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Amsterdam, 22 January 1993

de heer R. Aertgeerts  
Senior Project Management  
Office of Project Services  
**United Nations Development Programme**  
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Dear Mr. Aertgeerts,

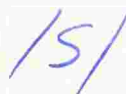
*In re GLO/91/G33/B/1G/31*

As discussed, please find, enclosed, one loose copy of the Project Document for the International Ocean Institute.

All changes to this document have been verified with the Executive Director, Dr. Krishan Saigal, and the Founder, Prof. Elisabeth Mann Borgese, based on the recent telefax communications between us.

I will telephone your office in the coming week to confirm receipt.

Yours sincerely,



Thomas Harris

Encl.

cc: Prof. Mann Borgese

✓ Dr. Saigal

Dr. Ackers



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## PART A - CONTEXT

### 1. Description of Ocean Management Sector.

The oceans occupy almost three-quarters of the surface of the Earth. They are increasingly important sources of food and fiber, of metals and minerals, and of energy.

A few examples of the rapidly growing importance of the marine sector in the global economy illustrate this point:

- According to the FAO, global fish catches have increased by 772,000 metric tons in 1989 to nearly one million metric tons in 1990. This increase is largely due to fish farming and mariculture, which is growing at a higher rate than catches from the wild. And, the impact of genetic engineering on mariculture and aquaculture has only just begun to make its mark.
- Over 20% of global hydrocarbon resources come from offshore and this percentage is expected to grow to about 50% in the next decades. About 15 million square kilometers of the total ocean area of 232 million km<sup>2</sup> is believed to be worth prospecting for oil and gas.
- Shipping has increased dramatically. The world merchant fleet tonnage has grown from 81 million tons in 1948 to nearly 425 million tons at the end of last year. According to UNCTAD, the corresponding necessary growth of ports and harbours requires the addition of ten thousand skilled workers and middle managers in the developing countries. The value of goods and services currently sold annually by the ocean/marine industry is now \$54 billion, an increase from only \$8 billion in the '60s, according to **Sea Technology**.
- The intensification and diversification of ocean uses impact increasingly not only the marine environment but the global environment as well. They may indeed contribute significantly, even decisively, to global warming, ozone depletion, and loss of biodiversity. Integrated ocean management, systematically integrating environment and development concerns, is a *sine qua non* in confronting this next syndrome of problems.

## **2. The United Nations Convention on the Law of the Sea.**

The Convention (1982) brings almost one third of ocean space under national jurisdiction through the establishment of Exclusive Economic Zones (EEZ) and, in some cases, widely expanded shelf zones. Many of the coastal states which thus have acquired vast new resources are developing countries. The management skills and the technologies needed to benefit fully from this new source of wealth constitute a daunting challenge.

## **3. Integrated Ocean Management.**

Integrated ocean management is a new science and makes new demands on civil servants and decision makers responsible for drafting the needed legislation and building the needed institutional infrastructure. In fact, it requires a new type of civil servant able to find his way in science and technology as well as in economics and law. In the marine sector, more patently than in any other sector, economic development must be integrated with the conservation of the environment to make such development sustainable. This requires interdisciplinary skills and the ability to consider the problems of ocean space, which are closely interrelated, as a whole. And this has profound implications for the development of the private sector as well as the ability of the private and public sectors to work in partnership.

## **PART B - PROJECT JUSTIFICATION**

### **1. Problem To Be Addressed & Present Situation.**

- 1.1. "Sustainable development" and "sustainable yields" are still difficult concepts at best especially in regions experiencing severe food shortages or countries plagued by the debt problem where the emphasis can be exclusively on "crisis management" and on immediate short-term benefits.
- 1.2. The purpose of the project is to continue effectively the implementation of Chapter 17 of Agenda 21 adopted at the United Nations Conference on Environment and Development (UNCED) in Rio in June.

In fact, the project will cover most of the priorities of the GEF: international waters (ocean management in the com-

prehensive sense), biodiversity (management and conservation of living resources, conservation of aquatic ecosystems), coastal management including land and water use management, management of mangrove swamps and coral reefs, ocean-atmosphere interaction and implications of sea-level rise for low lying coastal areas and small islands. Each of these is covered as a module in this project.

- 1.3. Distance learning, seminars for decision-makers, and policies for research on atmosphere/ocean interface processes are innovative efforts which, generally speaking, have difficulties in attracting funding. The GEF grant is essential for this effort which simply could not be undertaken without it.

## **2. Expected End of Project Situation.**

- 2.1. At the end of this project, it is intended that the knowledge base concerning the materials and concerning training programme methodologies and techniques (on-site and distance), trained and experienced personnel, institutional databases, and institutional infrastructure will be in place for self-sufficient continuation and, if necessary, expansion.
- 2.2. Further support from UNDP National IPFs may be sought for scholarship assistance for specific training programme participants as well as for the possible establishment of additional centres and programmes, particularly in anglophone Africa.

## **3. Target Beneficiaries.**

Individuals and public and private institutions will benefit directly.

- 3.1. Individuals who will most directly and immediately benefit will be the participants in the training programmes who are, traditionally, mid-level civil servants from government departments concerned directly and indirectly with marine affairs. For example, departments concerned with fisheries, resources and energy, shipping, ports and harbours, environment and tourism, science and technology, industry, foreign affairs, justice (dispute settlement), defense, and coast guards are those that most often come to mind.

A second echelon of individual beneficiaries are teachers and researchers, where the spin-off effects are traditionally far greater.

This project will enable the the training of approximately 480 participants each year.

- 3.2. Institutions likewise benefit. First, the collaborating institution(s) benefit from the inflow of international expertise, foreign students (course participants), equipment, and upgraded teaching materials. Second, the departments from which the participants come (cited above) benefit equally. And third, the international community benefits as, for example, through the progressive implementation of the Resolution on the Development of the National Marine Science, Technology, and Ocean Service Infrastructure (adopted by the Third United Nations Conference on the Law of the Sea).
- 3.3. The private sector, in many cases just beginning to emerge, will benefit from training of staff provided by the project, as well as from the seminars, aimed at the enhancement of public/private international cooperation.

#### **4. Project Strategy & Institutional Arrangements.**

The strategic approach of the IOI is to improve the ability of developing countries to manage their own ocean resources. The operational centres, which the IOI will establish in each region with support from this project, will serve as vehicles for focusing attention on the issues, providing training on the management of exclusive economic zones and related fields and initiating research programmes to deal with local/regional concerns. The IOI will cover or arrange for the coverage of all institutional expenses and will use the GEF grant to build up increased capacity in operational centres to meet the needs of policy makers, institutions and non-governmental groups in each region.

The particular strategy and implementation arrangements have been chosen to utilize to the fullest extent practicable and not to duplicate the existing infrastructure within the IOI and in those countries where the IOI operational centres will be established.

The strategic approach of the IOI has been to improve developing countries' own abilities to manage ocean resources.



It is this genuinely interdisciplinary character of all IOI programmes that facilitates discussion of the environment/development linkage in all its implications including greenhouse effect, ozone depletion, loss of biodiversity, etc. This constitutes the focus of all modules of all programmes. Each programme furthermore contains a special module on the follow-up and implementation of UNCED in the marine sector.

The IOI enjoys a unique niche position in training programmes in that it occupies the position of offering interdisciplinary programmes for participants from developing countries. (cf. Appendix H) Far from maintaining a proprietary interest in this position, the IOI has always sought to "train the trainer" which, indeed, this project will intensify even further.

#### 4.1. Institutional Framework for Project.

Since the beginning of 1991, the IOI has been experiencing a fundamental reorientation in order to enable the development anticipated in this proposal. Since the beginning of 1992 the IOI has been establishing a series of operational centres close to the needs for training, with globally coordinated development of new training programmes and research.

As early as 1975 the IOI was one of the first institutions to recognize the need for new training methodologies for civil servants from developing countries, if these countries were to benefit at all from the Convention that was then in the making.

During the following years, the IOI developed three types of programmes: Class A -- on the importance of high technology for developing countries, focusing on seabed mining technology as an illustration; Class B -- with the management of the EEZ; and Class C -- regional cooperation and development.

Almost 40 courses have now been completed and the number of alumni now approaches 600 (cf. Appendix G). This number is, of course, woefully inadequate. The continuation of the GEF project will ensure a quantum leap: the demand is there, the IOI research has been done, and training programmes and methodologies are already highly valued by developing countries.

#### 4.2. Institutional Strategy.

IOI operational centres would be desirable and useful in many places in the developing world. Other programs are often short-term and narrowly focused and there is an unfortunate tendency for activity to decline with the departure of existing experts. The establishment of the operational centres will ensure continuity of action. Since local participation is an integral part of the project, sustainability of the input will be greatly enhanced.

The following measures are required to implement this strategy:

- (a) Development of centre-specific plans, with involvement of appropriate public officials and scientific and educational institutions, leading to initial working agreements covering subjects including:
  - (i) Definition of financial and organizational responsibilities among all parties;
  - (ii) Provision for long-term development beyond the lifetime of this grant; for example, developing course materials, training local personnel, developing data banks and information resources, strengthening alumni networks; and
  - (iii) Articulation of network capabilities among IOI's sister (academic) institutions, to enable faster and more effective information dissemination.

*This has already been accomplished for the four proposed operational sites in the past ten months, thanks to the support of the UNDP/GEF (cf. appendix C).*

- (b) Strengthening further the management infrastructure of the IOI to provide necessary support for new operational centres, perhaps and probably through retention of two full-time professional programme administrators (with division of responsibilities rather than division according to centres) and retention of services of recognized experts in distance-learning programmes, who will work with the Commonwealth of Learning among others.
- (c) Strengthening the network of existing alumni of the IOI, so that "marketing" of training programmes is facilitated especially in new operational centres and

also so that the network for diffusion of new knowledge generated by IOI research *et alia* is maximized.

#### 4.3. Institutional Plans.

Each operational centre will have its own advisory council, composed of leaders from the scientific, education, business, and government sectors; in Colombia, for example, this already includes three former Presidents and the former president of the Banco Ipotecario; each advisory council will be responsible for the local funding and "marketing" of its centre.

Overall policy is made by the (global) Board of the IOI after consultation with the Planning Council.

The director of each operational centre will be *ex officio* a member of the Planning Council of the IOI. Likewise, members of the IOI Board and Planning Council from a region of an operational centre will be *ex officio* members of that centre.

Each centre will be managed by a director selected in a way appropriate to that situation, after consultation between the IOI and the associated educational institution. When the operational centre is a subsidiary of the IOI the direction will be appointed by the Executive Director of the IOI.

To the extent possible, financial and management systems will be standardized for all operational centres taking into account local requirements.

#### 4.4. Four Operational Training & Research Centres.

The establishment of operational centres in Latin America, Asia, Africa, and Oceania will enable the IOI to more than double the annual output of trainees, to improve and expand its programmes and to integrate them with distance-learning technology; to bring programmes closer to the need; to train trainers; to work with decision makers; and, to contribute to the consciousness raising on environment and development in each of these regions.

Other States -- e.g., China, where the IOI is organizing a second ten-week training programme in cooperation with SOA -- have already expressed their desire to have permanent operational centres. Another desirable site

would be an Arab country for the development of programmes in the Arabic language. Thus the initial choice of the four sites was not an easy one. It was made on the basis of two criteria, one generic, one specific. The generic criterion was that it would be advisable to have centres in countries which have a record of relative political stability in Latin America, Africa, and Asia as well as in the South Pacific. The specific criterion was to build on work already done.

