Pohl, Oric Giarini, Geoffrey Kesteven, Alfonso Lopez Reina, Jacques Piccard, Christopher Pinto, Gunnar Saetersdal, Peter Serracino Inglott, Jun Ui, and C.F. Vanderbilt.

Draft Minutes

Item 1: ADOPTION OF AGENDA

The Meeting was opened on 17 November at 14.30hrs at the Hotel Zurique, Rua Ivona Silva, Lisbon, under the chairmanship of President Yaker. The agenda was adopted after discussion.

President Yaker suggested that Items 1 to 7 of the Agenda should be covered in the afternoon and the remaining items to be left for the following session. There was no objection and the agenda for the afternoon meeting was adopted.

Item 2: ADOPTION OF DRAFT MINUTES OF 27TH SESSION

The Draft Minutes of the 27th Session were adopted as presented.

Item 3: REGISTRATION OF IOI AS A FOUNDATION IN THE NETHERLANDS

President Yaker read out the first paragraph of Appendix 3 and emphasised that the IOI headquarters is and will remain in Malta.

Dr Ruivo stated that the negotiations with the Government of Malta should be discussed as he finds difficulty in understanding the relationship between the IOI and the Foundation for International Studies.

Drs Ackers, the Interim Executive Director, gave a report on the full picture of what the IOI has done in this respect and handed a copy of this report dated 15/11/91 to all the members present.

Prof. Pardo queried how could the agreement with the University of Malta be made if the IOI did not have a legal status in Malta.

Prof. Mann Borgese explained that originally there was an agreement inscribed in the statute of the University of Malta and that gave the IOI a legal status vis-a-vis the University of Malta.

Mr Harris added that with no legal status, the IOI made fund-raising very difficult. This is what made the registration of the Institute as a foundation necessary. He also stated that even if the draft agreement with the Government of Malta would be signed, a separate agreement with the University of Malta on education and scientific progress was still necessary.

(a) Incorporation in the Netherlands

Dr Ruivo underlined that a common understanding of the situation of the IOI, its future relations with the Government of Malta and with the University of Malta must be established before proceeding further with the meeting. He stated that a big effort is needed in order to come to a fair arrangement that would preserve the IOI as the major instrument of the 'Foundation' and not, at the same time, become an integral part of it.

Prof. Mann Borgese pointed out that 'Foundation' in the statute does not mean foundation in the usual sense. It was included for the purposes of Dutch law. In effect there is no difference in meaning between 'Institute' and 'Foundation'.

Dr Ruivo mentioned that the IOI will find difficulties when dealing with UN agencies if the word 'Foundation' is retained.

Mr Holt suggested that if the word 'Foundation' is not mentioned in the English translation, the trouble mentioned by Dr Ruivo will be avoided.

Mr Harris suggested that the dutch word for 'Foundation' that is, the word 'Stichting' should be retained.

Ambassador Singh explained that for an NGO to be registered at the United Nations, it only needs to have a statute of its own and the statute need not be incorporated in the law of any country. The IOI was now registered as a legal entity so that the responsibility is shifted to the organisation from the directors in their personal capacity.

Dr Jagota emphasised that the functional autonomy of the IOI must be continued.

Minister Wairoba stressed the independence of the IOI and both he and Prof. Kolodkin suggested that the words "discharge of a member by the district court as referred to in section 298 of Book 2 of the Dutch Civil Code;" in Article 5 of the "Articles of association of the International Ocean Institute Foundation" should be deleted.

President Yaker explained that this is not possible because that paragraph had to be included for the purpose of Dutch law, without which the Institute could not be registered.

Prof. Pardo asked whether the term 'Foundation' is appropriate to avoid difficulties with other agencies.

Mr Harris suggested that since Greenpeace uses the term 'Stichting', the IOI should do so as well and avoid the word 'Foundation'.

Drs Ackers pointed out that the statute as registered in the Netherlands is very faithful to the original statute.

b) Amendments to the Statute

Dr Ruivo stated that the Board has to take a decision as to (a) what is and is not basic under Dutch law and (b) whether to propose any substantive changes to the Statute.

Mr Holt reminded the Board that first the members have to decide whether they agree with the Statute as was registered in the Netherlands.

President Yaker suggested that the members of the Board, after having studied the Statute, would appoint a board made up of three of the members present, to study the Statute and the objections stated by Dr Ruivo.

Minister Wairoba disagreed and said that such an exercise will not be feasible because the statute will still remain subject to Dutch law. The Dutch law is providing refuge to IOI to be able to get funds.

President Yaker replied that the Dutch government never interfered.

Prof. Pardo remarked that the English text of the Statute is a translation from the original Dutch text. He asked whether the objections raised could be a matter of translation rather than of substance.

Dr Ruivo still emphasized that the Board must wait until it gets the reactions of the three-member committee which will be appointed to report on the Statute and made it clear that he is not prepared to agree with any amendments to the Statute in the meeting (as proposed in the Agenda) unless this group studies the objections raised by the members.

Mr Harris took responsibility of the translation of the text of the Statute from Dutch into English and promised the Members that he shall be re-structuring it.

Dr Ruivo did not object.

Prof. Ginsburg remarked that there were four kinds of people sitting in the Meeting - Board members, administrators, consultants and trustees - and it was not correct to assume that the people present cannot take formal actions in meetings of this kind.

Item 4: ORGANISATIONAL CHANGES

a) Business Plan, January 1991.

Dr Saigal objected to the Business Plan for three main reasons:

- (i) the centralised system which franchises knowledge to regions is taking away one of the objectives of the IOI;
- (ii) more bureaucracy;
- (iii) centralised systems failed all around the world.

Dr Mallia pointed out that the idea was more one of co-ordination between all IOI offices rather than centralisation.

Dr Saigal said that he was not ready to accept the term 'co-ordination'.

Mr Harris reminded that Malta is the Headquarters and the operational centre of the IOI and that the IOI is to have a sound and effective management, if it wants to obtain more funding.

Mr Holt said that the Greenpeace situation is very similar.

Dr Ruivo stated that he is favourable to professional aspects of management and to co-ordination in communication. He added that we are not taking advantage of the old statute to adjust the IOI to the different situation that we are now.

One should try to re-think what the objectives of the IOI are in the context of the UN system, UN University and incorporate them in this system. Once we agree on the objectives, we can proceed to discuss the functions of the IOI and we can then develop a plan of action, continued Dr Ruivo.

Dr Ruivo also remarked that the Business Plan is poor on the conceptual side but good in the management side. He said that he was against the opening of regional IOI offices and favoured operational centres. The IOI should not act in isolation but discussions should be made on how the IOI and its potential fit with other agencies in order for the IOI to become an instrument of the United Nations University in ocean affairs.

Prof. Ginsburg suggested that one should look at the plan as a tentative generalisation of what it might be and attempt any modifications in a constructive way.

Prof. Mann Borgese pointed out that the Business Plan is a start: a start to something. It is a stage to get us to get started on a process of action.

Dr Saigal stated that the Policy and the Plan should be separated and discussed separately.

Minister Wairoba remarked that the Headquarters may not be competent to determine regional programmes. Autonomy must be given in the development of regional programmes. He referred to page 3 of Appendix 11 which states that one of the tasks/activities of the IOI Headquarters is the development of courses and the regional or operational centre is entrusted with the organisation of these courses. This means, he said, that the courses are going to be developed from the Head office. He also questioned whether the Malta office shall be the one who shall have the final say in case of disagreement with the regional office.

Dr Chircop remarked that the word 'development' as mentioned in Appendix 11 is not to be taken literally.

Mr Holt added that Malta has nothing to do with the subject in discussion. Malta is just a centre for the Organisation and is not to be confused with the geographical situation.

Prof. Pardo made reference to page 3 of Appendix 5 and remarked that the clause "Knowledge generation via research" should be deleted because the IOI cannot generate knowledge.

Prof. Ginsburg reiterated by stating that there are different kinds of knowledge.

Dr Ruivo said that he has a reservation on the regional IOI centres which have now been replaced by the so-called 'operational centres'.

Prof. Pardo observed that the word 'responsible' in the first paragraph of Page 5 of Appendix 5 should read 'responsibility'.

Dr Ruivo pointed out that the examples and the proposals mentioned in Page 5 of Appendix 5 need to be re-discussed.

Prof. Kolodkin remarked that one should decide what terminology to use as regards 'operational' or 'regional' centres because in Appendix 5 they are used interchangeably. In page 4 of Appendix 5, the last line thereof, the term 'regional institutes' is used and not 'operational centres'.

Prof. Yankow suggested that in Page 6 of Appendix 5, paragraph 1 the words "sustainable development" should be substituted by the words "integrated ocean management". He added that the involvement of the local authorities is important because without their co-operation, the IOI cannot achieve the required results. This is to be added to paragraph 1 of Page 6 of Appendix 5 or inserted before paragraph 6(2).

Prof. Pardo stated that in paragraph 3 of Page 6 of Appendix 5 the words "and use of sea-water" should be included after "ocean mining".

Mr Holt questioned whether the development of computer programs mentioned in paragraph 5 thereof refer to primary engineering.

Prof. Mann Borgese explained that 'computer programmes' refer to the simulation exercises and not to primary engineering.

Knowledge Transfer via training programs

Prof. Pardo remarked that rather than technology transfer in page 7 of Appendix 5, 'availability of technology' should be inserted.

Dr Jagota observed that the current status as outlined in Page 7 of Appendix 5 is different from what the IOI has been developing in its training programme. The idea here is more traditional.

He also referred to the proposals mentioned in Page 8 of the same Appendix on 'Launching of new initiatives' and suggested that in the paragraph dealing with short (6-10 days) intensive courses, the words "using trained alumni wherever possible" should be deleted and used only in refresher courses for alumni. This is because the policy makers attending these short-term courses will find themselves in an uncomfortable situation when lectured by their subordinates.

Both Mr Van Ettinger and Dr Saigal agreed that the long-term courses in "training the trainers" mentioned in Page 8 of Appendix 5 is not something new.

Dr Ruivo observed that the last line of Page 8 of Appendix 5 which speaks about "Development of quality monitoring programs" does not mention the types of programs it is referring to.

Mr Harris explained that it refers to educational programs.

Prof. Pardo stated that the second proposal mentioned in Appendix 5 Page 9 should be re-formulated. It is too short-termed as it refers to training only. University professors should be made to benefit from such a global training conference.

Prof. Mann Borgese informed Prof. Pardo that all the organisations involved in training include universities.

Re "Information output via publications" in Pages 10 and 11 of Appendix 5, Dr Ruivo mentioned that the Ocean Yearbook is a meaningful achievement but the IOI needs a flexible communication of the alumni.

Prof. Ginsburg announced the publication of Ocean Yearbook 9.

Prof. Pardo observed that the publication of the PIM proceedings should be published more regularly.

Dr Jagota suggested that in the first proposal mentioned in Page 10 of Appendix 5, after the word "successful", the words "failures" should be added.

