

Annex 1

Strategy Study Group
Draft proposal

Background

In considering ways and means of strengthening the IOI, the Governing Board at its 39th Session, Hamburg, 1-2 December 2000, decided that a strategy and marketing group be created consisting of the Executive Director and two outside experts. The overall charge is to re-examine the strategy of the IOI. The Board requested its member Mr. N. Gelpke and the Executive Director to prepare terms of reference for such a group and present these for endorsement to the Executive Committee together with suggestions for 2 outside experts. A report from the group is expected to be presented to the Board at its session in November 2001.

Aim

The aim of this work is to prepare a study for the Board which can form the basis for a re-examination of the IOI Strategy. The aim of the strategy should be to achieve an organisation which is strong enough to be sustainable and stable and which does not depend upon a few prominent individuals for its sustainability and survival.

Thus we want to achieve an IOI which is accepted and recognised as a trustworthy and reliable partner, that can deliver, both when it comes to internal and external programme actions; that can respond to changing and varying conditions and needs; and that has a firm financial basis and transparent and reliable budget and accounting processes.

The IOI shall respond to its Mission statement and related fundamentals: education and training; research and ocean governance; coastal zone development, bringing benefits to people, especially the poor and vulnerable sections, guided by the Principle of Common Heritage of Mankind.

The IOI is working with the ocean and coastal issues; where a major global change has occurred with a tremendous migration of people to the coast and the ocean, leading to a need for a new marine-oriented livelihoods paradigm, different from the terrestrial one.

Terms of Reference

A. With respect to the organisation

- Relationship between Headquarters and Operational Centres;
- Role and strategy of Operational Centres; why and where to have a Regional Operational Centre;
- Role of Headquarters and the Executive Director and Deputy;
- Role of the Governing Board;
- Role of the Planning Council;
- Reporting, quality assurance, evaluation and sun-set clauses.

B. With respect to marketing and funding

- Who are the target groups;
- What instruments and mechanisms do we need to reach them;
- What substance do we have to deliver; which are the accountable products;
- Funding requirements and benefit-cost analysis;
- Internal, external communication strategies.