In India, the IOI operational centre will be based within the Indian Institute of Technology (IIT)-Madras. The IOI has already conducted two training programmes (Class A and Class C) and is about to conduct a third with the IIT. This Institute is conducting advanced research in ocean engineering and ocean energy research and this will make a major input into IOI programmes. India is already home to the largest number of IOI alumni, active in all sectors of ocean development and conservation. Two of the current course directors are Indian. The IOI situation in India is ripe for building further.

In Colombia, the IOI activities are based at the Universidad Jorge Tadeo Lozano, with its central campus in Bogotá but with operations also in Cartagena and Santa Marta. Here, the Government, Navy and scientific institutions all give great importance to marine affairs and the country has an elaborate ocean development plan. As in India, the IOI has conducted programmes and has carried out major research for the Colombian Delegation to the Law of the Sea Preparatory Commission. While the centre is a branch operation, the necessary steps are being taken to incorporate the IOI-Colombia as a self-contained entity.

In Fiji, the operational centre is based at the University of the South Pacific at Suva and has already been welcomed into the network of regional marine activities known as the Marine Studies Coordinating Committee. A decade ago, the IOI conducted training programmes also, as well as a "refresher course" in Suva. The then executive director of IOI was commissioned by CIDA and the FAO to survey the training needs and to study the feasibility of a regional training programme under the ægis of the University of the South Pacific. This report has been the basis of action by the University. The University now welcomes increased activities by the IOI to upgrade that programme, to bring in international expertise, and to elaborate an urgently needed distance-learning programme. Final arrangements with the

Government of Fiji to recognise the IOI as an international (non-domestic) NGO are underway, delayed only by the fact that the recent elections have introduced new elements of procedural uncertainties.

In Senegal, the scientific and institutional context is significantly less developed and for this reason the need to establish an operational centre is even greater. An official approach from the President of the IOI to the Président of Senegal has been followed up with preliminary official approval to establish an operational centre there.

As previously stated, these developments in Fiji, Senegal, Colombia, and India will deepen the effectiveness of work already being done in Malta and Nova Scotia.

## **5. Reasons for Assistance from GEF/UNDP.**

It is difficult to imagine a project that matches the GEF criteria more closely than this, *viz*: protection of international waters, innovation, maturity of the project, replicability of the project, development of human and institutional capability, contribution to human welfare and sustainable development, national and regional orientations, a sound scientific and technical basis, evaluation and dissemination through conferences and seminars, assurance of institutional continuity. Without GEF support, such expansion literally could not be imaginable.

## **6. Special Considerations in the UNDP Context.**

### **6.1. Integration of Women in Development.**

Always a concern of the IOI -- founded by and, for most of its 20 years, directed by women -- IOI has experienced unusual but insufficient success with involving women. The effort has been particularly successful in the sector of fisheries. The Philippines as well as some African countries have sent a number of highly qualified women participants to the IOI programmes year after year. Efforts have been particularly unsuccessful in the programmes focusing on high technology. This reflects the difficulties women are encountering in science and technology careers in many developing countries. This general problem is being addressed by the Third World Academy of Science with which the IOI cooperates closely. The operational centres proposed in this project will take the training programmes closer to the participants and it can be expected that the

proportion of women involved will increase commensurately.

## 6.2. Technical Cooperation Among Developing Countries.

A great deal of the research has been and will be devoted to the possibilities and modalities of establishing regional centres for research and development in marine industrial technology. Based on the new concepts of joint technology development (which is replacing the traditional concept of transfer of technology), this research is intended to advance South-South and North-South cooperation. Special emphasis is placed on the management of sustainable development of the EEZ.

This builds on existing and successful technical cooperation arrangements elsewhere, such as EUREKA, EUROMAR, ESPRIT, and the innumerable transnational private arrangements such as those which exist among US and Japanese companies, for example.

These new models of organizing and financing research and development in high technologies in a "pre-competitive phase" have remained restricted to the industrialized countries. The feasibility studies undertaken by the IOI are intended to open the models to the participation of developing countries.

## 6.3. Cooperation with Non-Governmental Organizations (NGOs).

IOI is itself an international NGO and throughout its history has worked with numerous other NGOs, universities, research centres, and the like. This practice will be continued.

## 6.4. Involvement with the Private Sector.

The IOI recognizes that its work impacts directly the private sector -- specifically fisheries, mining, shipping, tourism, coastal developments, industrial and urban development and planning and indeed one of the objectives of the IOI programmes is building new forms of cooperation between the private and public sectors. The operational centres advisory councils will intentionally include representatives of the private sector and each centre will be charged with developing its own *modus operandi* for and programmes of public-private partnerships. Special

emphasis will be placed on breaking down the apparent contradictions between development and conservation.

## **7. Coordination Arrangements.**

- 7.1. The IOI has always had working relationships with all the relevant organizations within the UN system. FAO, UNESCO/IOC, IMO, UNEP, UNIDO, UNCTAD, the Office of Marine Affairs and Law of the Sea, *inter alia* have regularly provided lecturers and teaching materials.

Cooperation with UNEP's Regional Seas Programme has been intensive in the Mediterranean and Caribbean, both with regard to training and research. Cooperation in the South Pacific, West Africa, and the Indian Ocean will be intensified through this project.

- 7.2. In the future, IOI will further coordinate efforts with relevant organizations, both governmental and nongovernmental (e.g., Third World Academy of Science, environmental groups), the regional offices of the UN specialised agencies and programmes (e.g., IOC, FAO, IMO, UNEP) and this will be further enhanced by the establishment of full-time operational centres.

## **8. Counterpart Support Capacity.**

- 8.1. The contributions from the collaborating educational and scientific organisations in India, Colombia, and Fiji will be in-kind (facilities, equipment, personnel) and in cash supplemented in some cases by similar contributions and designated grants from host governments (cf. Appendix C).

The current operating budget of the IOI is in the order of US\$ 1.5 million, much of it secured by multi-year grants, which indicates that the IOI has the financial resources to devote \$1.0 million over the next three years to this project.

## **PART C - DEVELOPMENT OBJECTIVE**

The development objective of this project is to form an essential and heretofore insufficiently available element of the development infrastructure for marine affairs.

The overall, long-term goals are to improve the management of the oceans for the benefit of all and especially of developing countries, to improve the sustainable productive

capacity of the marine environment, and to improve the management of oceans and the contribution of developing countries in ocean management.

## **PART D - IMMEDIATE OBJECTIVES, OUTPUTS, & ACTIVITIES**

The overall output of the project will be the establishment of self-sufficient permanent operational centres capable of training 500 participants a year, of stimulating and coordinating policy research in and between/among regions and operational centres, and of creating and updating training programmes.

<b>Projected Trainee Outputs</b>			
	<b>1993</b>	<b>1994</b>	<b>1995 (6 mo.)</b>
South Pacific	50	50	25
Caribbean	70	120	60
Indian Ocean	170	240	100
South Atlantic (model)	25	80	25
<b>Total</b>	<b>315</b>	<b>490</b>	<b>210</b>

{N.B. The Project Coordinator for this project will be the Executive Director of the IOI.}

{The project budget in Appendix A is keyed to the numbering system used in the following section.}

### **1. Immediate Objective 1 - Institutional Infrastructure**

To develop an institutional infrastructure capable of supporting exponentially increased training activities and attendant research and information needs, building on the progress in the past ten months where ...

- In Colombia, the Government has recognised the presence of IOI activities with an agreement enabling the IOI to be incorporated, with special and public welcoming ceremonies, and a definitive agreement of cooperation has been signed with the Universidad Jorge Tadeo Lozano (*cf.* Appendix C1)
- In India, final deliberations are underway by the Department of Education to accommodate IOI-India within the Indian Institute of Technology-Madras and where the formal cooperation agreement with that IIT awaits formal ratification (*cf.* Appendix C2)



- In Fiji, the IOI has signed an agreement for cooperation with the University of the South Pacific thereby making the IOI part of the South Pacific network of scientific and education institutions through the Marine Resources Coordinating Committee and giving the IOI direct access to the 12-nation education network of the University, and the senior permanent secretaries in the relevant ministries are deliberating the most effective way to recognize the IOI there (*cf.* Appendix C3), and
- In Senegal, the Government has moved with unusual speed to welcome the IOI officially into the country (*cf.* Appendix C4).

### **Output 1.1 - Four New Self-Sustaining Operational Centres.**

At the beginning of 1993 the operational centres in Colombia (with headquarters in Bogotá and activities in Cartagena and Santa Marta), in Suva (Fiji), and in Madras (India) will be fully operational with each having begun training programmes *per* the operational plans contained in the Annex. The operational centre in Dakar should be beginning activities by this time also.

The activities specific to each operational centre are contained in these operational plans.

The following are common to all.

1.1.1. Appointment of an operational centre director for each subsidiary centre (*i.e.*, Colombia and Fiji)

<b>Starting Date</b>	With beginning of project
<b>Responsible Party</b>	President of Board
<b>Executing Party</b>	Executive Director

1.1.2. Execution and monitoring of implementation of each centre operational plan, with modifications (*cf.* Appendix C).

<b>Starting Date</b>	With beginning of project
<b>Duration</b>	Continuous
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Centre Directors and Management Consultancy, where appropriate
<b>Consultant Time</b>	60 days

1.1.3. For each operational centre, finding, selecting, hiring appropriate staff; finding, leasing and/or buying equipment (*cf.* Appendix A, notes) and operational space and equipment;

working with host educational institute to define next steps in library developments.

<b>Starting Date</b>	With beginning of project
<b>Termination Date</b>	At end of four months
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Centre Directors

1.1.4. Implementation of IOI institutional identity program *per* the strategy already developed (cf. Appendix F), coupling with the possible PR benefits from **Pacem in Maribus XX**, specifically reinforcing personal contacts with international media and networking with and through operational centres.

<b>Starting Date</b>	With beginning of project
<b>Duration</b>	Continuous
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Communications Consultant and Management Consultancy, continued by IOI staff after initial 12 months
<b>Consultant Time</b>	100 days - Communications Consultant; 20 days - Management Consultancy

1.1.5. Development of non-UNDP financial support for operational centres emphasising especially the private sector and the employers of the participants, in collaboration with the advisory councils.

<b>Starting Date</b>	With beginning of project
<b>Duration</b>	Ongoing
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Fund-Raising Consultancy with centre directors
<b>Consultant Time</b>	150 days

## **Output 1.2 - Institutional Links with Associated Institutions**

A key element in the IOI strategy is to reinforce existing institutional capabilities through providing active networks for ocean affairs. The landmark **Pacem in Maribus XX** will be but one opportunity to bring together the institutions concerned -- the University of Malta (which will be celebrating its 400th anniversary around this conference), Dalhousie University, IIT- Madras, the Universidad Tadeo Lozano, and the University of the South Pacific.

1.2.1. A convocation of the rectors, directors of marine studies, and librarians of the Universities concerned under the ægis of the **Pacem in Maribus XX**, to discuss distance learning and library hook-ups.