President Yaker referred to Page 12 of Appendix 5 and explained that the training programme should also approach the private sector and not be limited to civil servants. He also suggested that the "Training programme uniqueness" is to be re-studied after the sixtieth ratification of the Convention on the Law of the Sea and the profile of the IOI well-worked out and made clear to the outside world.

Re the proposals mentioned in Appendix 5, Dr Ruivo stated that since the IOI has no operation in the Netherlands, we need to separate the function of the Director of the Institute responsible for the operations of the Institute in accordance with the guidelines set up by the Board.

Dr Jagota explained that the IOI training programme has certain features which make it unique in the world. As to the syllabus of the training programme, he suggested that there should be a committee of course directors. This suggestion was also made in the last Board meeting but it never materialised.

Dr Jagota added that the selection procedure can be centralised, but the regional centres should be associated with the selection procedure. The course materials could be unified and the course directors have to be informed from six to eight months before the course about the IOI policy that is to be emphasized in the training programme. The plurality in the setting up of the training programme must continue and Appendix 11 page 3 has to be modified.

The meeting adjourned for Monday 18th November at 20.30hrs at the same place.

Monday 18th November

Present: as on Sunday 17th November.

Ambassador Salom made a statement in which he made it clear that the IOI office in Columbia is involving very distinguished people from Colombia including two former Presidents of Colombia, two former Prim Ministers, two former Ministers of Foreign Affairs, the President of the Club of Rome, Dr Mario Calderon and other university professors.

Ambassador Salom informed the Board that the IOI head office in Colombia shall be in Bogota with another office in Cartagena.

The project is possible, Ambassador Salom added, if he gets the financial support of U\$200,000 from IOI for the next three years. Unless he gets this guarantee from the members of the Board, he will not be in a position to continue with the project. If however, he gets this security, he would guarantee that the IOI office in Colombia will be the highest institution in Colombia and after the first three years, it will be self-sufficient in funds.

Prof. Mann Borgese guaranteed Ambassador Salom that he will get the money that he requested and that it is only a question of how and in what way is he going to receive such money.

Mr Harris advised that the IOI should not make any commitments on any project proposals before money starts flowing in from the UNDP, which is not expected from February 1992.

Item 6: OTHER ORGANISATIONAL MATTERS

a) Agreement with the Government of Malta

Minister Wairoba stated that the draft agreement with the Government of Malta in Appendix 10 gives him cause to worry. He mentioned the clause in the agreement which states that Malta has to appoint a member in the Board, which clause, he said, does not make that a Headquarters Agreement.

Minister Wairoba questioned why should the Government of Malta require to appoint a member in the Board.

As to the relationship of IOI with the University of Malta, Minister Wairoba stated that the IOI is not to become part of the University of Malta. Co-operation is acceptable but the fusion of IOI into the University of Malta will greatly jeopardise the independence of the IOI.

Prof. Ginsburg also expressed that he has a reservation about the appointment of a member of the Board by the Government of Malta.

Minister Wairoba mentioned that it is important for the IOI to start the process of transition but this is not to be made by abandoning the mission for which the Institute was set up. His opinion was that the IOI can no longer operate freely with the funding agencies setting the conditions for the donation of funds. He expressed his doubts as to whether money will come if the IOI will abide by all the conditions imposed by these funding agencies.

Dr Saigal stated that if the IOI is to be turned into a business organisation he will no longer give his services to the organisation and advised the Board to forget about the IOI plan to open an office in India if the salaries are to run on UN standards.

Dr Ruivo agreed with Minister Wairoba and complemented the excellent strategic approach presented by Mr Harris. He asked the Chairman to draw guidelines on the procedure to be adopted by the members of the Board, and queried as to whether the present actions are to be pursued with no adjustments. He explained that the board members need to have a clear idea on how to re-shape the present lines on the changes which are being proposed. He emphasized that the mission and the function of the IOI have to be outlined to the IOI Board.

Prof. Yankov stated that the clarifications about the new changes in the Statute need to be outlined.

Mr Holt suggested that a sub-committee from among the board members present needed to be set up to work on the changes in the Statute and that their report be discussed at the Board meeting. In the meantime, he added, business has to go on and the interim office has to continue with actions to get the UNDP money. There is no possibility of discussing substantial questions at this meeting.

Mr Holt reminded the members present that the IOI was set up to support Prof. Pardo's initiative in the United Nations, to work for the success of the negotiations on the Convention on the Law of the Sea, and after the signature of the Convention to help in the promotion of the Convention in developing countries and when the Convention comes into force, our mission is to get sufficient funds for our projects. It is in this context that we should look at the revision of the Statute.

b) IOI Headquarters and IOI Operational Centres

Dr Jagota stated that if the situation as envisaged in Appendix 11 is workable, the IOI projecting activity for the next three years is to be encouraged. The question is, however, would the IOI be regulated properly especially in the case of Prof. Mann Borgese's absence. The question, he said, should be examined in a way that the essence or the objectives of the IOI will not be adversely affected. The objectives of the IOI are to be maintained.

Of all the IOI activities, the most effective ones are the Training Programme and the publications.

Dr Jagota also touched on the working relations between the regional centres and the Headquarters. He stated that as present, there is no control from the centre on substantive matters and suggested that the centres should be given a freehand to modify, update and make the course in the training programme as effective as possible. The head office should deal with the selection of participants and of the reading materials.

Dr Jagota also spoke about the term 'franchise' as used in Appendix 11 and he stated that he was all out against the use of such term. He said that some sort of funding should be done by the IOI regional centres, but this should not be based on franchise.

Ambassador Koroma stated that the Board has to study the Statute and see if we can rationalise and modernise the IOI objectives. He supported Mr Holt's proposal to set a committee to study the statute and make sure it embraces the purpose of IOI and to help IOI achieve the UNDP grant.

Mr Van Ettinger explained that the IOI has to adopt its position to a more professional continuation.

Prof. Pardo reminded the Board that action had to be taken in the meeting on the registration of IOI in the Netherlands i.e. Appendices 3 and 4.

Dr Ackers referred to Prof. Yankow's intervention earlier on on the changes in the Statute and explained that Appendix 3 is proposing three changes, i.e. one Board instead of the Planning Council and the Board of Trustees, the Stichting, and the registration of the Stichting in The Netherlands.

Prof. Yankow suggested that the sub-committee which is being proposed should take these three changes in consideration and study the adjustments that may be necessary in view of the new changes.

Appointment of a member of the IOI Board by the Govt. of Malta

Mr Harris stated that since the IOI has been registered as a foundation outside Malta, an agreement with the Government and a co-operation agreement with the University are necessary. The position now is that a representative of the Foundation for International Studies and a representative of the University of Malta are members of the IOI Board. The new proposition as envisaged in the draft agreement with the Government of Malta makes the position weaker for Malta.

Prof. Mann Borgese explained the reason why the Government of Malta wants to appoint a member in the Board. She said that the IOI must have a good working relationship with the country the organisation it is working with. The idea is a symbol of co-operation.

As to the relationship with the University of Malta, Prof. Mann Borgese said that the IOI does not want to work in isolation, but to share for the mutual benefit.

The plan of action - the five-year plan - is strictly based on the previous plan which was approved by the Board and the Council and it shows no change in methodology or in the IOI mission, Prof. Mann Borgese stated.

Prof Mann Borgese continued that the plan of action may be said to be divided into three phases: core funding, funds for scholarships, and loan. She said that the core funding is obtained through the Government of the Netherlands, Canada and a private donor in Switzerland. The IOI is aiming at one hundred scholarships a year which barely cover the costs of the training programme.

Re the loan, she said that the grant was given on our proposal that regional centres will be opened in Colombia and in India. She informed the Board that the World Bank was briefed about the IOI proposal on 16th September 1990 which was approved ten days later by the UNEP, UNDP and the World Bank. She was sure that the IOI will be able to handle this grant without jeopardising the mission and the objectives for which it was set up. Prof. Mann Borgese stressed that the IOI is an independent organisation and that the plan does not endanger the IOI mission.

President Yaker stated that he also does not believe that the independence of the IOI or that the activities in favour of the developing countries are at stake. He said that now the IOI has a sound administration with regular accounting system that is needed in order to get credibility. He also informed the Board that although the IOI has been set up for almost twenty years, the organisation has no agreement with the host country, no agreement with the University of Malta, and no agreement with other institutions all over the world.

He assured everyone present that the original mission for which the IOI was set up, was still there and all that was done during the past twelve months was a complete change aimed at better administrative organisation so that responsibilities will be outlined and everyone will know who is responsible for what.

Ambassador Yaker told the members of the Board that any activities which are listed in the Business Plan and which are contrary to the objectives of the IOI, will be amended.

Ambassador Koroma assured the President of IOI that at no time did any member present think that the missionary zeal of the IOI was being threatened.

Dr Ruivo stated that the members must feel free to express themselves, augured that the transition phase does not lead to more bureaucracy, and emphasised that only minor changes to the statute are being proposed.

Prof. Pardo again reminded the Board that action had to be taken during the meeting on Appendices 3 and 4.

The Board approved Appendices 3 and 4 and adjourned the meeting for Tuesday 19th November at 19.00hrs at the same place.

Tuesday 19th November

The Board reconvened on Tuesday 19th November at 19.00hrs at the same place.

Present: Elisabeth Mann Borgese, Layashi Yaker, Jan Van Ettinger, Abdul Koroma, Alexander Yankow, Mario Ruivo, Joseph Warioba, Sidney Holt, Bhagwat Singh, J.F. Jagota, Nicolas Salom, Kristian Saigal, Gerard Ackers and Anna Mallia.

Incorporation in The Netherlands (Item 3a)

The incorporation of the IOI Statute into Dutch law was adopted.

Appointment of a nominative board

Prof. Mann Borgese suggested that a nominative board should be set up.

President Yaker stated that the functions of the board will be to study and make any recommendations on the statute to the Board, and to advise on the Headquarter's agreement with the Government of Malta.

Dr Ruivo underlined the priority that exists in the nomination of such board but its tasks have to be defined and minimal guidelines for the revision of the statute have to be put on record. Once the nominative board has been established, the same group may work on the revision of the statute and on the functional activities. He suggested that the board should be given a maximum of six months for the submission of its report.

President Yaker said that the working group is to report its findings to all the members by correspondence.

Dr Ruivo suggested that the general guidelines to the group dealing with the revision of the statute shall be the following:

- (1) A Governing body.
- (2) A governing body which should be composed of different people from various aspects of the IOI including research, administration, academic affairs, etc.
- (3) A governing body which will include a scientific research training council which will take the conclusions of the PIM Conference, training programme etc.
- (4) Correspondent members which the Board can consult on an ad hoc basis according to their field of expertise.

Mr Holt insisted that the procedural decisions needed to be taken in this meeting.

The Board agreed to set up a nominating committee and a committee for the revision of the statute.

The nominating committee is composed of: Layashi Yaker, Elisabeth Mann Borgese and Mario Ruivo.

The committee for the revision of the statute is made up of: Elisabeth Mann Borgese, Joseph Warioba, 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.

President Yaker reminded that the question on whether an advisory council should be established is still to be discussed.

Dr Ruivo explained that the IOI needs to benefit from the people with deep experience in research who could be utilised to present proposals to the Board for approval.

Mr Holt stated that Dr Ruivo's suggestion is not new but a transformation of the Planning Council.

President Yaker stated that the Statute Committee will deal with this aspect and make suggestions on the establishment of a scientific council. He also proposed Dr Jagota to be a member of the Statute Committee.

Dr Jagota accepted the assignment as a correspondence member.

Item 6A: Agreement with the Government of Malta (Appendix 10)

Prof. Yankov exclaimed that it is an exception for a Government to accept to enter into an agreement with a non-governmental organisation such as the IOI and to grant it diplomatic status in accordance with the provisions with the Vienna Convention.

Prof Yankov suggested that the second paragraph of Article 9 of the Draft Agreement should be deleted and substituted to mean that two members of the Board shall be from Malta.

He also stated that the definition of 'Senior officials' in Article 1 should be considered in conjunction with Article 4.

Prof. Yankov remarked that the third paragraph of the Preamble, and Articles 5 and 12 are not very clear. But otherwise the Draft Agreement may be said to be very good.

Minister Wairoba pointed out that now that the Board has appointed a group of people to study the amendments to the statute, the amendments shall effect the Headquarters Agreement and the Agreement with the University of Malta. He stated that he agreed in substance with Prof. Yankov's intervention but questioned whether this was the right time for amendments.

Prof. Mann Borgese insisted that the Headquarter's Agreement has become an urgent matter and it is to be based on the conditions that have been laid out.

Mr Van Ettinger remarked that Article 2 states that the Institute shall be registered in Malta and suggested that it shall be amended so that such registration will not be in conflict with Maltese laws.

Paragraph 3 of Article 3, Mr Van Ettinger added, should be clarified in order to ascertain whether the disposal of the funds by the IOI 'freely' refers only to activities in Malta or to any IOI activities in the world.

Re Article 11(1) of the draft Agreement, Mr Van Ettinger asked whether the IOI is going to provide professional advisory services to the Government of Malta free of charge.

Mr Holt stated that the Board is hereby authorising President Yaker to negotiate with the Government of Malta on the basis of the text of the draft Agreement, taking Prof. Yankov's and Mr Van Ettinger's considerations.

President Yaker informed the Board that Drs Ackers will discuss the draft Agreement with the Government of Malta with these proposals.

Dr Kolodkin stated that at first he had his doubts as to whether such an agreement will be endorsed by the Government of Malta. But after receiving confirmation from Drs Ackers that the draft text was proposed by the Maltese Government itself, one must say that it is a unique agreement with privileges and immunities which are usually granted only to specialised agencies.

Dr Kolodkin also stated that Article 2(1) implies that the Agreement will be signed when the IOI amends its statute. He disagreed with Mr Van Ettinger on Article 2(2) and said that it is more complicated than how Mr Van Ettinger explained it. He questioned how could the IOI which was registered in The Netherlands, be registered again in Malta.

As to Mr Van Ettinger's observation on Article 11, Dr Kolodkin remarked that Article 11 is under the heading 'Co-operation'.

Dr Saigal observed that Article 11 should take into consideration the fact that at times it is not possible for the regional centres to provide advisory services to the host Government.

Prof. Yankov explained that a general provision, such as the first paragraph of Article 11, is always interpreted in favour of those in good faith.

Mr Holt suggested that co-operation should be a quid pro quo for a draft agreement.

Minister Wairoba stated that the real problem lies with Articles 9 and 11 of the draft Agreement.

President Yaker concluded the meeting by requesting the members of the Board to send all their proposals in writing to Drs Ackers.

Item 7: Adoption of the new Accounting System and Procedure

The meeting accepted with confidence the new accounting system of the Institute and the financial report of the IOI Headquarters and of PIM XVIII.

The meeting adjourned at 22.30hours.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 3
Appointment of New Members of the Board

Board Meeting

International Ocean Institute

Paris, France

8-9 May, 1992

Annex 3 Appointment of the New Members of the Board

The Nominating Committee proposes to nominate to the members of the governing Board of the International Ocean Institute:

Alicia Barcena, Mexico

Professor Umberto Colombo, Italy

Ivan Head, Canada

Christopher Pinto, Sri Lanka

Manmohan Singh, India

Macedo Soares, Brazil

Mme Danielle de St. Jorre, Seychelles

For your information:

Members of the Board of Trustees as registered together with the Statutes in Rotterdam in 1991:

Layachi Yaker, Algeria	President
Elisabeth Mann Borgese, Canada	Founder
Salvino Busuttil, Malta	
Rene Jean Dupuy, France	
Alexander King, United Kingdom	
Jan P. Pronk, Netherlands	
Mario Ruivo, Portugal	
K. Bhagwat Singh, India	
Anton Vratusa, Yugoslavia	
Joseph S. Warioba, Tanzania	

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 4
Financial report 1991 PIM XIX

* Already sent to you by Mr. Jan van Ettinger, Co-ordinator
PIM XIX on 12 March, 1992.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 5
Financial report 1991 IOI-Malta

INTERNATIONAL OCEAN INSTITUTE

REPORT AND ACCOUNTS

31st DECEMBER, 1991

INTERNATIONAL OCEAN INSTITUTE

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**AUDITORS' REPORT TO THE MEMBERS OF
INTERNATIONAL OCEAN INSTITUTE**

We have audited the accounts on pages 3 to 5 in accordance with generally accepted auditing standards.

We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit. Proper books of account have been kept so far as appears from our examination thereof and the accounts are in agreement therewith.

Various funds belonging to the Institute which are administered on its behalf outside Malta are not included in these accounts.

Subject to the omission of such funds, in our opinion and to the best of our knowledge and according to the explanations given to us, the accounts give a true and fair view of the state of affairs of the Institute at 31st December, 1991 and of the deficit and the source and application of funds for the year then ended.

MANDUCA, MERCIECA & CO.
Certified Public Accountants
and Auditors

21, Archbishop Street,
Valletta,
Malta.

20th March, 1992

INTERNATIONAL OCEAN INSTITUTE

INCOME AND EXPENDITURE ACCOUNT - YEAR ENDED 31st DECEMBER, 1991

	1991		1990	
	<u>Lm</u>	<u>US\$</u>	<u>Lm</u>	<u>US\$</u>
INCOME				
Grants received	133,372	435,086	77,441	257,577
Interest received	361	1,178	204	679
Other income	5,485	17,893	-	-
Creditor balance written off	1,530	4,991	-	-
	<u>140,748</u>	<u>459,148</u>	<u>77,645</u>	<u>258,256</u>
EXPENDITURE				
Training programmes and workshops	82,176	268,074	36,025	119,823
Pacem in Maribus XVIII	-	-	143	476
Local salaries	9,239	30,138	17,856	59,391
Administrative costs	51,900	169,308	15,211	50,593
	<u>143,315</u>	<u>467,520</u>	<u>69,235</u>	<u>230,283</u>
(DEFICIT)/SURPLUS FOR THE YEAR	<u>(2,567)</u>	<u>(8,372)</u>	<u>8,410</u>	<u>27,973</u>
ACCUMULATED FUND DEFICIENCY				
At beginning of the year				
As previously stated	(7,974)	(26,521)	(16,384)	(48,813)
Unrealised gain/(loss) on exchange	-	508	-	(5,681)
As restated	<u>(7,974)</u>	<u>(26,013)</u>	<u>(16,384)</u>	<u>(54,494)</u>
(Deficit)/surplus for the year	<u>(2,567)</u>	<u>(8,372)</u>	<u>8,410</u>	<u>27,973</u>
At end of the year	<u>(10,541)</u>	<u>(34,385)</u>	<u>(7,974)</u>	<u>(26,521)</u>

INTERNATIONAL OCEAN INSTITUTE

STATEMENT OF AFFAIRS - 31st DECEMBER, 1991

	Note	1991		1990	
		<u>Lm</u>	<u>US\$</u>	<u>Lm</u>	<u>US\$</u>
FIXED ASSETS					
Tangible assets	(3)	5,124	16,717	4,120	13,704
CURRENT ASSETS					
Stock of publications		269	878	269	895
Debtors		-	-	2,790	9,279
Cash and bank balances		4,031	13,150	5,860	19,491
		4,300	14,028	8,919	29,665
CREDITORS: FALLING DUE WITHIN ONE YEAR					
Creditors and accruals		(19,965)	(65,130)	(21,013)	(69,890)
NET CURRENT LIABILITIES		(15,665)	(51,102)	(12,094)	(40,225)
NET LIABILITIES		(10,541)	(34,385)	(7,974)	(26,521)
DEFICIENCY ON ACCUMULATED FUND		(10,541)	(34,385)	(7,974)	(26,521)

President

Interim Executive Director

INTERNATIONAL OCEAN INSTITUTE

STATEMENT OF SOURCE AND APPLICATION OF FUNDS
- YEAR ENDED 31st DECEMBER, 1991

	<u>1991</u>	<u>1990</u>
	<u>Lm</u>	<u>Lm</u>
SOURCE OF FUNDS		
(Deficit)/surplus for the year	(2,567)	8,410
Adjustment for items not involving the movement of funds:-		
Depreciation	882	694
Deferred revenue expenditure written off	-	4,740
	-----	-----
	(1,685)	13,844
APPLICATION OF FUNDS		
Purchase of tangible fixed assets	(1,886)	(776)
	-----	-----
(DECREASE)/INCREASE IN WORKING CAPITAL	(3,571)	13,068
	=====	=====
REPRESENTED BY MOVEMENTS IN:		
Stocks	-	(123)
Debtors and prepayments	(2,790)	2,790
Creditors and accruals	1,048	5,130
	-----	-----
	(1,742)	7,797
Movement in net liquid funds:		
Cash and bank balances	(1,829)	5,271
	-----	-----
	(3,571)	13,068
	=====	=====

INTERNATIONAL OCEAN INSTITUTE

NOTES TO THE ACCOUNTS - 31st DECEMBER 1991

1. FUNDAMENTAL ACCOUNTING CONCEPT

The accounts have been drawn up on a going concern basis on the assumption that sufficient funds will continue to be made available to enable the Institute to meet its financial commitments as and when they fall due.

2. PRINCIPAL ACCOUNTING POLICIES

(a) Accounting convention

The accounts have been drawn up under the historical cost convention.

(b) Foreign exchange translation

The Institute's books of account are maintained in Maltese liri (Lm) which have been translated to U.S. Dollars in these accounts at the year end exchange rate of Lm1 = U.S. \$3.2622 (1990 Lm1 = U.S.\$3.3261)

As a result, the figures in U.S. Dollars may not necessarily reflect the amounts actually received or paid in U.S. Dollars during the year under review.