<b>Starting Date</b>	With beginning of project
<b>Timing</b>	November 6, 1992
<b>Responsible Party</b>	President of Board
<b>Executing Party</b>	Coordinator of PIM

1.2.2. A survey of immediate library capabilities and plans of the cooperating institutions.

<b>Starting Date</b>	With beginning of project
<b>Completion Date</b>	At end of three months
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Centre directors and local librarians, with services of Information Consultant as required
<b>Consultant Time</b>	45 days

### **Output 1.3 - Regular and Regularized Links with IOI Alumni.**

IOI alumni constitute a valued human resource in their own countries and regions. Governments, regional and global international organizations call on them to assist in the planning and implementation of marine policy. For example, "National Focal Points" in IOMAC countries are in many cases serviced by IOI alumni, Sri Lanka has made it its policy to train its tenured NARA staff in IOI programmes. Many IOI alumni now have risen to leadership positions, as directors of fisheries and other ocean-related departments. An IOI alumni association has already been established in India but due to financial constraints this association is as yet unable to develop to its full potential.

IOI alumni are extremely useful to the IOI itself: being intimately familiar with IOI programmes on the one hand, and with the needs of the countries on the other, they have proven to be the best source for the recruitment of new trainees as well as for the continuous renewal and evolution of the programmes. They also often serve as lecturers in subsequent programmes.

The strengthening of the IOI alumni network regionally and interregionally is thus of mutual benefit to host countries and the IOI.

1.3.1. Consolidation and verification of current alumni database.

<b>Starting Date</b>	Completed
<b>Responsible Party</b>	Executive Director

1.3.2. Survey of alumni's assessment of usefulness of the IOI's programmes and perceived continuing need.

<b>Status</b>	Completion
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Academic Officer (on staff)

1.3.3. Involvement of alumni emerging as recognized leaders in the regional advisory councils.

<b>Status</b>	Underway
<b>Duration</b>	Continuous
<b>Responsible Party</b>	President of the Board
<b>Executing Party</b>	Executive Director, Centre Directors

1.3.4. Preparation and dissemination of an "alumni directory" to all alumni, with annual updates, designed to be self-funding after three years. (First edition - March 1993)

<b>Status</b>	Underway
<b>Duration</b>	Continuous
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Headquarters with Communications Consultant
<b>Consultant Time</b>	40 days

1.3.5. Development of a single, dedicated and periodic (quarterly) alumni newsletter, with Issue #1 in November 1992, to become self-funding by the end of the project through advertising and subscription revenues.

<b>Starting Date</b>	Beginning of project
<b>Duration</b>	Continuous
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Executive Director with Communications Consultant, thereafter IOI staff
<b>Consultant Time</b>	4 x 10 days

## 2. Immediate Objective 2 - Policy Research

### Output 2 - Generation of Initial Complete Inter-Institutional Interdisciplinary Research Proposals.

It is clear from the intensive work of the past ten months that there are common themes which can be developed in policy research to be undertaken under the ægis of the IOI and that the cooperating institutions in the IOI network have been enticed to become partners in this venture largely because of the opportunities of collaborative research. What is not so clear is exactly what the research projects will be and in some cases the impetus and ideas for these projects will have to be coming out of the regional organizations eventually doing the research.

The creation of an advisory council in each operational centre, composed of academic, training, public policy, government, and private sector representatives will help to ensure that the research projects are relevant to the perceived needs of the region. In addition, the director of each operational centre is *ex officio* a member of the Planning Council of the IOI, thus ensuring an organic relationship.

Furthermore, it is and will continue to be the policy of the IOI to be involved directly in research only when it is policy-oriented, about marine affairs and is interdisciplinary and is non-proprietary.

The annexes contain the operational plans for the operational centres and each contains specific ideas about research programmes relevant to that centre.

2.1.1. Survey of research possibilities among the six (including Malta and Halifax) operational centres to identify the areas for immediate collaboration, those with possibilities for collaboration, and those where collaboration will be more difficult.

<b>Starting Date</b>	1 January 1993
<b>Termination</b>	1 April 1993
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director

2.1.2. Invitations to academic heads of associated institutions

<b>Starting Date</b>	With beginning of project
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<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director

### 2.1.3. Organization of research workshop in March 1993

<b>Starting Date</b>	With beginning of project
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director

### 2.1.4. Submission of refined research proposals to UNDP and other funding bodies for funding outside this project.

<b>Date</b>	April - October 1993
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, Centre Directors, Fund-Raising Consultancy
<b>Consultant Time</b>	30 days

## 3. Immediate Objective 3 - Training Programmes

### Output 3.1. - Current and Revised Programmes

Current course programmes adapted and translated for mid-level civil servants from the geographic regions of the four centres.

IOI training programmes cover all aspects of ocean management. They include introduction to the Law of the Sea, introduction to oceanography, management of living and nonliving resources, coastal management, shipping and navigation, development and management of ports and harbours, tourism, development and management of marine science and technology, national legislation, building of national infrastructure for integrated marine policy making, regional cooperation and development, the UN system of "competent international organisations," case studies, simulation exercises, as well as round-table discussions.

IOI courses were developed during the formative years of both the IOI itself and of ocean affairs in general (cf. §4.1. ¶ 3 for brief descriptions). This may explain the pioneering aspects of the courses and the IOI tendency to "improvise" in response to changing needs. These qualities must be maintained. They make the IOI training programmes a living thing, where each course is new each time in each place and outstanding personalities are given the opportunity to pass their unique experiences on to the next generation. The exponential increase in demand for IOI courses anticipated in this project,

however, as well as the necessity of incorporating the latest teaching technologies, such as distance learning, translates into a requirement for modularised material. In the past, the IOI produced teaching materials in the form of "readers" and detailed course reports including course directors' observations on teaching methodology and case studies prepared by the participants themselves. Future teaching materials will include case studies, scenarios for distance learning, manuals and workbooks for specific course modules.

At the same time, the IOI is fully cognizant of the development of new instruction technologies which are vital if the IOI is to reach new groups of participants characterized as culturally very diverse and educationally uneven.

The IOI is proposing to overhaul quickly and efficiently its current range of three courses and then to examine new opportunities, without leaving out any of the vital information and approaches which have distinguished the IOI to date.

3.1.1. Updating the 1984 report on training programmes for Fiji and development of similar reports on training needs for the other three regions so that gaps in the training matrices can be identified.

<b>Starting Date</b>	January 1993
<b>Termination</b>	January 1994
<b>Responsible Party</b>	Education Consultancy
<b>Executing Party</b>	Centre Directors
<b>Consultant Time</b>	20 days

3.1.2. Convening of workshops on revising current programmes and on the cohesion/coherence of the existing training programme, on the efficiency and effectiveness of the training courses and on the appropriate use of educational media. Through these workshops the educational skills of the educational staff and directors of the operational centres as well as the interpretation of the IOI philosophy will be developed and further honed.

<b>Starting Date</b>	January 1993
<b>Completion</b>	July 1993
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, Centre Directors, and when appropriate Education Consultancy and Subject Matter Experts
<b>Consultant Time</b>	20 days (Education Consultant) 40 days (Subject Matter Consultant)

3.1.3. Revising the courses, completion of course materials, testing and evaluation of revised courses, modularisation (wherever possible) and further revision.

<b>Starting Date</b>	December 1992
<b>Completion</b>	October 1993
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, Centre Directors, Education Consultancy, Subject Matter Experts
<b>Consultant Time</b>	20 days (Education Consultant) 60 days (Subject Matter Experts)

3.1.4. Translation and adaptation of courses into Spanish and French concurrently with 3.1.3.

<b>Starting Date</b>	October 1993
<b>Completion</b>	April 1994
<b>Responsible Party</b>	Executive Director, Centre Directors
<b>Executing Party</b>	External Services

3.1.5. Provision of scholarships for the new operational centres on a decreasing schedule so that each centre is stimulated to develop new and alternative sources by the end of the project, according to perceived need judged partially by immediate availability of other funding sources.

<b>Starting Date</b>	January 1993
<b>Completion</b>	May 1995
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Centre Directors

### **Output 3.2. - New Training Programmes.**

A number of new programmes are now envisioned

3.2.1. Development of an advanced course for IOI alumni.

3.2.1.1. Design and development of the two-week course.

<b>Starting Date</b>	Underway
<b>Completion</b>	April 1993
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, Educational Consultancy and Subject Matter Experts as appropriate
<b>Consultant Time</b>	20 days (Education Consultant) 20 days (Subject Matter Experts)



## 3.2.1.2. Testing and evaluation and revision of the course.

<b>Starting Date</b>	April 1993
<b>Completion</b>	November 1993
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Executive Director

3.2.1.3. Offering of the course in each operational centre with at least annual frequency for at least 25 alumni *per* course.

<b>Starting Date</b>	Winter 1993-4
<b>Duration</b>	Indefinite
<b>Responsible Party</b>	Planning Council
<b>Executing Party</b>	Operational Centre Directors

## 3.2.2. Development of a course to sensitise decision makers to the interdisciplinary natures and impacts of their decisions

## 3.2.2.1. Design and development of the one-week course.

<b>Starting Date</b>	January 1993
<b>Completion</b>	April 1993
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, Centre Directors, Education Consultant, Subject Matter Experts
<b>Consultant Time</b>	15 days (Education Consultant) 10 days (Subject Matter Consultant)

## 3.2.2.2. Testing and evaluation of the course.

<b>Starting Date</b>	April 1993
<b>Completion</b>	May 1993
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Executive Director, Centre Directors

## 3.2.2.3. Offering of the course in each operational centre with at least bi-annual frequency.

<b>Starting Date</b>	Fall 1993
<b>Duration</b>	Indefinite
<b>Responsible Party</b>	Planning Council
<b>Executing Party</b>	Operational Centre Directors

## 3.2.3. Development of two other new courses based on the update of the 1984 training needs report in consultation with Planning Council and operational centres' Advisory Councils.

3.2.3.1. Design and development and modularisation of the two courses.

<b>Starting Date</b>	July 1993
<b>Completion</b>	November 1993
<b>Responsible Party</b>	Chairman, Planning Council
<b>Executing Party</b>	Executive Director, Centre Directors, Education Consultancy as required, Subject Matter Experts as required
<b>Consultant Time</b>	40 days (Education Consultant) 100 days (Subject Matter Experts)

3.2.3.2. Training the trainers for delivery of new courses

<b>Starting Date</b>	November 1993
<b>Completion</b>	December 1993
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Executive Director, Centre Directors

3.2.3.3. Testing and evaluation and review of the two courses.

<b>Starting Date</b>	November 1993
<b>Completion</b>	February 1993
<b>Responsible Party</b>	Chairman, Planning Council
<b>Executing Party</b>	Executive Director, Centre Directors

3.2.3.4. Offering of the course in each operational centre.

<b>Starting Date</b>	March 1994
<b>Duration</b>	Indefinite
<b>Responsible Party</b>	Executive Director
<b>Executing Party</b>	Operational Centre Directors

3.2.4. Development in close cooperation with the six academic institutions of the IOI network of a common Masters degree programme based on the ten-week "B" course as a foundation course, followed by a research project of at least one year, under the academic responsibility of one of the academic institutions.

3.2.4.1. Survey for verification of need and niche for masters degree programme.

<b>Starting Date</b>	February 1993
<b>Completion</b>	May 1993
<b>Responsible Party</b>	Chairman, Planning Council
<b>Executing Party</b>	Executive Director

**N.B.** After consultation with the Planning Council, the Executive Director will inform UNDP of the "go/no go" decision. In the case of a "no go," the following activities will be subject to deletion or modification.

3.2.4.2. Appointment and supervision of overall project director from one of the collaborating academic institutions

<b>Starting Date</b>	June 1993
<b>Completion</b>	September 1994
<b>Responsible Party</b>	Chairman, Planning Council
<b>Executing Party</b>	Executive Director, with Education Consultancy as appropriate
<b>Consultant Time</b>	20 days

3.2.4.3. Appointment of other members of masters degree working party for development of the programme, one from each of the collaborating institutions.