(c) Depreciation of tangible fixed assets

Provision for depreciation of the Institute's tangible fixed assets is calculated to write off the cost of the assets over their estimated useful lives in equal annual instalments of 10%.

3. TANGIBLE FIXED ASSETS

	At <u>1.1.91</u>	<u>Additions</u>	At <u>31.12.91</u>
COST			
Word processor	2,444	-	2,444
Office equipment	4,492	1,886	6,378
	-----	-----	-----
	6,936	1,886	8,822
	-----	-----	-----
DEPRECIATION			
Word processor	1,712	244	1,956
Office equipment	1,104	638	1,742
	-----	---	-----
	2,816	882	3,698
	-----	---	-----
NET BOOK VALUE	Lm4,120		Lm5,124
	=====		=====
	U.S.\$13,704		U.S.\$16,717
	=====		=====

STATEMENT I

INTERNATIONAL OCEAN INSTITUTE

GRANTS RECEIVED - YEAR ENDED 31st DECEMBER, 1991

	<u>Lm</u>	<u>US\$</u>
UNEP	1,441	4,701
THE McARTHUR FOUNDATION	41,185	134,354
UNCED	2,958	9,650
THE WORLD BANK	2,628	8,573
ELIZABETH MANN BORGHESE	3,253	10,612
COMMONWEALTH SECRETARIAT	12,412	40,490
CIDA	25,340	82,664
UNDP	3,741	12,204
UNESCO	572	1,866
MAE (MINISTERO DI AFFARI ESTERI - ITALY)	5,379	17,547
I.O.I. GENERAL FUND	478	1,559
SWISS DONOR	33,985	110,866
	-----	-----
	133,372	435,086
	=====	=====

STATEMENT II

INTERNATIONAL OCEAN INSTITUTE
TRAINING PROGRAMMES AND WORKSHOPS
- YEAR ENDED 31st DECEMBER, 1991

	<u>Lm</u>	<u>US\$</u>
Class "C" Trieste 1991	16,559	54,019
PIM XIX Lisbon 1991	41,007	133,773
Class "B2" Malta 1991	24,090	78,586
Class "C" Indian Ocean 1991	201	656
Class "C" Carribbean 1991	116	378
Class "B" Halifax 1991	203	662
	-----	-----
	82,176	268,074
	=====	=====

STATEMENT III

INTERNATIONAL OCEAN INSTITUTE

ADMINISTRATIVE COSTS - YEAR ENDED 31st DECEMBER, 1991

	<u>Lm</u>	<u>US\$</u>
Advertising	1,316	4,293
Audit and accountancy fees	1,395	4,551
Bad debts written off	141	460
Bank charges and interest	121	395
Cleaning and sanitation	66	215
Depreciation	882	2,878
Difference on exchange	892	2,911
Consultancy - interim director	28,700	93,625
General expenses	142	463
Interest payable	36	117
Library expenses	197	643
Office supplies	87	284
Professional fees	9,466	30,880
Public relations	730	2,381
Repairs and maintenance	316	1,031
Staff welfare	322	1,050
Stationery and printing	870	2,838
Telephones, cables and telexes	3,152	10,282
Transport	238	776
Travelling	2,578	8,410
Water and electricity	253	825
	-----	-----
	51,900	169,308
	=====	=====

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 6
Financial report 1991 IOI-Halifax

ANNEX 11

INTERNATIONAL OCEAN INSTITUTE
HALIFAX, CANADA
EXPENSES
1 APRIL, 1991 TO 31 DECEMBER, 1991

CDNEXPENDITURES

SALARIES & BENEFITS	8,105.65
PROFESSIONAL FEES	999.99
DEBT REPAYMENT	20,000.00
PRINTING/BOOKS/SUBSCRIPTIONS	4,050.53
TELECOMMUNICATION	4,826.57
COURIER/POSTAGE	4,416.98
TRAVEL	1,941.50
OFFICE SUPPLIES	533.18
TOTAL EXPENDITURES	44,874.40

ANNEX III

FINANCIAL REPORT
B'91
TRAINING PROGRAMME IN MANAGEMENT & CONSERVATION OF MARINE RESOURCES
WITHIN THE EXCLUSIVE ECONOMIC ZONE
HALIFAX, CANADA
FOR THE PERIOD ENDING DECEMBER 31, 1991

INCOME

CIDA		\$105,000.00
COMMONWALTH SECRETARIAT		10,302.97
DONATION		29,990.00
ICOD		30,000.00
MARINE AFFAIRS PROGRAMME		2,500.00
NORAD		8,000.00

TOTAL INCOME		\$185,792.97

EXPENDITURES

SALARIES:		
COURSE DIRECTOR	\$20,743.91	
ASSISTANT DIRECTOR	15,224.16	
ADMIN ASSISTANT	3,811.92	\$39,779.99

TRAVEL:		
LECTURES' EXPENSES	\$2,400.18	
LECTURES' TRAVEL	12,878.19	
PARTICIPANTS' EXPENSES	61,341.80	
PARTICIPANTS' TRAVEL	33,789.76	110,409.93

COMMUNICATIONS		2,228.23
SUPPLIES		211.04
PRINTING		4,118.28
FIELD TRIPS		4,429.94
COURSE CLOSING		2,219.31
GENERAL ADMINISTRATION		6,258.88

TOTAL EXPENDITURES		\$169,655.60

ACCOUNT BALANCE

\$16,137.37
=====

ANNEX VII

FINANCIAL REPORT
C'91
IOMAC/IOI TRAINING PROGRAMME IN MARINE AFFAIRS
ALBION, MAURITIUS
FOR THE PERIOD ENDING DECEMBER 31, 1991

INCOME		US\$	CDN\$
-----		-----	-----
UNDP		\$69,000	\$77,936
DONATION		5,280	6,000
		-----	-----
TOTAL INCOME		\$ 74,280	\$ 83,936
		-----	-----
EXPENDITURES			

STAFF:			
DIRECTOR -			
TRAVEL	\$1,310		
HOTEL ACCOMMODATIONS	2,266		
MEALS	454		
HONORARIUM	20,000	\$24,030	\$27,142

ASSISTANT DIRECTOR -			
TRAVEL	\$5,673		
HOTEL ACCOMMODATIONS	2,511		
MEALS/LIVING ALLOWANCE	981		
SALARY	8,734	17,899	20,217

FACULTY:			
TRAVEL	\$12,742		
HOTEL ACCOMMODATIONS	600		
MEALS	600		
HONORARIA	1,226	15,168	17,132

PARTICIPANTS:			
TRAVEL	\$22,242		
HOTEL ACCOMMODATIONS	29,678		
MEALS/LIVING ALLOWANCE	11,501		
TRANSPORTATION	408		
MEDICAL EXPENSES	140	63,969	72,253

INSURANCE		1,025	1,158
PRINTING/OFFICE SUPPLIES		1,293	1,460
POSTAGE		1,202	1,358
TELECOMMUNICATIONS		254	287
CONTINGENCIES		308	348
		-----	-----
TOTAL EXPENDITURES		\$125,148	\$141,355
		-----	-----
ACCOUNT BALANCE (DEFICIT)		(\$50,148)	(\$56,642)
		=====	=====

ANNEX IX

FINANCIAL REPORT

INTERGOVERNMENTAL MEETING OF EXPERTS
ON LAND BASED SOURCES OF MARINE POLLUTION

FOR THE PERIOD ENDING DECEMBER 31, 1991

INCOME

CIDA	\$90,000.00
TOTAL INCOME	<u>\$90,000.00</u>

EXPENDITURES

FELLOWSHIPS / PER DIEMS	\$5,350.00
AIRFARES	34,896.04
ACCOMMODATIONS	5,530.00
ADMINISTRATION	8,000.00
TOTAL EXPENDITURES	<u>\$53,776.04</u>

AMOUNT RETURNED TO CIDA TO DATE	<u>(23,804.87)</u>
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AMOUNT OUTSTANDING PENDING REIMBURSEMENT FROM TRAVEL AGENT AND HOTEL	<u>\$12,419.09</u> =====
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ANNEX VI

FINANCIAL REPORT
C'91
TRAINING PROGRAM IN CONSERVATION & MANAGEMENT OF MARINE RESOURCES
WITHIN THE CARRIBEAN REGION
KINGSTON, JAMAICA
FOR THE PERIOD ENDING DECEMBER 31, 1991

		0.0998385188
INCOME		1.1769

	DONATION	\$56,038.09
	UNEO-RCU	9,494.00
	INTEREST EARNED ON FOREIGN CURRENCE	660.63
	COMMONWEALTH SECRETARIAT	48,871.35

	TOTAL INCOME	\$115,064.07

EXPENDITURES		

	SALARY: COURSE DIRECTOR	\$23,310.00
	SALARY: COORDINATOR	7,051.42
	SALARY: ASSISTANT	470.00
	LIVING ALLOWANCES	8,649.25
	CONSULTANT FEES	5,168.38
	RECRUITMENT FOR SIMULATION	126.90
	HONORARIA	1,587.79
	LECTURERS	3,624.57
	ADMIN COSTS TO C.M.S.	2,517.01
	AIRFARES	25,801.23
	TRANSPORTATION	4,118.02
	ACCOMMODATIONS	21,626.57
	MEALS	8,913.10
	CLOSING CEREMONY	759.34
	COMMUNCIATIONS	1,595.22
	TRANSLATION/TYPING	149.81
	OFFICE SUPPLIES	2,652.41

	TOTAL EXPENDITURES	\$118,121.03

		(\$3,056.96)
		=====
ACCOUNT BALANCE (DEFICIT)		

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 7.1
Programme and Budget 1992

I N T E R N A T I O N A L

O C E A N

I N S T I T U T E

PROGRAMME

1992

CONTENT

Conferences:	Pacem in Maribus XX, Malta 1 - 5 November, 1992	page 2 - 4
Courses:	Class A: Sustainable Development: non-living resources	page 5
	Class B: Management of the Exclusive Economic Zone	page 6 - 8
	Class C: Ocean Management	page 9 - 11
	Short Course: Refresher Training Course for Alumni	page 12 - 16
	Short Course: Contract Negotiation Workshop	page 17
	Short Course: Workshops for Decision Makers	page 18
Development Project:		page 19 - 23

Conferences: Pacem in Maribus XX
Date: 1 - 5 November, 1992
Venue: Valletta, Malta
Theme: Ocean Governance,
a Model for Global Governance
in the 21st Century ?

Background information

Ocean governance is based on two fundamental principles, enshrined in the United Nations Convention on the Law of the Sea:

- * that the international sea-bed, and its resources, are Common Heritage of Mankind
- * that the problems of ocean space are closely interrelated and need to be considered as a whole.

These principles have important institutional implications, which were examined by Pacem in Maribus XIX (Lisbon, November 1991). PIM XIX proposed an institutional framework for ocean governance in the 21st century. This framework, already visibly emerging in the wake of INCLOS III, consists of interdisciplinary, interdepartmental structures interacting at local, national, regional, and global levels. Pacem in Maribus XIX stressed that this is the most advanced institutional framework that exists today for the management of sustainable development.