<b>Starting Date</b>	June 1993
<b>Duration</b>	15 Months
<b>Responsible Party</b>	Chairman, Planning Council
<b>Executing Party</b>	Executive Director

3.2.4.4. Development of specific masters degree programme plans.

<b>Starting Date</b>	October 1993
<b>Duration</b>	March 1994
<b>Responsible Party</b>	Chairman, Planning Council
<b>Executing Party</b>	Executive Director, Centre Directors

3.2.4.5. Development of funding for programme support.

<b>Starting Date</b>	October 1993
<b>Duration</b>	October 1994
<b>Responsible Party</b>	Executive Director with Centre Directors
<b>Executing Party</b>	Fund-Raising Consultancy, as required
<b>Consultant Time</b>	30 days

3.2.5. A special short (four- or five-day) course for government policy makers from developing countries who do not have a grounding in the basic disciplines of ocean management is envisaged.

3.2.5.1. Definition of the exact target market, by age, socio-economic background, education, etc., and survey of perceived needs as seen by the target markets

<b>Starting Date</b>	March 1993
<b>Completion</b>	September 1993

<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, with Educational Consultancy and Subject Matter Experts as required
<b>Consultant Time</b>	20 days (Education Consultant) 20 days (Subject Matter Experts)

3.2.5.2. Designing, testing, and implementing and revision of the initial course.

<b>Starting Date</b>	September 1993
<b>Completion</b>	February 1994
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director

3.2.5.3. Attraction of private financial support for programme to be offered at all six operational centres.

<b>Starting Date</b>	June 1993
<b>Completion</b>	June 1994
<b>Responsible Party</b>	Founder
<b>Executing Party</b>	Executive Director, Centre Directors, Fund-raising Consultancy, where required
<b>Consultant Time</b>	20 days

## PART E - INPUTS

### 1. GEF/UNDP Inputs

#### 1.1. Personnel

IOI has been active in all matters related to the oceans since 1972. It has extensive linkages with a large number of organisations dealing with ocean matters. It has conducted 20 **Pacem in Maribus** conferences, over 40 training programmes, and a number of policy research projects. Through this working process, a large number of international experts are available to the IOI. Furthermore, a large number of alumni (nearing 700) have been trained and many of them now occupy responsible positions. Finally, with the preparatory assistance grant from UNDP for this project, visits have been made to the most important institutions in the four regions and linkages established.

The IOI was and is in an excellent position to hire the services of the best and most appropriate experts for the effective implementation of this project.

Consultants to the IOI or any of its operational centres, of course, may not be employees of the IOI.

Consultancies for global projects and coordination among the entire centre network have been selected by the President and Founder after consultation with the Board. Consultancies for local and regional activities will be selected, wherever possible, utilising locally available expertise, in consultation between the operational centre director(s) concerned and the Executive Director of the IOI.

The following are projected figures for overall project and cover local/regional as well as international consultancies.

Annex E lists the global consultants selected by the IOI. *Curricula vitae* of local/regional consultants will be added in the course of the project development.

Complete job descriptions are provided as Annex E for the experts. [The numbers in brackets refer to the activity and to the budget line in Appendix A.]

Position	Duration (MM) (Over 30 Months)
Management Consultancy	5.1
Fund-Raising Consultancy	10.5
Education Consultancy	10.9
Subject Matter Experts	13.4
Communications Consultant	12.0
Information Consultant	2.0
Workshop Consultants	N/A
Translation Services	N/A
Total	53.9 minimum \$ 556,000 maximum

### 1.2 The travel and related costs associated with the project

Consultants	\$ 190,000
Institutional Infrastructure	85,000
Policy Research	40,000
Course Development	192,500
	\$ 507,500

### 1.3 Training in the form of scholarships for participants

Existing Courses	\$ 330,000
New Courses	505,000

\$ 835,000

- 1.4 Expendable equipment related to this project [1.1.3], for initial equipping of operational centres (cf. notes to Appendix A)

\$ 120,000

- 1.5 Miscellaneous expenditures such as:

Institutional Identity Program Costs [1.1.4]	\$ 75,000
Alumni Directory Production [1.3.4]	25,000
Alumni Newsletter Production [1.3.5]	17,500

\$ 117,500

- 1.6. Provision for the IOI overheads associated with administration of this project, calculated at 7% of the direct costs

\$ 149,520

- 1.7. GEF Project reviews over the lifetime of the project

\$ 50,000

- 1.8. Preparatory assistance grants

\$ 110,000

- 2. IOI Inputs (cash and in-kind).** The *quantifiable* inputs from the IOI into this project as outlined below are estimated to be a minimum \$1,000,000, as follows:

- 2.1. a) The personnel costs associated current and proposed staff:

Position	Duration (MM) ---- (Over 30 Months)----	Est Value
President of the Board	6	\$ 120,000
Founder	20	200,000
Chairman of the Planning Council	6	60,000
Executive Director	30	300,000
Secretarial Assistance	60	120,000
Librarian Assistance	30	60,000
		\$ 860,000

- b) Travel costs associated with this staff, which, given the global nature of this work, are estimated at \$ 250,000.

- 2.2. One-third of the normal operating costs associated with the maintenance of the Malta and Halifax offices, or approximately \$ 100,000/year or \$250,000 for the project.
- 2.3. Costs of post, telephone, and telefax from the current centres associated with this project, projected to be approximately \$2,500 per month or \$ 75,000.
- 2.4. Initial investments in the development of the body of knowledge, the development of teaching materials, and leading research, which are not quantifiable.
- 2.5. The involvement of the members of the Planning Council and the Board, most of whom are acknowledged leaders in various aspects of marine affairs, which are also not quantifiable.
- 3. Operational Centre Inputs (cash and in-kind).**  
According to the operating or work plan for each operating centre, the costs of each centre *exclusive of training programme related expenses* will be

Operational Centre	1993	1994	1995
Fiji	\$ 60,000	\$ 130,000	\$ 125,000
Colombia	74,250	75,000	75,000
Madras Administration)	36,000	76,000	70,000
Senegal (pro forma)	- 0 -	75,000	75,000
Totals	\$170,250	\$356,000	\$344,000
			<b>\$ 870,250</b>

The inclusion of research funding and ancillary activities will increase the budgets by at least 33%.

For the purposes of this project document, it is important to focus on the fact that responsibility for the costs of the operation of each centre rests with that centre: that is, in the case of the Indian Ocean, with the Indian Institute of Technology at Madras, in the case of the Caribbean with the IOI itself until incorporation as an independent organisation in 1993, and in the case of Fiji and Senegal with the IOI.

## **PART F - RISKS**

### **1. Regional Uncertainties.**

Long-term planning for training programmes in specific locations is always subject to changes in governments, civil unrest, economic turbulence, acts of war, both within nations and regionally.

The IOI is no stranger to such uncertainties and has, as a result of such "trials by fire" including in its own central operational base, been able to adapt itself increasingly with speed and certainty.

Excepting "acts of God," the structure of the IOI approach with cooperation with local institutions and with regional advisory councils of recognized officials is designed partly to minimize the chances of delays.

### **2. Programme Inefficiencies.**

Inefficiency in the implementation of the programmes should always be considered and these programmes have been purposefully designed to build in a self-regulating and -correcting mechanism, based on IOI's experience the past 20 years.

### **3. Continuation of Project.**

The question of inability of the IOI to carry on the work begun by the GEF grant has been carefully considered. The grant will be used to establish fully operational self-sufficient operational centres of the IOI at the end of three years. Any danger of discontinuity will come not from institutional weakness but from a perceived diminution of the need to develop sustainable ocean resources, which is highly unlikely. The focus on development of external financial support in order to make the operational centres financially independent from the collaborating institutions should help to ensure that their fates will not be closely tied to the financial vicissitudes afflicting many such organisations.

## **PART G - PRIOR OBLIGATIONS & PREREQUISITES**

A necessary prerequisite to the implementation of this project is the provision by the host government and the



associated institution of the facilities and support mentioned in their written agreements with the IOI.

If for any reason any of the host governments for the operational centres should pose unacceptable conditions for establishment of operational centres or should not fulfill the conditions in the written agreements with the IOI, the IOI reserves the right to pursue other locations and will do so without hesitation.

UNDP reserves the right to suspend or terminate its assistance to this project in that country if the agreed conditions are not fulfilled.

## **PART H - PROJECT REVIEWS, REPORTING & EVALUATION**

- (a) The project will be subject to tripartite review (joint review by the IOI, the cooperating institution, and the UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months of the start of full implementation. The IOI director shall prepare and submit to each tripartite review meeting a Project Performance Evaluation Report (PPER). The parties agree that all GEF partners (World Bank, UNDP, UNEP) will be invited to project reviews and evaluations. Additional PPERs may be requested, if necessary, during the project.
- (b) UNDP will organise an independent evaluation of the project during its second year of operation.
- (c) A project terminal report will be prepared for consideration at the terminal tripartite review meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least four months prior to the terminal tripartite review.

## **PART I - LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article I, para. 1, of the Basic Assistance Agreement between the United Nations Development Programme and the Governments of those participating countries which have signed such agreement. Alternatively, for those participating countries which have not signed such agreement, this project document shall be the instrument referred to as a plan of operation in Article 1, para. 2, of the agreement concerning assistance under the Special Fund Sector of the United Nations Development Programme,

between the UNDP and the Governments of those participating countries which have signed such latter agreement.

## PART J - BUDGET

		1992	1993	1994	1995	Total
1600	Mission Cost	US\$ -0	\$40,000	\$5,000	\$5,000	\$50,000
1900	Component Total	US\$ -0	40,000	5,000	\$5,000	\$50,000
2100	Subcontract	\$196,135	\$1,422,725	\$562,285	\$205,975	\$2,387,120
2900	Component Total	\$196,135	\$1,422,725	\$562,285	\$205,975	\$2,387,120
9000	Project Total	\$196,135	\$1,462,725*	\$567,285	\$210,975	\$2,437,120
9300	Support Costs (6%)	11,768	87,764	34,037	12,659	146,227
9900	Grand Total	<u>\$207,903</u>	<u>\$1,550,489</u>	<u>\$601,322</u>	<u>\$223,634</u>	<u>\$2,583,347</u>

\* Of which \$120,000 for equipment not subject to support costs.