The problems of ocean space are closely interrelated not only among themselves, they also interact with the problems of land, atmosphere, and space:

- * Food production from ocean fisheries and aquaculture is part of global food production;
- * Mining the ocean's minerals and metals feeds into the global mineral and metal markets;
- * Submarine oil and gas deposits form an increasingly important element of the world's energy resources;

- * Shipping and navigation constitute a vital part of the world trade and communications network;
- * Marine technologies are interlinked with the whole range of high technologies characterising the latest phase of industrial development;
- * The global arms race embraces oceans, land, atmosphere and outer space;
- * Pollution from ocean uses and from land-based sources interact and affect the biosphere as a whole;
- * The oceans, in interaction with the atmosphere, play a central role in the regulation of the climate of our planet;
- * Global climate change in the direction of global warming has become a concern inevitably tied with the processes and changes taking place in the oceans; and
- * Should global warming indeed materialise, sea level rise will change the face of our planet.

If it is true that the emerging institutional framework for ocean governance, based on the United Nations Convention on the Law of the Sea, is indeed the most advanced, three questions are legitimate:

- * What can we learn, from the ocean experience, for the governance of other global issues? Is it not likely that 25 years of international and national consultations on the sustainable management of a global resource and a vital part of the biosphere might indeed yield important lessons for the design of other management and governance systems in other sectors of global concern ?
- * In how far are the basic principles of the Law of the Sea convention - common heritage of mankind; interrelatedness of problems - applicable to other sectors of global concern ?
- * If we are changing the system of governance in the oceans, which is part of the global system, how will these changes affect the system as a whole ? Within the United Nations ? In the world at large ?

Based on initial work undertaken in the context of Pacem in Maribus XIX, this conference should explore these questions in 5 interrelated areas of global concern: energy, food, atmosphere, outer space, and science and technology. At first sight, this may appear to be a somewhat heterogeneous list, but there is a logic behind it. Energy and food (which is largely energy-dependent), science and technology are indeed the basis of development. Their present impact on the atmosphere is unsustainable. Any attempt to make it sustainable must therefore deal with the complex as a whole. Atmosphere and outer space interact. Outer space is a vital resources, for peace and security as well as for development. It is, furthermore, "beyond the limits of national jurisdiction", which makes it legally akin to the High Seas and the International Seabed.

The conference will start with an analysis of the two fundamental principles - interrelatedness of issues and common heritage of mankind - and their legal and institutional implications. It will examine in how far they can, and must, be generalised for the attainment of sustainable development. It will then attempt to apply these principles to the 5 areas, - energy, food, science and technology, atmosphere and outer space -, and make some short-, medium-, and long-term recommendations for each sector. Finally, an attempt will be made to draw the subsystems together into a general scheme for global governance in the 21st century.

Class A: Sustainable Development: non-living resources
Date: August 1992
Venue: Madras, India
Duration: Five weeks

The purpose of this Programme is to contribute to a better working knowledge of the non-living resources, the science behind their formation, the technologies being developed to exploit them, the national and international regimes governing their exploitation, and the management and conduct of associated industrial activities, whether at the national, regional or international levels, in the context of sustainable development.

The Programme aims at enhancing the ability of individuals from developing countries

- a. to participate actively in international negotiations and arrangements; and
- b. to effectively assume functions in national, regional and international organisations, and where appropriate in industries and research and development organisations.

The Programme is designed to assist governments and institutions in developing countries (1) to identify the skills and expertise they require to participate fully in the decision-making processes and in the management and exploitation of the resources, particularly within the context of high technology areas such as deep sea mining, and (2) to appreciate the complexities, the problems, and the options open in the field at present and in the future.

This course is tailored specifically to the issues under discussion at the on-going meetings of the Preparatory Commission and the impacts this could have on future structures at national, regional and international levels

The first week of the course will be devoted to a thorough study of the UN Convention on the Law of the Sea, the changing International Order, and newly emerging technologies. Week 2 and 3 will cover the economics and technological aspects of seabed mining and then focus on the regional, economic and technological perspectives of the development of technology. Week 4 will focus on management and financial strategies and examine some of the major documents issued by the Secretariat for the PrepCom such as the "profile" of the Enterprise, the paper on financial agreements, etc. During the final week participants will visit relevant institutions, laboratories, and installations directly related to aspects of this course.

Class B: Management of the Exclusive Economic Zone
Date: June - August 1992
Duration: Ten weeks
Venue: Dalhousie University, Canada

The Class B Training Programme is specifically designed to benefit those Third World mid-career professionals who are responsible for the various aspects of marine management of their Exclusive Economic Zones.

The aim of the Class B course is to increase awareness of the fact that ocean management adds a new dimension of development strategy; that it requires broad interdisciplinary skills, new institutional and legal infrastructures, and new forms of local, national and intergovernmental and nongovernmental, organisation and cooperation.

This course examines the offshore within the total context of water management and the natural flow of the hydrological cycle. The Programme is broadly interdisciplinary: as interdisciplinary as the new science of ocean management. The Preamble to the LoS Convention states "that the problems of ocean space are closely interrelated and need to be considered as a whole." The ocean must be seen as a system with its varied users and multiple and often competing and conflicting uses.

Fieldtrips are made to the Bedford Institute of Oceanography, oil and gas facilities, fish processing and research facilities, port, harbour, and container-loading installations, a computer centre, and coast guard stations.

The entire Programme is conducted from a systems analytical point of view, emphasizing linkages and conflicts between ocean uses, both in the short-range and the long-range prospective. All aspects of resources management are covered, including the management of living and non-living resources, the military uses of the sea, the management of ports and harbours, the production of offshore oil and gas, resolution of fishing disputes, aquaculture technologies, monitoring and surveillance of the marine environment, economics of ocean management, project financing, national policy towards the new Law of the Sea, and international resolution of marine disputes.

Towards the end of the course several days will be devoted to computer modelling. This will then be combined with a specially designed simulation exercise on contract negotiation based on the systems analytical computer model.

Class B: Management of the Exclusive Economic Zone
Date: July - September 1992
Duration: Ten weeks
Venue: Malta

The Class B Training Programme is specifically designed to benefit those Third World mid-career professionals who are responsible for the various aspects of marine management of their Exclusive Economic Zones.

The aim of the Class B course is to increase awareness of the fact that ocean management adds a new dimension of development strategy; that it requires broad interdisciplinary skills, new institutional and legal infrastructures, and new forms of local, national and intergovernmental and nongovernmental, organisation and cooperation.

This course examines the offshore within the total context of water management and the natural flow of the hydrological cycle. The Programme is broadly interdisciplinary: as interdisciplinary as the new science of ocean management. The Preamble to the LoS Convention states "that the problems of ocean space are closely interrelated and need to be considered as a whole." The ocean must be seen as a system with its varied users and multiple and often competing and conflicting uses.

Fieldtrips will be made to Marine Institutes, oil and gas facilities, fish processing and research facilities, port, harbour, and container-loading installations, a computer centre, and coast guard stations.

The entire Programme is conducted from a systems analytical point of view, emphasizing linkages and conflicts between ocean uses, both in the short-range and the long-range prospective. All aspects of resources management are covered, including the management of living and non-living resources, the military uses of the sea, the management of ports and harbours, the production of offshore oil and gas, resolution of fishing disputes, aquaculture technologies, monitoring and surveillance of the marine environment, economics of ocean management, project financing, national policy towards the new Law of the Sea, and international resolution of marine disputes.

Towards the end of the course several days will be devoted to computer modelling. This will then be combined with a specially designed simulation exercise on contract negotiation based on the systems analytical computer model.

Class B: Management of the Exclusive Economic Zone
Date: September - November 1992
Duration: Ten weeks
Venue: Xiamen, China

The Class B Training Programme is specifically designed to benefit those Third World mid-career professionals who are responsible for the various aspects of marine management of their Exclusive Economic Zones.

The aim of the Class B course is to increase awareness of the fact that ocean management adds a new dimension of development strategy; that it requires broad interdisciplinary skills, new institutional and legal infrastructures, and new forms of local, national and intergovernmental and nongovernmental, organisation and cooperation.

This course examines the offshore within the total context of water management and the natural flow of the hydrological cycle. The Programme is broadly interdisciplinary: as interdisciplinary as the new science of ocean management. The Preamble to the LoS Convention states "that the problems of ocean space are closely interrelated and need to be considered as a whole." The ocean must be seen as a system with its varied users and multiple and often competing and conflicting uses.

The entire Programme is conducted from a systems analytical point of view, emphasizing linkages and conflicts between ocean uses, both in the short-range and the long-range prospective. All aspects of resources management are covered, including the management of living and non-living resources, the military uses of the sea, the management of ports and harbours, the production of offshore oil and gas, resolution of fishing disputes, aquaculture technologies, monitoring and surveillance of the marine environment, economics of ocean management, project financing, national policy towards the new Law of the Sea, and international resolution of marine disputes. Relevant fieldtrips will be included in the Programme.

Towards the end of the course several days will be devoted to computer modelling. This will then be combined with a specially designed simulation exercise on contract negotiation based on the systems analytical computer model.

Class C: Ocean Management - Mediterranean Sea
Date: October - November 1992
Duration: Ten weeks
Venue: Morocco

The emphasis in past IOI Training Programmes has been on developing countries. The Mediterranean sea, however, is bordered by both developed and developing countries, of all shades of social and economic organisation. The Mediterranean coastal States have extensive marine skills, thanks to their historic links to the sea and exhibit some of the most advanced marine uses. There is also considerable regional marine cooperation.

The course, which is the third in a series of three, will focus on Mediterranean problems and the implementation requirements of international regimes. In particular, the new context created by the Convention on the Law of the Sea, the Mediterranean Action Plan, the General Fisheries Council for the Mediterranean. Further more on aquaculture, tourism, shipping and navigation, military uses, maritime boundaries and zones, management schemes, organisation of multiple marine uses, marine developing planning, national legislation needs, national institutional needs, national marine policy formation, bilateral cooperation, organisation of information processing, and so on.

A number of days will be devoted to a simulation exercise designed to assess problem management techniques and international cooperation.

The Programme will conclude with the participants' presentation of a final report incorporating the information presented during the entire course, raising the major issues that have emerged in view of attempting some policy recommendations.

Class C: Ocean Management - Indian Ocean
Date: October - December 1992
Duration: Ten weeks
Venue: Indonesia

This Class C course has been organised in response to the needs expressed at the First Conference on Economic, Scientific and Technical Cooperation in the Indian Ocean in the Context of the New Ocean Regime (IOMAC-1) held in Colombo, Sri Lanka, 15-20 July 1985.

This Training Programme, which is the fourth in a series of five on Indian Ocean Marine Affairs Cooperation, has been designed for decision-makers concerned with ocean management in the Indian Ocean region.

The syllabus will cover the following subject areas: physical, biological and chemical oceanography of the Indian Ocean; the new international Law of the Sea in terms of areas of both national and international jurisdiction; archipelagic States and the new LoS; the management of living resources, including fisheries biology, technology, economics, and aquaculture; the management of non-living resources (oil and gas, marine mineral mining, ocean energy, economics); information and data exchange; national and regional infrastructure; national legislation; regional institutions; mechanisms for cooperation.

In the latter half of the course, a specially designed simulation exercise on contract negotiation will be conducted with the assistance of computer simulation.

Field trips will be made in order to give the participants the opportunity to visit relevant institutions, laboratories, and installations directly related to aspects of ocean management in the Indian Ocean region.

Class C: Ocean Management - Caribbean
Date: July - September 1992
Duration: Ten weeks
Venue: Colombia

This Class C course is designed for decision-makers concerned with ocean management in the Caribbean. The course will be the second in a series of three planned for this region and will be held in cooperation with the University of the West Indies.

The Caribbean region is a geographical unity made up of States and Territories with different economic and political structures, natural resources, social systems, environmental and ecological characteristics and potential capabilities. As in all of IOI's regional courses, the syllabus will be adapted to this infrastructure.

The first half of the course will include a careful study of the Law of the Sea Convention and its implications for the Caribbean region. Lectures and discussion time will also be devoted to the UNEP Action Plan for the Wider Caribbean, to the problem of pollution control and prevention, contract negotiation, impact of tourism, coastal area development, boundary delimitation, as well as the status of regional and subregional cooperation.

Short Course: Refresher Training Course for Alumni
Date: June 1992
Duration: One week
Venue: Valletta, Malta

This short term training course is intended to keep the IOI alumni of the Mediterranean region abreast of the most recent developments in the management of the ocean resources. The course will take the form of a seminar and those topics which are of particular interest to the region will be addressed. The alumni will be offered the opportunity to discuss the problems that they face in their country when they come to implement the knowledge that they have gathered in the training programmes.

Short Course: Refresher Training Course for Alumni
Date: Autumn 1992
Duration: One week
Venue: Cartagena, Colombia

This short term training course is intended to keep the IOI alumni of the Caribbean abreast of the most recent developments in the management of the ocean resources. The course will take the form of a seminar and those topics which are of particular interest to the region will be addressed. The alumni will be offered the opportunity to discuss the problems that they face in their country when they come to implement the knowledge that they have gathered in the training programmes.

Short Course: Refresher Training Course for Alumni
Date: Autumn 1992
Duration: One week
Venue: Suva, Fiji

This short term training course is intended to keep the IOI alumni of the South Pacific region abreast of the most recent developments in the management of the ocean resources. The course will take the form of a seminar and those topics which are of particular interest to the region will be addressed. The alumni will be offered the opportunity to discuss the problems that they face in their country when they come to implement the knowledge that they have gathered in the training programmes.

Short Course: Refresher Training Course for Alumni
Date: Autumn 1992
Duration: One week
Venue: Madras, India

This short term training course is intended to keep the IOI alumni of the Indian Ocean region abreast of the most recent developments in the management of the ocean resources. The course will take the form of a seminar and those topics which are of particular interest to the region will be addressed. The alumni will be offered the opportunity to discuss the problems that they face in their country when they come to implement the knowledge that they have gathered in the training programmes.

Short Course: Refresher Training Course for Alumni
Date: Autumn 1992
Duration: One week
Venue: Dakar, Senegal

This short term training course is intended to keep the IOI alumni of the African region abreast of the most recent developments in the management of the ocean resources. The course will take the form of a seminar and those topics which are of particular interest to the region will be addressed. The alumni will be offered the opportunity to discuss the problems that they face in their country when they come to implement the knowledge that they have gathered in the training programmes.

Short Course: Contract Negotiation Workshop
Date: April, 1992
Duration: One week
Venue: Valletta, Malta

The IOI shall be conducting jointly with the Staff Development Organisation of the Office of the Prime Minister a one-week workshop for Heads of Government Departments on 'Contract Negotiation'.

The programme shall consist of two days lectures on the theory of negotiation, two and half days for a simulation exercise, and a half day for evaluation and discussion.

Short Course: Workshops for 'Decision Makers'
Date: Autumn, 1992
Duration: One week
Venue: Cartagena, Colombia
Madras, India
Suva, Fiji
Dakar, Senegal

One-week workshops will be held in 1992 in all of the four new Operational Centres of the IOI. These workshops are intended for Heads of Government Departments and other Government Officers of the countries in the region.

The programmes of these workshops shall be developed in close cooperation with Government Organisations of the host countries.

RESULTS

The results of the development plan of the International Ocean Institute will include:

- * An increase in the annual number of participants in IOI training programmes from approximately 100 in 1991 to over 700 in 1996 with the following further characteristics:
 - a steady and predictable introduction of new courses and course materials and retirement of and alteration to existing materials
 - bases in four new, permanent operational centres close to the actual needs (e.g., Dakar, Cartagena, Madras, Fiji), in addition to those already in Halifax and Malta
 - regular offerings in French and Spanish in addition to English thus making the courses readily available to a wider audience.

This will have a direct and appreciable if not measurable impact on the countries concerned to develop and manage coastal and ocean resources for immediate benefit without sacrificing potential long-term interests.

- * An increase in relevant and applied research concerning the coastal environment and specifically in, for example:
 - the establishment of industrial technology centres in four different regions
 - the feasibility of environmental taxes
 - the development of integrated ocean strategies
 - regional implementation strategies for international marine conventions
 - consciousness raising about the (coastal marine) environment among youth especially in developing countries.

The output of these research projects will have immediate and applied uses and the process of these projects themselves will begin to enable the regions concerned to become self-sufficient in terms of developing new bodies of knowledge.

- * A refinement of the highly successful annual 'Pacem in Maribus' conferences (now in its 20th consecutive year) into a biannual series, supplemented in the "off years" by a new series of conferences focussed on training programmes for multinational NGO's.

This will enable the convocation of experts from throughout the world to meet regularly to discuss the crucial subject of the 'Common Heritage' both theoretically and practically, while positioning the IOI as the leader among international training institutes.

- * And, as an intended by-product, the development of an entirely new body of knowledge concerning the management and development of multi- and international NGO's.

The recent developments of the IOI indicate that it is exploring new ground in the area of organisation development, and this has caught the attention of a small and growing public, initially among some of the grant-makers. The continuing dependence of international NGO's on the largesse of first-world grant-makers has stimulated the development of new models which the IOI is actively and consciously pursuing.

Renewed attention on the pivotal role of NGO's in development has been reinforced by studies as 'La Revolution aux Pied Nues' as well as by recent developments not only in the 'traditional' developing countries but also in the 'new' ones of Central and Eastern Europe.

By combining and comparing the IOI experiences with other similar organisations, it is intended that the new era of NGO development will be able to be entered.

ORGANISATION DEVELOPMENT

The key to these results is organisation development and this will consist of building on the current structure.

Recent History:

The IOI has become progressively aware that it has only 'scratched the surface' of both the demand and need for training programmes concerning the development of coastal and ocean resources aimed specifically at mid-level civil servants from developing countries.

The management of the IOI came to realize that only a small (but important) part of the answer to its development is funding, with the rest of the answer lying within the larger question of management of development/change.

This led to a re-examination of the mission and role of the IOI itself and this resulted in the realization that this role had expanded much more rapidly than the institutional infrastructure that had to carry it.

For over 12 years, training programmes were planned, managed, financed in all parts of the world: on an ad-hoc basis. The time has come to consolidate to make further expansion possible. This can only be done through institutional innovation, in partnership with host countries in the regions where programmes are to be carried out.

A comprehensive master plan was composed in January 1991, which formed the basis for initial changes. Among the changes proposed were: continuous updating of training programme materials; intensification of research; and, stimulation of (regional) operational centres. This was further refined into a detailed operating plan, which then formed the basis of a submission to the World Bank for funding. As a result, a detailed project proposal was developed with the United Nations Development Programme (which administers the World Bank Global Environmental Fund grants).

Current Status:

The IOI is incorporated in the Netherlands and maintains operational bases at Dalhousie University (Canada) and in Malta.

An updated headquarters agreement to establish a formal headquarters of the IOI in Malta is in final discussions with the Office of the Prime Minister of Malta. Thereafter, an agreement to formalize the working relationship of an operational centre with the University of Malta will be finalised and signed.

In a similar fashion a formal working relationship with Dalhousie University will be entered into.

These agreements will provide the model for the establishment of other operational centres throughout the world.

It has been agreed with the UNDP that priority for Operational Centres are (in no particular order) Cartagena, Madras, Dakar, and Fiji.

The three-year World Bank/GEF grant administered by the UNDP has been approved in principle. As much of the work outlined therein is dependent on the agreement of the national governments in question and of an educational / scientific institution in each site, the IOI has agreed that the first step is to secure those agreements after which the full project can then proceed.

Organisation Model:

The model of the IOI which is currently being pursued - subject to modification - is:

* Incorporation in the Netherlands, a relatively small, neutral country with a long history of amicable international relations and financial and political stability.

* Headquarters in Malta, where training materials will be developed and (probably) tested; where central functions such as alumni relations, fund raising, publications, conference coordination, and public relations can be coordinated; from where research can be coordinated.

* Autonomous, financially self-sufficient operational centres in Malta, Halifax, and four other locations from which training programmes will be offered, some research projects initiated with others involved with IOI-wide projects.

Financial Model:

After the initial period of investment (1992-1996), the IOI should have the following financial characteristics:

* Investments from third parties (e.g., governments, foundation, corporations, individuals) in the form of grants and gifts will be devoted toward specific projects such as a specific new training programme.

* The running costs of the Operational Centres will be generated by course participant fees, which will largely be paid by third parties (e.g., governments, foundations, corporations) in the form of scholarships

* The operational costs of the headquarters to cover development of new courses and central services will be paid via a percentage of the participant fee income of the Operational Centres.

* Research will be funded via grants from third parties channelled through the headquarters. Given the exchange controls in many countries concerned, it cannot be expected that the Operational Centres will be able to transfer easily the funds due for the central costs of the headquarters; thus, a credit/debit account will be maintained whereby research funds flowing through headquarters will be credited to specific operational centres. This will have the positive side effect of ensuring that the IOI maintains a highly active research programme.

* Endowment will be raised to fund new programmes and conferences.

Gouvernance Model:

The IOI seeks to have the following characteristics of its governance, the key for continuing institutional vitality:

* The IOI will be governed by a self-perpetuating Board representing its constituency, in which individual members may be reappointed only for a fixed number of terms.

* The Operational Centres will be responsible for their own governance, with the chairman of each de facto member on central IOI Board.

* The Director of each Operational Centre will be accountable primarily to the Board of the Operational Centre and secondarily to the headquarters.