# appendix A

INTERNATIONAL OCEAN INSTITUTE  
UNDP/GEF Master Project Budget

Summary

19-Jan-93

Reference	Description	Summary [All Centres]				
		Total	1992 (2 mos)	1993	1994	1995 (4 mos)
<b>Institutional Infrastructure</b>						
1.1.1.	Appointment Centre Directors	0	0	0	0	0
1.1.2.	Execution Monitoring	60000	0	20000	20000	20000
1.1.3.	Equipping Centres	120000	0	120000	0	0
1.1.4.	Institutional Identity Programme	75000	25000	50000	0	0
1.1.5.	Non-UNDP Financial Support	0	0	0	0	0
1.2.1.	Convening of Rectors & Directors	25000	0	25000	0	0
1.2.2.	Survey of Libraries	0	0	0	0	0
1.3.1.	Alumni Database	0	0	0	0	0
1.3.2.	Survey of Alumni Needs	0	0	0	0	0
1.3.3.	Involvement of Alumni	0	0	0	0	0
1.3.4.	Alumni Directory	25000	0	10000	10000	5000
1.3.5.	Quarterly Newsletter	17500	2500	10000	5000	0
	Consultants' Fees-Committed	25000	10500	14500	0	0
	Consultants' Expenses-Committed	25000	15000	10000	0	0
	Consultants' Fees-Uncommitted	143500	0	69000	52000	22500
	Consultants' Expenses-Uncommitted	90000	0	45000	30000	15000
<i>Subtotal</i>		606000	53000	373500	117000	62500
<b>Policy Research</b>						
2.1.1.	Survey of Possibilities	10000	0	10000	0	0
2.1.2.	Academics Meeting	20000	0	20000	0	0
2.1.3.	Research Workshop	5000	0	5000	0	0
2.1.4.	Submission of Research Proposals	5000	0	5000	0	0
	Consultants' Fees-Committed	6500	0	6500	0	0
	Consultants' Expenses-Uncommitted	1000	0	1000	0	0
	Consultants' Fees-Uncommitted	8500	0	8500	0	0
	Consultants' Expenses-Uncommitted	4000	0	4000	0	0
<i>Subtotal</i>		60000	0	60000	0	0
<b>Current, Revised, &amp; New Training Programmes</b>						
3.1.1.	Update of 1984 Report	10000	0	10000	0	0
3.1.2.	Workshops	20000	0	20000	0	0
3.1.3.	Revisions	100000	0	70000	30000	0
3.1.4.	Translations	80000	0	80000	0	0
3.1.5.	Scholarships	330000	0	100000	160000	70000
3.2.1.1.	Design of Alumni Advanced Course	55000	5000	50000	0	0
3.2.1.2.	Testing and Revisions	25000	0	25000	0	0
3.2.1.3.	Offering of Course	75000	0	25000	50000	0
3.2.2.1.	Sensitisation Course	5000	0	5000	0	0
3.2.2.2.	Sensitisation Testing	25000	0	25000	0	0
3.2.2.3.	Scholarships	80000	0	20000	40000	20000
3.2.3.1.	Two New Course Design	20000	0	20000	0	0
3.2.3.2.	Training the Trainers	40000	0	40000	0	0
3.2.3.3.	Testing New Courses	80000	0	40000	40000	0
3.2.3.4.	Scholarships	80000	0	0	40000	40000
3.2.4.1.	Masters Degree Niche	0	0	0	0	0
3.2.4.2.	Masters Degree Supervision	0	0	0	0	0
3.2.4.3.	Working Party	22500	0	22500	0	0
3.2.4.4.	Development Master Plans	0	0	0	0	0
3.2.4.5.	Development of Funding	0	0	0	0	0
3.2.5.1.	Decision Maker Survey	20000	0	20000	0	0
3.2.5.2.	Decision Maker Testing	40000	0	40000	0	0
3.2.5.3.	Private Funding	0	0	0	0	0
	Consultants' Fees-Committed	95000	17500	77500	0	0
	Consultants' Expenses-Committed	10000	5000	5000	0	0
	Consultants' Fees-Uncommitted	197500	0	164000	33500	0
	Consultants' Expenses-Uncommitted	60000	0	45000	15000	0
<i>Subtotal</i>		1470000	27500	904000	408500	130000
<b>Running Totals</b>						
	IOI Overheads (@ 7%)	2136000	80500	1337500	525500	192500
	GEF Evaluations	141120	5635	85225	36785	13475
	Preparatory Assistance Grants	50000		40000	5000	5000
		110000	110000	0	0	0
	Project Subtotals	2437120	196135	1462725	567285	210975
	GEF Service Charges (@ 6%)	146227	11768	87764	34037	12659
<b>Grand Total</b>		<b>\$2,583,347</b>	<b>\$207,903</b>	<b>\$1,550,489</b>	<b>\$601,322</b>	<b>\$223,634</b>

INTERNATIONAL OCEAN INSTITUTE  
 UNDP/GEF Master Project Budget  
**Colombia**  
 3-Dec-92

Reference	Description	Colombia-----			
		Total	1993	1994	1995
<b>Institutional Infrastructure</b>					
1.1.1.	Appointment Centre Directors	0			
1.1.2.	Execution Monitoring	15000	5000	5000	5000
1.1.3.	Equiping Centres	30000	30000		
1.1.4.	Institutional Identity Programme	0			
1.1.5.	Non-UNDP Financial Support	0			
1.2.1.	Convening of Rectors & Directors	5000	5000		
1.2.2.	Survey of Libraries	0			
1.3.1.	Alumni Database	0			
1.3.2.	Survey of Alumni Needs	0			
1.3.3.	Involvement of Alumni	0			
1.3.4.	Alumni Directory	0			
1.3.5.	Quarterly Newsletter	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted				
	Consultants' Expenses-Uncommitted				
<i>Subtotal</i>		50000	40000	5000	5000
<b>Policy Research</b>					
2.1.1.	Survey of Possibilities	0			
2.1.2.	Academics Meeting	5000	5000		
2.1.3.	Research Workshop	1000	1000		
2.1.4.	Submission of Research Proposals	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Uncommitted	0			
	Consultants' Fees-Uncommitted				
	Consultants' Expenses-Uncommitted				
<i>Subtotal</i>		6000	6000	0	0
<b>Current, Revised, &amp; New Training Programmes</b>					
3.1.1.	Update of 1984 Report	0			
3.1.2.	Workshops	0			
3.1.3.	Revisions	15000		15000	
3.1.4.	Translations	0			
3.1.5.	Scholarships	50000	20000	20000	10000
3.2.1.1.	Design of Alumni Advanced Course	0			
3.2.1.2.	Testing and Revisions	0			
3.2.1.3.	Offering of Course	25000		25000	
3.2.2.1.	Sensitisation Course	0			
3.2.2.2.	Sensitisation Testing	0			
3.2.2.3.	Scholarships	20000			20000
3.2.3.1.	Two New Course Design	10000	10000		
3.2.3.2.	Training the Trainers	0			
3.2.3.3.	Testing New Courses	0			
3.2.3.4.	Scholarships	20000			20000
3.2.4.1.	Masters Degree Niche	0			
3.2.4.2.	Masters Degree Supervision	0			
3.2.4.3.	Working Party	5000	5000		
3.2.4.4.	Development Master Plans	0			
3.2.4.5.	Development of Funding	0			
3.2.5.1.	Decision Maker Survey	0			
3.2.5.2.	Decision Maker Testing	0			
3.2.5.3.	Private Funding	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	15000	15000		
	Consultants' Expenses-Uncommitted				
<i>Subtotal</i>		160000	50000	60000	50000
<b>Running Totals</b>					
	IOI Overheads (@ 7%)				
	GEF Evaluations				
	Preparatory Assistance Grants				
	Project Subtotals				
	GEF Service Charges (@ 6%)				
<u>Grand Total</u>		<u>\$216,000</u>	<u>\$96,000</u>	<u>\$65,000</u>	<u>\$55,000</u>

INTERNATIONAL OCEAN INSTITUTE  
UNDP/GEF Master Project Budget

*Fiji*

3-Dec-92

Reference	Description	Fiji			
		Total	1993	1994	1995
<b>Institutional Infrastructure</b>					
1.1.1.	Appointment Centre Directors	0			
1.1.2.	Execution Monitoring	15000	5000	5000	5000
1.1.3.	Equipping Centres	30000	30000		
1.1.4.	Institutional Identity Programme	0			
1.1.5.	Non-UNDP Financial Support	0			
1.2.1.	Convening of Rectors & Directors	5000	5000		
1.2.2.	Survey of Libraries	0			
1.3.1.	Alumni Database	0			
1.3.2.	Survey of Alumni Needs	0			
1.3.3.	Involvement of Alumni	0			
1.3.4.	Alumni Directory	0			
1.3.5.	Quarterly Newsletter	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	0			
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		50000	40000	5000	5000
<b>Policy Research</b>					
2.1.1.	Survey of Possibilities	0			
2.1.2.	Academics Meeting	5000	5000		
2.1.3.	Research Workshop	1000	1000		
2.1.4.	Submission of Research Proposals	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Uncommitted	0			
	Consultants' Fees-Uncommitted	0			
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		6000	6000	0	0
<b>Current, Revised, &amp; New Training Programmes</b>					
3.1.1.	Update of 1984 Report	0			
3.1.2.	Workshops	0			
3.1.3.	Revisions	15000	15000		
3.1.4.	Translations	0			
3.1.5.	Scholarships	50000	20000	20000	10000
3.2.1.1.	Design of Alumni Advanced Course	0			
3.2.1.2.	Testing and Revisions	0			
3.2.1.3.	Offering of Course	25000	25000		
3.2.2.1.	Sensitisation Course	0			
3.2.2.2.	Sensitisation Testing	0			
3.2.2.3.	Scholarships	20000		20000	
3.2.3.1.	Two New Course Design	0			
3.2.3.2.	Training the Trainers	0			
3.2.3.3.	Testing New Courses	40000	20000	20000	
3.2.3.4.	Scholarships	20000		20000	
3.2.4.1.	Masters Degree Niche	0			
3.2.4.2.	Masters Degree Supervision	0			
3.2.4.3.	Working Party	5000	5000		
3.2.4.4.	Development Master Plans	0			
3.2.4.5.	Development of Funding	0			
3.2.5.1.	Decision Maker Survey	0			
3.2.5.2.	Decision Maker Testing	0			
3.2.5.3.	Private Funding	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	15000	15000		
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		190000	100000	80000	10000
<b>Running Totals</b>		<b>246000</b>			
	IOI Overheads (@ 7%)				
	GEF Evaluations				
	Preparatory Assistance Grants				
Project Subtotals					
	GEF Service Charges (@ 6%)				
<u>Grand Total</u>		<u>\$246,000</u>	<u>\$146,000</u>	<u>\$85,000</u>	<u>\$15,000</u>

INTERNATIONAL OCEAN INSTITUTE  
UNDP/GEF Master Project Budget

India

3-Dec-92

Reference	Description	India			
		Total	1993	1994	1995
<b>Institutional Infrastructure</b>					
1.1.1.	Appointment Centre Directors	0			
1.1.2.	Execution Monitoring	15000	5000	5000	5000
1.1.3.	Equipping Centres	30000	30000		
1.1.4.	Institutional Identity Programme	0			
1.1.5.	Non-UNDP Financial Support	0			
1.2.1.	Convening of Rectors & Directors	5000	5000		
1.2.2.	Survey of Libraries	0			
1.3.1.	Alumni Database	0			
1.3.2.	Survey of Alumni Needs	0			
1.3.3.	Involvement of Alumni	0			
1.3.4.	Alumni Directory	0			
1.3.5.	Quarterly Newsletter	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	0			
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		50000	40000	5000	5000
<b>Policy Research</b>					
2.1.1.	Survey of Possibilities	0			
2.1.2.	Academics Meeting	5000	5000		
2.1.3.	Research Workshop	2000	2000		
2.1.4.	Submission of Research Proposals	5000	5000		
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Uncommitted	0			
	Consultants' Fees-Uncommitted	0			
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		12000	12000	0	0
<b>Current, Revised, &amp; New Training Programmes</b>					
3.1.1.	Update of 1984 Report	2000	2000		
3.1.2.	Workshops	20000	20000		
3.1.3.	Revisions	55000	55000		
3.1.4.	Translations	0			
3.1.5.	Scholarships	180000	50000	100000	30000
3.2.1.1.	Design of Alumni Advanced Course	0			
3.2.1.2.	Testing and Revisions	25000	25000		
3.2.1.3.	Offering of Course	0			
3.2.2.1.	Sensitisation Course	5000	5000		
3.2.2.2.	Sensitisation Testing	25000	25000		
3.2.2.3.	Scholarships	40000	20000	20000	
3.2.3.1.	Two New Course Design	10000	10000		
3.2.3.2.	Training the Trainers	40000	40000		
3.2.3.3.	Testing New Courses	40000	20000	20000	
3.2.3.4.	Scholarships	40000		20000	20000
3.2.4.1.	Masters Degree Niche	0			
3.2.4.2.	Masters Degree Supervision	0			
3.2.4.3.	Working Party	5000	5000		
3.2.4.4.	Development Master Plans	0			
3.2.4.5.	Development of Funding	0			
3.2.5.1.	Decision Maker Survey	20000	20000		
3.2.5.2.	Decision Maker Testing	20000	20000		
3.2.5.3.	Private Funding	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	45000	45000		
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		572000	362000	160000	50000
<b>Running Totals</b>					
	IOI Overheads (@ 7%)				
	GEF Evaluations				
	Preparatory Assistance Grants				
	Project Subtotals				
	GEF Service Charges (@ 6%)				
<b>Grand Total</b>		<b>\$634,000</b>	<b>\$414,000</b>	<b>\$165,000</b>	<b>\$55,000</b>