I N T E R N A T I O N A L

O C E A N

I N S T I T U T E

BUDGET CALCULATIONS

1992

DRAFT

I. COSTS [1992, in US\$]

I.1.	Organization Support	67.000
I.2.	Policy Development and International Relations	110.000
I.3.	Programme Co-ordination	316.000
I.4.	Programme Costs Headquarters	856.000
I.5.	Local Programme Co-ordination	550.000
5.1.	Malta (included in II.3) p.m.	
5.2.	Halifax	119.000
5.3.	Cartagena	113.000
5.4.	Fiji	106.000
5.5.	Madras	106.000
5.6.	Dakar	106.000
I.6.	Local Programme Costs	450.000
6.1.	Malta (included in II.4) p.m.	
6.2.	Halifax	242.000
6.3.	Cartagena	52.000
6.4.	Fiji	52.000
6.5.	Madras	52.000
6.6.	Dakar	52.000
I.7.	Development Project	1.425.000
TOTAL:		3.774.000

SPECIFICATION OF COSTS

I.1.	Organization Support		67.000
1.1.	communications	2.000	
1.2.	travel	25.000	
1.3.	accomodation	40.000	
	[Members of Board and Planning Council meeting once a year (minimum) in Malta; President and Treasurer meeting twice a year (minimum) in Malta]		
I.2.	Policy Development and International Relations		110.000
2.1.	fee	50.000	
2.2.	travel	25.000	
2.3.	per diem	20.000	
2.4.	communication	10.000	
2.5.	equipment	5.000	

SPECIFICATION OF COSTS (cont.)

I.3.	Programme Co-ordination	316.000
	(including local programme co-ordination Malta)	
3.1.	personnel	185.000
1.1	exec.dir.	60.000
1.2	acad.dir.	35.000
1.3	accountant	30.000
1.4	secr.staff	35.000
1.5	librarian	15.000
1.6	other person.	10.000
3.2.	office	66.000
2.1	rent	12.000
2.2	electr.etc	6.000
2.3	stationary etc	14.000
2.4	equipment	30.000
2.5	other	4.000
3.3.	communication	29.000
3.4.	travel	26.000
3.5.	library	-
	(in 1992, the costs of acquisition and library equipment are covered by the special develop ment project)	
3.6.	other	10.000

SPECIFICATION OF COSTS (cont.)

I.4.	Programme costs Headquarters	856.000
4.1	publications	5.000
4.2	conference PIM XX	400.000
4.3	alumni project	5.000
4.4	consultancy	p.m.
4.5	distance learning (incl.in dev.project)	
4.6	A-course	60.000
4.7	B-course (2x)	240.000
4.8	C-course	120.000
4.9	Alumni-refresher course	20.000
4.10	Research	p.m.
4.11	Consultancy	p.m.
4.12	Other programme costs	6.000

SPECIFICATION OF COSTS (cont.)

I.5. Local Programme Co-ordination

5.1	Malta		p.m.
	[local programme co-ordination for 1992 is included in the general programme co-ordination (II.1.4.)]		
5.2	Halifax		119.000
2.1	personnel	60.000	
1.1	director	35.000	
1.2	assistant	15.000	
1.3	secretary	10.000	
2.2	office	41.000	
2.1	rent	20.000	
2.2	electr. etc	p.m	
2.3	stationary	10.000	
2.4	equipment	10.000	
2.5	other	1.000	
2.3	communication	6.000	
2.4	travel	5.000	
2.5	library	4.000	
2.6	other	3.000	
5.3.	Cartagena		113.000
3.1	personnel	40.000	
1.1	director	25.000	
1.2	assistant	10.000	
1.3	secretary	5.000	
3.2	office	32.000	
2.1	rent	12.000	
2.2	electr. etc	4.000	
2.3	stationary	4.000	
2.4	equipment	10.000	
2.5	other	2.000	
3.3	communication	6.000	
3.4	travel	20.000	
3.5	library	10.000	
3.6	other	5.000	

SPECIFICATION OF COSTS (cont.)

I.5. Local Programme Co-ordination (cont.)

5.4. Fiji 106.000

4.1	personnel	33.000
1.1	director	25.000
1.2	assistant	8.000
1.3	secretary	-
4.2	office	32.000
2.1	rent	12.000
2.2	electr. etc	4.000
2.3	stationary	4.000
2.4	equipment	10.000
2.5	other	2.000
4.3	communication	6.000
4.4	travel	20.000
4.5	library	10.000
4.6	other	5.000

5.5. Madras 106.000

5.1	personnel	33.000
1.1	director	25.000
1.2	assistant	8.000
1.3	secretary	-
5.2	office	32.000
2.1	rent	12.000
2.2	electr. etc	4.000
2.3	stationary	4.000
2.4	equipment	10.000
2.5	other	2.000
5.3	communication	6.000
5.4	travel	20.000
5.5	library	10.000
5.6	other	5.000

SPECIFICATION OF COSTS (cont.)

I.5. Local Programme Co-ordination (cont.)

5.6.	Dakar		106.000
6.1	personnel		33.000
1.1	director		25.000
1.2	assistant		8.000
1.3	secretary		-
6.2	office		32.000
2.1	rent		12.000
2.2	electr. etc		4.000
2.3	stationary		4.000
2.4	equipment		10.000
2.5	other		2.000
6.3	communication		6.000
6.4	travel		20.000
6.5	library		10.000
6.6	other		5.000

SPECIFICATION OF COSTS (cont.)

I.6. Local Programme Costs

6.1.	Malta [local programme costs Malta are included in Programme costs Headquarters; see II.1.4.]	p.m.
6.2.	Halifax	242.000
2.1	B-course	120.000
2.2	C-course	120.000
2.3	Research	p.m.
2.4	Consultancy	p.m.
2,5	Other	2.000
6.3.	Cartagena	52.000
3.1	Alumni Refresh.	20.000
3.2	Short Course	20.000
3.3	Research	8.000
3.4	Other	4.000
6.4.	Fiji	52.000
4.1	Alumni Refresh.	20.000
4.2	Short Course	20.000
4.3	Research	8.000
4.4	Other	4.000

SPECIFICATION OF COSTS (cont.)

I.6. Local Programme Costs (cont.)

6.5.	Madras		52.000
5.1	Alumni Refresh.	20.000	
5.2	Short Course	20.000	
5.3	Research	8.000	
5.4	Other	4.000	
6.6.	Dakar		52.000
6.1	Alumni Refresh.	20.000	
6.2	Short Course	20.000	
6.3	Research	8.000	
6.4	Other	4.000	

N.B. In 1992 only the Alumni Refresher Courses and the Short Courses (for decision-makers) will be held in the Operational Centres Cartagena, Fiji, Madras and Dakar. In 1993 other courses will be organised in these Centres; for instance the B-courses and the C-courses, and yet to be developed other types of 'long courses'. In these Operational Centres Consultancy projects and Research projects will be developed after 1992.

SPECIFICATION OF COSTS (cont.)

I.7.	DEVELOPMENT PROJECT	1.425.000
I.7.1.	Organisational Development	413.000
I.7.2.	Course Development	295.000
I.7.3.	Research Development	400.000
I.7.4.	Publication Development	34.000
I.7.5.	Library Development	108.000
I.7.6.	Alumni Org. Development	44.000
I.7.7.	Distance Learning Development	131.000

This 'Development Project' is the project with a duration of three years discussed with and agreed by the World Bank for the further institutionalization of the International Ocean Institute, to be able to enlarge the impact of the IOI in training, research and consultancy.

II. INCOME

II.1.	for Organization Support			
	CIDA:	67.000	total:	67.000
II.2.	for Policy Development and International Relations			
	CIDA:	105.000	total:	105.000
II.3.	for Programme Co-ordination			
	Ann.Donor:	80.000		
	Malta Governm:	18.000		
	Dutch Govnm:	100.000		
	CIDA:	100.000	total:	298.000
II.4.	for Programme Costs HQ			
	-PIM XX:			
	Malta Govnm.:	100.000		
	Dutch Govnm.:	100.000		
	Private/Ind.:	250.000	total:	450.000
	-Courses:			
	ICOD:	100.000		
	World Bank:	100.000		
	CommonW.Secr:	100.000		
	Italian Govnm	100.000	total:	450.000
	CIDA:	50.000		
II.5.	for Local Programme Co-ordination			
	5.2. Halifax			
	CIDA:	99.000		
	Host Institute	20.000	total:	119.000
	5.3. - 5.6:			
	Host countries	120.000		
	Afr.DevBank	100.000		
	Other	200.000	total:	420.000
II.6.	for Local Programme Costs			
	6.2. Halifax			
	CIDA:	100.000		
	ICOD:	100.000		
	Other:	40.000	total:	240.000
	6.3 - 6.6:			
	Host countries	100.000		
	World Bank:	100.000	total:	200.000
SUB-TOTAL:			US\$	<u>2.349.000</u>

II. INCOME (cont.)

TRANSPORT:		US\$	<u>2.349.000</u>
II.7.	for Development Project		
	World Bank:	800.000	
	Host Countries	200.000	
	Research proj.	125.000	
	Dutch Govern	150.000	
	Others:	150.000	
		total:	1.425.000
TOTAL INCOME:		US\$	<u>3.774.000</u>

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 7.2

Financial report 1992 IOI dd 01-05-1992

International Ocean Institute

FINANCES 1992

1. Financial situation 31-12-1991 (in US\$)

IOI Halifax	:	- 149,000	
IOI Malta	:	- 73,000	
donation 1992	:	- 88,000	
total	:	- 310,000	- 310,000

NB.: not including PIM XVIII, PIM XIX and Dev. Project (UNDP)

2. Financial situation 30-04-1992 (in US\$)

IOI Halifax	:	- 97,500	
IOI Malta	:	- 12,500	
total	:	- 110,000	- 110,000
In Bank	:	+ 25,000	+ 25,000

			- 85,000

NB.: not including PIM XVIII and PIM XIX

International Ocean Institute

FINANCES 1992

3. Budget 1992 (in US\$) total: 3,774,000

3.1. Grants, pledges, etc:

CIDA	:	440,000
Dutch Gov.	:	100,000
UNDP (interim)	:	45,500
UNDP (fase 1)	:	110,000
donor	:	88,000
UNDP (fase 2)	:	890,000 (?)
Scholarships	:	117,000

total: 1,790,500

This means that we still have to find nearly TWO MILLION US\$ for this year !

3.2. Grants, pledges, etc, received up to date:

CIDA	:	220,000
UNDP (interim)	:	11,500
UNDP (fase 1)	:	60,000
donor	:	88,000

total: 379,500

International Ocean Institute

FINANCES 1992

4. Course costs and scholarships

4.1. Courses in 1991

course costs Halifax	:	149,000	
course costs Jamaica	:	104,000	
course costs Malta	:	106,000	
course costs Trieste	:	64,000	
course costs Mauritius	:	125,000	
		total:	548,000
income from scholarships	:		192,000
		<u>negative saldo</u>	: - 356,000 !!!

Or, in other words: last year we lost 350,000 US\$
on our course activities !