INTERNATIONAL OCEAN INSTITUTE  
UNDP/GEF Master Project Budget

**Senegal**

3-Dec-92

Reference	Description	Senegal			
		Total	1993	1994	1995
<b>Institutional Infrastructure</b>					
1.1.1.	Appointment Centre Directors	0			
1.1.2.	Execution Monitoring	15000	5000	5000	5000
1.1.3.	Equiping Centres	30000	30000		
1.1.4.	Institutional Identity Programme	0			
1.1.5.	Non-UNDP Financial Support	0			
1.2.1.	Convening of Rectors & Directors	5000	5000		
1.2.2.	Survey of Libraries	0			
1.3.1.	Alumni Database	0			
1.3.2.	Survey of Alumni Needs	0			
1.3.3.	Involvement of Alumni	0			
1.3.4.	Alumni Directory	0			
1.3.5.	Quarterly Newsletter	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	0			
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		50000	40000	5000	5000
<b>Policy Research</b>					
2.1.1.	Survey of Possibilities	0			
2.1.2.	Academics Meeting	5000	5000		
2.1.3.	Research Workshop	1000	1000		
2.1.4.	Submission of Research Proposals	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Uncommitted	0			
	Consultants' Fees-Uncommitted	0			
	Consultants' Expenses-Uncommitted	0			
<i>Subtotal</i>		6000	6000	0	0
<b>Current, Revised, &amp; New Training Programmes</b>					
3.1.1.	Update of 1984 Report	0			
3.1.2.	Workshops	0			
3.1.3.	Revisions	15000		15000	
3.1.4.	Translations	0			
3.1.5.	Scholarships	50000	10000	20000	20000
3.2.1.1.	Design of Alumni Advanced Course	0			
3.2.1.2.	Testing and Revisions	0			
3.2.1.3.	Offering of Course	25000		25000	
3.2.2.1.	Sensitisation Course	0			
3.2.2.2.	Sensitisation Testing	0			
3.2.2.3.	Scholarships	0			
3.2.3.1.	Two New Course Design	0			
3.2.3.2.	Training the Trainers	0			
3.2.3.3.	Testing New Courses	0			
3.2.3.4.	Scholarships	0			
3.2.4.1.	Masters Degree Niche	0			
3.2.4.2.	Masters Degree Supervision	0			
3.2.4.3.	Working Party	5000	5000		
3.2.4.4.	Development Master Plans	0			
3.2.4.5.	Development of Funding	0			
3.2.5.1.	Decision Maker Survey	0			
3.2.5.2.	Decision Maker Testing	20000	20000		
3.2.5.3.	Private Funding	0			
	Consultants' Fees-Committed	0			
	Consultants' Expenses-Committed	0			
	Consultants' Fees-Uncommitted	15000	15000		
	Consultants' Expenses-Uncommitted	0	0		
<i>Subtotal</i>		130000	50000	60000	20000
<b>Running Totals</b>					
	IOI Overheads (@ 7%)				
	GEF Evaluations				
	Preparatory Assistance Grants				
	Project Subtotals				
	GEF Service Charges (@ 6%)				
<u>Grand Total</u>		<u>\$186,000</u>	<u>\$96,000</u>	<u>\$65,000</u>	<u>\$25,000</u>



INTERNATIONAL OCEAN INSTITUTE  
 UNDP/GEF Master Project Budget  
**Central & Unallocated**  
 21-Jan-93

Reference	Description	Central Total	1992	1993	1994	1995
<b>Institutional Infrastructure</b>						
1.1.1.	Appointment Centre Directors	0				
1.1.2.	Execution Monitoring	0				
1.1.3.	Equipping Centres	0				
1.1.4.	Institutional Identity Programme	75000	25000	50000		
1.1.5.	Non-UNDP Financial Support	0				
1.2.1.	Convening of Rectors & Directors	5000		5000		
1.2.2.	Survey of Libraries	0				
1.3.1.	Alumni Database	0				
1.3.2.	Survey of Alumni Needs	0				
1.3.3.	Involvement of Alumni	0				
1.3.4.	Alumni Directory	25000		10000	10000	5000
1.3.5.	Quarterly Newsletter	17500	2500	10000	5000	
	Consultants' Fees-Committed	25000	10500	14500	0	0
	Consultants' Expenses-Committed	25000	15000	10000	0	0
	Consultants' Fees-Uncommitted	143500	0	69000	52000	22500
	Consultants' Expenses-Uncommitted	90000	0	45000	30000	15000
<i>Subtotal</i>		406000	53000	213500	97000	42500
<b>Policy Research</b>						
2.1.1.	Survey of Possibilities	10000		10000		
2.1.2.	Academics Meeting	0				
2.1.3.	Research Workshop	0				
2.1.4.	Submission of Research Proposals	0				
	Consultants' Fees-Committed	6500	0	6500	0	0
	Consultants' Expenses-Uncommitted	1000	0	1000	0	0
	Consultants' Fees-Uncommitted	8500	0	8500	0	0
	Consultants' Expenses-Uncommitted	4000	0	4000	0	0
<i>Subtotal</i>		30000	0	30000	0	0
<b>Current, Revised, &amp; New Training Programmes</b>						
3.1.1.	Update of 1984 Report	8000		8000		
3.1.2.	Workshops	0				
3.1.3.	Revisions	0				
3.1.4.	Translations	80000		80000		
3.1.5.	Scholarships	0				
3.2.1.1.	Design of Alumni Advanced Course	55000	5000	50000		
3.2.1.2.	Testing and Revisions	0				
3.2.1.3.	Offering of Course	0				
3.2.2.1.	Sensitisation Course	0				
3.2.2.2.	Sensitisation Testing	0				
3.2.2.3.	Scholarships	0				
3.2.3.1.	Two New Course Design	0				
3.2.3.2.	Training the Trainers	0				
3.2.3.3.	Testing New Courses	0				
3.2.3.4.	Scholarships	0				
3.2.4.1.	Masters Degree Niche	0				
3.2.4.2.	Masters Degree Supervision	0				
3.2.4.3.	Working Party	2500		2500		
3.2.4.4.	Development Master Plans	0				
3.2.4.5.	Development of Funding	0				
3.2.5.1.	Decision Maker Survey	0				
3.2.5.2.	Decision Maker Testing	0				
3.2.5.3.	Private Funding	0				
	Consultants' Fees-Committed	95000	17500	77500	0	0
	Consultants' Expenses-Committed	10000	5000	5000	0	0
	Consultants' Fees-Uncommitted	107500	0	74000	33500	0
	Consultants' Expenses-Uncommitted	60000	0	45000	15000	0
<i>Subtotal</i>		418000	27500	342000	48500	0
<b>Running Totals</b>						
	IOI Overheads (@ 7%)	854000				
	GEF Evaluations	149520				
	Preparatory Assistance Grants	110000				
<b>Project Subtotals</b>						
	GEF Service Charges (@ 6%)					
<b>Grand Total</b>		<b>\$1,113,520</b>	<b>\$80,500</b>	<b>\$585,500</b>	<b>\$145,500</b>	<b>\$42,500</b>

General

The budget tables gives the details and summaries in various forms of the proposed expenditures.

- *Summary* gives the consolidated annual expenditure projections
- *Colombia, Fiji, India, and Senegal* give the expenditures projections from UNDP funds for those operational centres, respectively
- *Central* gives the expenditures funded from this grant for central costs

The column 'reference' on each table is keyed to the text of the project document.

'Description' is a brief key to the activity itself.

'Total' (shaded area) is the amount of the budget line for the period of this grant.

The next four columns give the budget according to time -- for two months of 1992 (central activities which were begun and could not be interrupted), for 12 months of each 1993 and 1994, and for four months of 1995.

1. All amounts in US dollars and no adjustment for currency fluctuations anticipated.
2. Professional fees are calculated on the basis of a maximum of \$500 a day excluding travel and related expenses. An average of 22 working days/month used.
3. Air travel calculated on the basis of full-fare economy (thus allowing for changes en route), most direct routing.
4. Other travel expenses estimated based on real costs, on reasonable hotels and meals, and local travel costs. An average of \$7,500 for each round-the-world trip used and \$2,500 per trip to NYC from Europe.
5. "Man months" not gender specific.
6. For training programmes, comprehensive costs average \$1,000 per participant week.
7. Scholarship and other course-related expenditures divided roughly on ratio of 55:15:15:15 (India:Colombia:Fiji:Senegal) based on the projection that IOI-India will host about 55% of all participants for the new operational centres. **N.B.** The amounts for Senegal are less than for the other two comparable centres (Colombia and Fiji) in anticipation of dedicated financial assistance from the Dutch Government.

Specific

**N.B. Cf.** Consultant Time Plan (following) for details of relationships of activities to consultancies to fees. Activities of the education consultants have been grouped under the current and revised training programmes but will be used also for development of new training programmes *per* the consultant time plan.

- 1.1.1. Centre Directors. No costs to this project as the direct responsibility of the centres concerned.
- 1.1.2. Monitoring Expenses. Costs associated with bringing four centre directors together once a year for joint review and planning meeting. [\$5,000 x 4]. Costs of consultants involved already calculated under consultants travel and costs of IOI HQ staff responsibility of IOI Headquarters.
- 1.1.3. Office & Library Equipment. One-time expenses for initial equipping of centre offices. For each centre, approximately depending on the need...

Basic Computer Installation	\$ 5,000
Computer, Software, Printer	
Typewriter	1,000
Telefax	1,000
Answering Machine	500
Photocopier	1,500
Telephone Installations (2 lines)	500
Office Furniture	5,000
Beginning Supplies	2,500
Library/Information Retrieval Equipment	10,000
Contingency for Variations	3,000
<b>Total</b>	<b>\$ 30,000</b>

**N.B.** Total amount for the four centres to remain within \$120,000.

This is the only budget item that is dependent on the inclusion of the Senegalese operational centre.

- 1.1.4. Institutional Identity Program. Costs associated with hiring relevant external expertise services (i.e., PR bureau specialised in the Developing World with deep contacts in First World media), and products such as printing and posting, to develop and raise profile of the IOI in selected media *per* the IOI Communications Strategy. To be effective, this should be a central activity, with strong working relationship with each operational centre.