4.2. Courses in 1992

course costs (budget)	:	842,000
income from scholarships	:	320,000

(restricted to courses in Halifax and Malta: 120,000
and to courses in develop.countries: 200,000)

negative saldo : - 520,000 !!!!

This means:

a) that we have to find more scholarships/other
resources for our course programme,

or

b) that we have to cancel courses,

or

c) that we are loosing this year 500,000 US\$!

International Ocean Institute

FINANCES 1992

5. Cash-flow predictions

(only CORE-costs, not including Courses, PIM and the UNDP-Development Programme, not including Interim Management or any other activity)

<u>month</u>	<u>expenses</u>	<u>cummulative</u>	<u>income</u>	<u>saldo</u>
May	32,000	32,000	25,000	- 7,000
June	28,000	60,000		- 35,000
July	43,000	103,000		- 78,000
Aug.	28,000	131,000		-106,000
Sep.	43,000	174,000	198,000	+ 92,000
Oct.	28,000	202,000		+ 64,000
Nov.	63,000	265,000		+ 1,000
Dec.	28,000	293,000	22,000	- 5,000

This table shows that we have serious problems to find the money for the salaries and travel-expenses in May, June, July and August, and that we 'contribute' to our deficit this year with 5,000 US\$.

Even without ANY activity, like Course Programme, PIMXX, Research, etc.

expl.:

salaries, etc. IOI:	8,000 per month
salaries, etc. Halifax:	8,000 per month
travel expenses etc.:	4,000 per month
fees, travel exp. EMB:	8,000 per month
total:	<u>28,000 per month</u>

fees/travel etc TH:	July: 15,000
(fundraising)	Sept: 15,000

Board meeting:	May: 4,000
	Nov: 35,000

income CIDA:	Sept: 198,000
	Dec: 22,000

Development Project (UNDP)
Organizational Development

EXPENSES INCURRED
BETWEEN 01 JANUARY and 31 APRIL 1992

Fees and Expenses Consultant	42,150 US\$
Expenses Cartagena	10,000
Expenses Madras	8,000
Expenses Meetings/Office of the President	24,002
Other Expenses	3,368
Bank charges	504
TOTAL:	88,024
received from UNDP	60,000
	<hr/>
	(28,024)
to receive from UNDP after completion of the report in July:	50,000
left for the months May, June and July	<u>22,000</u>

IOI

Funding Guidelines

Principal Funding Agencies

Update: 4/24/92

UNDP

- + Course development (e.g., distance learning)
- + Course adaptations (e.g., translations)
- + Establishment of operational systems (e.g., legal)
- + Pilot inter-centre research (part support)
- + Associated costs (e.g., travel, PTT, professional fees)
- + Initial scholarships for new operational centres
- Office rents
- Staff salaries
- Costs (e.g., travel) associated with staff
- Board and Office of President costs

CIDA

- Research
- Scholarships
- + Office rents (esp. Malta and Halifax)
- + Salaries of staff
- + Costs associated with ongoing operations
- + Board & Office of President costs

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 8
Progress report on the organisation of PIM XX

ANNEX 8

Progress report on the organisation of PIM XX

This report shall deal with the three main aspects:

- Logistics
- Content
- External Relations

Logistics

Press Conference:

Ambassador Yaker, Drs Ackers and Tom Harris had meetings with Prime Minister and Deputy Prime Minister of Malta on May 5, 1992. Fr Peter Serracino Inglott and Mr Richard Cachia Caruana, Personal Assistant to the Prime Minister were also present at the meeting with the Prime Minister.

A press conference was afterwards held at the Foundation for International Studies announcing the holding of PIM XX in Malta.

A meeting was also held with Fr Peter Serracino Inglott.

Tentative Programme:

A copy of the Tentative Programme is hereby attached.

The Inauguration of the Conference shall be held on Sunday, November 1, 1992 at the Assembly Hall of the University of Malta. It will be opened by the Prime Minister.

The Rector of the University, Fr Peter Serracino Inglott has kindly offered to give a reception at the University after the inauguration of the Conference.

The other days of the Conference, ie from Monday November 2 to Thursday November 5, will be at the Suncrest Hotel, in Qawra, Malta (northern part of Malta).

Lunches will also be served at the hotel.

The contract shall be signed hopefully next week which means that we have to submit a deposit of approx. U\$10,800.

Closure of the Conference shall be at the Hotel on Thursday by the Deputy Prime Minister and Minister of Foreign Affairs.

Honourary Committee

So far, and according to my records, only the Prime Minister of Malta, Dr Ricardo Diez Hochleiter, Ambassador Koh, Dr Pronk, Mr Siazon, and Fr Peter Serracino Inglott have officially accepted. (List of proposed list hereby enclosed).

PIM Announcement

The announcements are being printed and they will be ready next week. This means that we will start sending the announcement next week.

This also goes for the poster.

400 copies of the announcement will be made available at the Genoa Conference in June thanks to Prof. Adalberto Vallega.

Mailing list

This year we all thought of sending the announcement to the industry sector. In effect we requested 'Spearhead Exhibitors Ltd' in the UK to send us the list of the different categories of industrial sectors associated with the subjects which will be discussed at the Conference.

Funding

Budget: 350 US\$

So far: 100,000 US\$

In kind: National Tourist Organisation: 2 excursions
Government of Malta 30,000 U\$
Local Brewery (Farsons) All drinks at the
Exhibition and water only for the duration of the
Conference

Travelling

Air Malta offered cheap rates from points of destination where it operates.

A local travel agent appointed for the other destinations.

Content

Workshops

There shall be two workshops, one in Halifax Canada (28-30 May) and one in Bellagio, Italy (Sept.24-25).

External Relations

The IOI is embarking on an external relations project, both as regards PIM and its activities.

To this effect, meetings were held with a local PR and advertising in order to see how this image can be sold in the Maltese and foreign press.

We are now awaiting the project proposals of this agency, their conditions, etc.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 9
Progress report on the Development Project

IOI

Operational Centres

Update : 4/27/92

Context.

In January 1992, UNDP approved a grant of US\$ 110,000 to the IOI to undertake the first steps of enabling a network of four operational centres.

This calls for the IOI to secure from four governments and four educational or scientific institutions agreements which will enable the IOI to establish long-term operations in these four regions.

The four agreed regions are: the Indian subcontinent, the South Pacific, the Caribbean, and the Atlantic coast of Sub-Saharan Africa.

This work is to be completed by the end of July 1992 at which time a revised project document for the funding of the start-ups of these four operational centres can be submitted for approval by UNDP. As these agreements must be negotiated case-by-case, UNDP has not agreed to provide additional funding automatically for the second or operational phase.

This work is being carried out by the "Office of the President."

Status.

- **Indian Subcontinent.** An initial visit in February was arranged by Dr. Krishan Saigal and this has led to very rapid progress in identifying a possible education partner, the Indian Institute of Technology-Madras. Dr. Saigal has also undertaken negotiations with the public authorities. We are awaiting a complete status report, and we are fairly confident that this will move ahead on schedule and according to plan.

The next step is to review a detailed report from Dr. Saigal. Depending on that, either a return visit will be in order and/or a visit by the President to sign the necessary agreements will be made.

- **South Pacific.** Because of work by the IOI with the University of the South Pacific (USP) ten years ago, contacts were renewed and this facilitated initial discussions there.

Due to local conditions the USP is unable to contribute its own resources.

The USP appears to be the only logical partner for the IOI in the region.

The outline of an agreement with the USP has been made and informal discussions with the Government of Fiji have been held.

The next steps are for Mr. Harris to prepare a detailed operating plan with the USP Professor of Marine Studies, to review logistic arrangements with the University, and to visit other regional agencies to begin to establish IOI's own network in the region.

- **Caribbean.** Thanks to the intervention and leadership of Ambassador Nicolás Salom in Colombia, initial progress was rapid with the IOI securing draft articles of association and preliminary agreements from the Ministry of Foreign Affairs. A detailed work plan was prepared in January.

We are awaiting a detailed report on progress. While it has been proposed that the Founder visit to sign formally the agreements, a review of the detailed report may well reveal that more preparatory work is in order.

- **Sub-Saharan Africa.** The IOI interlocutor in this case is the President with the Government of Senegal. Because of scheduling difficulties, the first visit may take place around May 15. The involvement of the Prime Minister and the Foreign Minister is expected.

Board Meeting
International Ocean Institute
Paris, France
8-9 May, 1992

Annex 10

Progress report on the selection of the
Executive Director

International Ocean Institute
Executive Director
Profile

Appointed by and Reports to the Board of Directors, and especially the Chairman and its officers

Appointment for two years, renewable

Primary location - Malta, with extensive international travel

Responsibilities:

- Direct as chief executive officer
 - ... *Fund raising* from public, semi-public, and private sources according to needs outlined by Board
 - ... *Expenditures* according to Board policy and to Board-approved budget
 - ... *Financial, tax, and other relationships* (e.g., social security and work permits) with host government (i.e., Malta)
 - ... *Personnel policies* (subject to Board oversight) and implementation (i.e., hiring and firing)
 - ... *Office arrangements* and logistics, as may be delegated to staff
 - ... *Arrangements for IOI courses* (e.g., marketing and registrations, fee receipts, local arrangements, arrangements with faculty)
 - ... Oversight of preparation of all *IOI publications*
 - ... Preparation and implementation of detailed plans for *IOI regional center network*
 - ... Implementation of plans for all *IOI conferences* including semiannual Pacem in Maribus

- Indirect
 - ... Oversight of *development of IOI programs*, through the appropriate Board committee
 - ... Oversight and monitoring of the *quality of existing* programs including evaluation of faculty
 - ... Suggestions concerning *new programs*

Profile (not in rank order)

- Hands-on management (i.e., never delegates anything he himself does not know how to do **and** is not willing to do)
- Ability to delegate
- Ability to endure interminable (bureaucratic) frustrations
- Realistically self-confident, self-reliant, and self-starting
- Proven ability to work effectively in non-native culture
- Fluency in English; ability to work in French (incl. patois) and (non-Castilian) Spanish
- Financially literate
- Ability to live and work from a suitcase for extended periods (incl. portable PC)
- Appropriate (chameleon-like) presentation
- Demonstrated compatible personal value systems with the IOI
- Great attention to detail without losing the 'big picture'
- Ability to see that personal advancement tied to IOI's, and not separated from it

IOI

Executive Director

Criteria for Evaluation

Update : 4/24/92

Criteria	Scale (1-10)
Intellectual curiosity	9+
Ability to (re-) conceptualize	9
Self-starting/self-(re)generating	8+
Integrity	8+
Cultural adaptability	8+
Enterprising spirit	7+
Language proficiency - English	7+
Oral expression	7+
Chameleon-like	6+
Written expression	6+
Flexibility	5+
Language proficiency - French	5
Experience living & working outside of native culture	4+
Language proficiency - Spanish	3
Knowledge of ocean affairs	2+
Knowledge of international agencies	2+
Academic degrees	1+
Scholarship/academic orientation	1+
Language proficiency - Arabic	1