Some costs (e.g., retention of a PR bureau and printing of IOI general introductory brochure) already incurred in November-December 1992, in conjunction with the 20th Pacem in Maribus conference.

- 1.1.5. Non-UNDP Financial Support. No direct costs as these are already included under fund-raising consultancy and related expenses and have been included in specific operational centre operating budgets.
- 1.2.1. Convening of Rectors, Directors of Marine Studies, and Librarians. Expenses related to bringing 12 (3 each from the four institutions) to one site, at the average rate of \$5,000 *per* person, accounting for the fact that half will volunteer to pay their own ways.

- 1.2.2. Library Survey. Costs assumed under 0.5.
- 1.3.1. Verification of Alumni List. Completed. No further expense.
- 1.3.2. Survey of Alumni. No charge to the project. Included here for information only.
- 1.3.3. Involvement of Alumni. No cost to the project, as included in each centre's operating budget.
- 1.3.4. Alumni Directory. Annual costs of production (desktop publishing), printing (1,000 copies) and mailing (from the four operational centres) to the 700 alumni and 150 past lecturers. Costs decrease the third year from a combination of revenues from (1) advertising in the directory and (2) subscriptions resulting in the third year with no external financing required.
- 1.3.5. Alumni Newsletter. Beginning with PIM XX in November 1992, composition, production (desktop publishing), printing (1,000 copies), and distribution (see above) of a quarterly, four-page English-language alumni-oriented newsletter, with external financing reducing reflecting advertising revenues and subscription charges.

Consultants. Costs of management consultants (Harris & Company) included only until end of contractual period (31 March 1993). Uncommitted amount relates to workplan outlined.

- 2.1.1. Survey or Possibilities. Travel costs of Founder (25%) and another member of the Planning Council (100%) to the operational sites to ascertain their research priorities.
- 2.1.2. Academics. Travel costs of the academic leaders from the four associated academic institutions to one site based on excursion price airfares.
- 2.1.3. Workshop. Direct costs only -- hotels and meals.
- 2.1.4. Submission to the UNDP and Other Funding Bodies. Costs of two transatlantic fares. Assumed to be an activity directed from India.

Consultants. Costs of fund-raising consultants (Harris & Company) included only until end of contractual period (31 March 1993). Uncommitted amount relates to workplan outlined.

- 3.1.1. 1984 Report Update. Travel costs of consultant or staff (as yet undetermined) to visit four operational sites to conduct survey. Assumed that work will be done by a combination of central staff and Indian expertise.
- 3.1.2. Workshops. On-site cost associated with conducting intensive workshop at IIT-India to review and redesign the IOI training programs.
- 3.1.3. Course Revisions with Tests. Costs associated with 70 man weeks of training programmes in 1993 and 30 in 1994, divided along the 55:15:15:15 ratio.

- 3.1.4. Translations. Costs of translating course materials into Spanish and French, *via* an external translation bureau under contract with IOI headquarters.
- 3.1.5. Scholarships. Scholarships available to new operational centres only for approximately 100 participant-weeks of courses in 1993 per centre and 160 participant-weeks of courses in 1994, and 70 in 1995, divided again roughly along the 55:15:15:15 ratio; after which, no further UNDP scholarships are requested as the centres will have (1) established regional credibility as training centres and (2) the centre advisory councils (with the fund-raising consultant) will have begun to develop alternative funding sources.
- 3.2.1.1. Advanced Alumni Development. Only limited expert travel costs not already covered under costs of education consultancy and 1984 Report update. Some costs incurred in 1992 for course design, payable in 1993; actual development of course materials yet to come. Central activity.
- 3.2.1.2. Testing. Costs of a 25-participant one-week test course at IOI-India.
- 3.2.1.3. Scholarships. Funding to participants for initial course offerings at the three other centres -- Fiji 1993 and Colombia and Senegal in 1994. Costs and revenues thereafter to be assumed by the operational centres.
- 3.2.2.1. 'Sensitisation' Development. Expenses of two experts based at IOI-India in the subject matter to develop syllabus.
- 3.2.2.2. Testing. Costs of a 25-participant one-week test course at IOI-India.
- 3.2.2.3. Scholarships. Funding to participants for initial course offerings -- India in 1993 and Colombia and India in 1994 and Fiji in 1995. Costs and revenues thereafter to be assumed by the operational centres.
- 3.2.3.1. New Course. For each of two new courses whose focus will be determined by outcomes of survey of update of 1984 report, costs with associated travel costs (\$5,000/person) to work with education consultancy to develop syllabus, with experts from Colombia and India.
- 3.2.3.2. Training the Trainers. Travel and lodging costs of two trainers from each centre, for work located at IOI-India.
- 3.2.3.3. Testing. For each of the two courses, costs of two 20-participant one-week test courses, Fiji and India.
- 3.2.3.4. Scholarships. Funding to participants for initial course offerings -- Colombia (1995), Fiji (1994), and India (one each 1994 and 1995).
- 3.2.4.1. Masters Degree Programme. Costs of survey of need and niche included under education consultancy fees and expenses.

- 3.2.4.2. Masters Degree Supervision. Costs included under education consultancy.
- 3.2.4.3. Working Party. For each member of the working party -- one for each of the five participating universities (one for each new operational centre), \$5,000 for expenses, with \$2,500 for central expenses.
- 3.2.4.4. Program Development costs included under working party and academic director and education consultancy.
- 3.2.4.5. Fund-raising costs included under costs of fund-raising consultancy and expenses.
- 3.2.5.1. Decision-Maker Course. Attendant expenses for survey of the market and potential participants (\$20,000), performed by experts from IOI-India. [N.B. Given the nature of the potential participants, the need to have the initial courses 'right' the first time is very important.]
- 3.2.5.2. Testing. Costs associated with testing the four-day course in two operational centres (India and Senegal).
- 3.2.5.3. Development of Funding. Included under fund-raising consultancy.

Consultants. Costs of education consultants (Denkprodukten b.v.) included only until end of contractual period (31 March 1993). Costs of subject matter experts prorated among the four centres (15:15:45:15). Non-subject matter experts consultancy amount not attributed.

**Overhead Charges.** As the IOI has calculated this budget based on real and direct costs only (excepting equipment), a 7% overhead charge has been factored to cover the indirect costs of project administration.

**GEF Evaluations.** Included at the request of UNDP to cover its costs of external project evaluations.

**Preparatory Assistance Grants.** Direct costs of preparatory assistance grants.

**GEF Service Charge.** Costs of UNDP/GEF project administration, *per* the stated policy of that agency.

consultant time plan

IOI/UNDP														
Consultants Time vs Budget Planning														
			1992	1993					1994					1995
Reference	Activity	Total Days	4th	1st	2nd	3rd	4th	1st	2nd	3rd	4th	1st	1st	
<b>Management Consultancy</b>														
1.1.2.	Monitoring of Implementation	60	6	6	6	6	6	6	6	6	6	6	6	0
1.1.4.	Institutional Identity Programme	20	0	2	2	2	2	2	2	2	2	2	2	2
	General Responsibilities	32	3	3	3	3	3	3	3	3	3	3	5	
Subtotal - Days/Quarter		112	9	11	11	11	11	11	11	11	11	11	13	2
Subtotal - Days/Calendar Year		112	9					44				44		15
Subtotal - Fees @ \$500/day		\$56,000	\$4,500					\$22,000				\$22,000		\$7,500
<b>Fund-Raising Consultancy</b>														
1.1.5.	Develop Non-UNDP Support	150		15	15	15	15	15	15	15	15	15	15	15
2.1.4.	Develop Research Funding	30		5	15	10								
3.2.4.5.	Masters Funding	30				10	10	10						
3.2.5.3.	Decision Makers Funding	20				5	5	5	5					
	Contingency	0	0	0	0	0	0	0	0	0	0	0	0	
Subtotal - Days/Quarter		230	0	20	30	40	30	30	20	15	15	15	15	15
Subtotal - Days/Calendar Year		230	0					120				80		30
Subtotal - Fees @ \$500/day		\$115,000	\$0					\$60,000				\$40,000		\$15,000
<b>Education Consultancy</b>														
3.1.1.	1984 Report Update	20		5	5	5	5							
3.1.2.	1984 Report Workshop	20		5	15									
3.1.3.	1984 Report Course Revision	20		5	5	5	5							
3.2.1.1.	Design Two-Week Course	20	10	10										
3.2.2.1.	Sensitisation Design	15		15										
3.2.3.1.	2 New Courses	40				15	25							
3.2.4.2.	Supervision Master Director	20				4	4	4	4	4				
3.2.5.1.	Decision Makers Survey	20			10	10								
	Contingency	65	15				30				20			
Subtotal - Days/Quarter		240	25	40	35	39	69	4	4	4	20	0	0	0
Subtotal - Days/Calendar Year		240	25				183				32			0
Subtotal-Fees @ \$500		\$120,000	\$12,500				\$91,500				\$16,000			\$0
<b>Communications Consultant</b>														
1.1.4	Institutional Identity Programme	100		25	25	25	25							
1.3.4.	Alumni Directory	40		10	10	10	10							
1.3.5.	Alumni Newsletters	40	10	10	10	10								
	Training Program Promotion	40		10	10	10	10							
Subtotal - Days/Quarter		220	10	55	55	55	45	0	0	0	0	0	0	0
Subtotal - Days/Calendar Year		220	10				210				0			0
Subtotal - Fees @ \$2,000/Month		\$24,000	\$6,000				\$18,000				\$0			\$0

consultant time plan

<b>Information Consultant</b>													
1.2.2.	Library Survey	45		45									
Subtotal - Days/Quarter		45	0	45									
Subtotal - Days/Calendar Year		45	0				45						
Subtotal - fees @ \$300/Day		\$13,500	\$0				\$13,500						
<b>Subject Matter Experts</b>													
3.1.2.	1984 Report Updates	40		40									
3.1.3.	Course Revisions	60		15	15	15							
3.2.1.1.	New Two-Week Course	20		20									
3.2.2.1.	Sensitisation Course	10	10										
3.2.3.1.	Two New Courses	100			60	40							
3.2.4.2.	Masters Course	20		5	5	5	5						
3.2.4.3.	Masters Working Party	25		5	5	5	5	5					
3.2.5.1.	Decision Makers Course	20		10	10								
Subtotal - Days/Quarter		295	10	35	75	95	65	10	5	0	0	0	0
Subtotal - Days/Calendar Year		295	10				270				15		0
Subtotal-Fees @ \$500		\$147,500	\$5,000				\$135,000				\$7,500		\$0
<b>Total Consultant Days/Quarter</b>													
		1142	54	206	206	240	220	55	40	30	46	28	17
<b>Total Consultant Days/Calendar Year</b>													
		1142	54				872				171		45
<b>Total Consultant Fees</b>													
		\$476,000	\$28,000				\$340,000				\$85,500		\$22,500



## **appendix B**



## appendix C

**N.B.** These workplans were written at various times, with varying dates assumed for beginning of work. In each case, the beginning date should be assumed to be 1 January 1993 and the time schedules adjusted accordingly.

## IOI-Colombia *Organization Workplan*

On June 17 the Minister of Foreign Affairs of the Republic of Colombia welcomed the International Ocean Institute to her country, thus paving the way for the IOI to incorporate an operational centre in the coming months. In the same ceremony in Simon Bolivar's library in the Palace of San Marco in the presence of about 200 invit es including a former President and five former Ministers of Foreign Affairs, the Founder and Chairman of the Planning Council of the IOI also signed an agreement of collaboration with the Rector of the Universidad Jorge Tadeo Lozano. On June 18, the activities moved to the Caribbean campus of that Universidad where the IOI activities were formally opened by the Rector of that campus.

According to national press coverage, in the wake of the Rio Earth Summit these events with Government encouragement of independent NGOs and in environmental organisations and in national attention to ocean resources may well represent a new era for Colombia.

This builds on the direct intervention of Ambassador Nicol as Salom Franco in the past seven months which was stimulated by the announcement that the World Bank, through the Global Environmental Facility, and administered by the United Nations Development Programme, would fund the establishment of operational centres of the IOI in Colombia, the South Pacific, Africa, and the Indian Subcontinent.

The following is a detailed workplan with budgets; given the quickly evolving situation, this workplan is subject to change without notice.

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**Outputs.** [The activities listed are those specific to IOI-Colombia, unless otherwise noted.]

1. **Training Programs.** The training programs of IOI-Colombia will be, at least initially, those developed and tested by IOI globally and tailored to the specific requirements of the operational centre. These will be, to begin, the B (economic zone management) and C (regional cooperation and development) courses, which will be tailored to the specific regional and language needs of the Caribbean area.

In the first year (1992), only two short (one-week) courses will be offered, each developed by IOI in the same year (1992). One will be an "alumni refresher course" and the other of unspecified subject matter. The development costs will be the responsibility of IOI headquarters and not of IOI-Colombia.

Beginning in the second year (1993), these will be supplemented by the ten-week B course and a new long (three week) course, and from 1994 onwards a full program of training courses will be offered.

Thus, the schedule of courses will be as follows:

<b>Frequency of Course Offerings</b>			
	1992	1993	1994+
Alumni Refresher	1	1	1
New Short Course	1	1	1
B Course	0	1	1
New Long Course	0	1	1
C Course	0	0	1
New Long Course	0	0	1
<b>Total</b>	<b>2</b>	<b>4</b>	<b>6</b>

This translates in numbers of participants as follows:

<b>Numbers of Participants</b>			
	1992	1993	1994+
Alumni Refresher	25	25	25
New Short Course	25	25	25
B Course	0	20	20
New Long Course	0	10	15
C Course	0	0	20
New Long Course	0	0	15
<b>Total</b>	<b>50</b>	<b>80</b>	<b>120</b>

As the first priority will be to develop a self-sustaining organization infrastructure, the first courses developed entirely by IOI-Colombia should not be expected before the end of 1994.

Activity 1.1. Construction of a detailed marketing plan specific to the Caribbean and Latin American regions.

<b>Starting Date:</b>	July 1992
<b>Duration:</b>	Two Months
<b>Responsible Party:</b>	Management Consultant
<b>Executing Party:</b>	Centre Director

Activity 1.2. Implementation of marketing plan.

<b>Starting Date:</b>	September 1992
<b>Duration:</b>	Continuous
<b>Responsible Party:</b>	Centre Advisory Council
<b>Executing Party:</b>	Centre Director

Activity 1.3. Securing involvement of faculty for initial courses

<b>Starting Date:</b>	June 1992
<b>Duration:</b>	Three Months
<b>Responsible Party:</b>	Chairman, Planning Council
<b>Executing Party:</b>	Centre Director

Prerequisites. In addition to those relevant activities listed in the master project document:

<b>Accurate Alumni List:</b>	Completed
<b>Final Decision about Course Configuration:</b>	July 1992
<b>Alumni Refresher Course Outline:</b>	In process; August 1992
<b>Subject Outline for Short Course:</b>	In process; September 1992

2. Research. The master planning for the IOI globally calls for a number of continuing and new research programs. The following are specific to IOI-Colombia.

While the following are integral to global research initiatives of the IOI except where noted, the following outline of projects is subject to further refination based on the deliberations of the Advisory Council in September 1992.

- 2.1. Industrial Technology Center. The studies start from an analysis of the concept of "technology transfer" which must be adjusted to the changed character of "technology" itself, which today is information-and knowledge-based and requires an infrastructure of human resources capable not only of absorbing but of further developing the technology to be "transferred." In the Caribbean, the study has been supported by the Government of Venezuela, UNEP, and UNIDO. It leans on "Project Bolivar," a project proposed by Venezuela, adapting EUREKA to the Latin American/Caribbean situation. The subsystem on Marine Technology ("Technocaribe") will relate to Project Bolivar as EUROMAR relates to EUREKA.

A pre-feasibility study has been completed by the IOI for UNIDO in 1991. A full feasibility now needs to be undertaken. This can begin with Phase II and would require six months.

- 2.2 Environmental Tax Research. Recently pioneered by the IOI, this research recosts resources regionally by identifying and attaching fiscal measures to induce environmentally acceptable behavior. For example, the IOI recently completed research (funded by the Ford Foundation) on the institution of a tourist tax in the Mediterranean Basin. Similar projects can be extrapolated such as addressing the

issues of commercial shipping, recreational yachting, and further work in the tourism sector.

The Caribbean Action Plan of UNEP is underfunded and unable to implement its programs and therefore alternative sources of funding must be developed.

Three or four countries where tourism is a major economic factor as well as a source of growing environmental problems, representative of different types of tourism and tourism infrastructure, will be selected. Then a research procedure similar to the Mediterranean study will be followed.

Much of the work will be done in cooperation with the Dalhousie University School of Public Administration, which did the study in the Mediterranean, under the supervision of the Chairman of the Planning Council.

This will begin with Phase II and require 18 months.

- 2.3. Integrated Ocean Strategy Research. Many governments today are seeking advice to formulate an "integrated ocean policy." In response, IOI-Colombia will develop case studies, including cost/benefit analyses, integrating environmental indicators, simulations, and policy options. Such case studies, focusing on sustainable development, will benefit Colombia and neighboring countries; they will also be utilized in the training programmes and may lead to formulation of new special training programmes.

In late April, the IOI-Colombia hosted a three-day seminar which began to open communications and to raise consciousness about the seas. The next step is to focus on the dynamics and quality of communications between the relevant national government departments in Colombia where the Advisory Council is especially prominent in the public sector and then work out to other countries. Through off-the-record one-day briefing/seminars and a few other countries (perhaps four -- Guyana, St. Lucia, Trinidad, Jamaica, or Martinique, for example), then a regional approach to integrated ocean strategy research can be developed in cooperation with UNEP, et al.

The facilitator of the seminars/briefings will be the Chairman of the Planning Council.

These briefings/seminars will begin with Phase II and take the following nine months; at the end of the first year, a detailed project and budget will be composed.

- 2.4. Research for Regional Implementation Strategies. As treaties between and among sovereign states are increasingly technical and an increasing number of treaties and conventions are adopted by international agencies, one result is adjusting national laws to accommodate these treaties is not in itself sufficient for compliance. Instead, regional cooperation and the comprehension of national administrations are required.

The first priority is to develop a few case studies in various countries which can provide the basic data on which to build the models.

Research to develop models how technical treaties can be implemented effectively will involve course participants and have direct input into course materials.

This project will involve an informal consortium of institutions such as the Universidad Javerina in Bogotá, the Oceanographic Institute of Colombia, the University of the West Indies (Jamaica), among others.

Case studies will be developed beginning January 1993 and the first models can be expected in January 1994.

2.5. Research into Raising Consciousness Among the Youth

This project is designed to give the tools to education authorities so that the youth can see that their own self interests coincide exactly with those of the larger environment. This project is designed to involve university students in the geographic regions in the work of the IOI as well.

This will begin in June 1992 and end two years later.

2.6. Multiple Implications of Unmanned Navigation on the High Seas.

As unmanned (commercial) maritime navigation is clearly coming, this will have profound legal, social, environmental, and technological implications. For example, even more unemployment in the maritime industry could result, the legal impacts of accidents will be explored, new areas of international jurisprudence, and the use of non-polluting and renewable sources of energy will have to be involved.

This work will be done by an interdisciplinary team involving all the technologies, the professions that will be affected (e.g., seamen's unions), the IMO and the ILO and UNCTAD, Inmarsat, headed by a member of the IOI Planning Council. Preparatory work will be done by a graduate student team from the universities in Malta, IIT-Madras, Tadeo Lozano (Colombia).

This project will run in parallel with *Project Colon +500*, a six meter, unmanned, satellite-controlled, prototype trimarin powered by solar energy sailing from Cadiz to Cartagena.

This work will begin in September 1993 and will produce a preliminary report by the end of 1994.

2.7. Spanish Edition of *Ocean Yearbook*.

A Spanish-language edition of the *Ocean Yearbook* will begin with the tenth edition (to be released in November 1992), a complete translation of the English-language work, with the addition of a section relevant to the Spanish-speaking reader. Future editions of the *Yearbook* will also be translated.

Under the academic and financial auspices of the Colombian Association for the Advance of Science, this will begin in September 1992 and will involve no direct costs to the IOI.

2.8. Heart Research on the Whales.

A project to be endorsed by the IOI (*i.e.*, without the IOI's financial or direct academic involvement), this research seeks to understand better the functioning of the whale's heart, with direct implications for the human physiology. At the same time, this will necessarily result in a better understanding of the whale's habitat and habits. Most importantly, this research is a new type of marine scientific research -- non-interfering with the subject matter and in the wild, as it involves high technology darts shot by crossbow superficially into the whales (which remain on the whales for three days), and then tracked telemetrically and by satellite.



This research is being done by the (Colombian) World Heart Satellite Tracking organization under the direction of Prof. Dr. Jorge Reynolds. It is interdisciplinary involving microelectronics, cardiology, zoology and veterinary medicine, and marine ecology. As such, the work and results will be incorporated into appropriate training programmes of the IOI first in Colombia and then in the other centres.

This research is underway and will continue until 1995.

### Organisation.

1. Form. IOI-Colombia will be formally incorporated in Colombia as an independent not-for-profit non-government organization (NGO) no later than the end of the calendar year 1992. It will be juridically independent of all other organizations including IOI-Malta and the "holding" *stichting* in the Netherlands.

Activity 1.1. Formal empowerment via letter of Amb. N. Salom to proceed with incorporations activities.

<b>Status:</b>	Completed
<b>Responsible Party:</b>	Interim Executive Director
<b>Executing Party:</b>	President of the Board, with Founder

Activity 1.2. Enlistment of preliminary advisory council.

<b>Status:</b>	Completed
<b>Responsible Party:</b>	Interim Executive Director
<b>Executing Party:</b>	Centre Director

Activity 1.3. Negotiation of preliminary agreement with the Government

<b>Status:</b>	Completed
<b>Responsible Party:</b>	President
<b>Executing Party:</b>	Centre Director

Activity 1.4. Negotiation of cooperation agreement with the Universidad Jorge Tadeo Lozano.

<b>Status:</b>	Completed
<b>Responsible Party:</b>	President
<b>Executing Party:</b>	Centre Director

Activity 1.5. Ratification of letter of intent with the Government and cooperation agreement with the Universidad.

<b>Status:</b>	Completed
<b>Responsible Party:</b>	President
<b>Executing Party:</b>	Chairman, Planning Council

Activity 1.6. Drafting of articles of incorporation for a *fundación*.

<b>Beginning Date:</b>	July 1
<b>Duration:</b>	Three Months
<b>Responsible Party:</b>	President
<b>Executing Party:</b>	Centre Director

Activity 1.7. Drafting of agreements between IOI-Colombia and *stichting* to enable IOI-Colombia use of the name, trademarks, and intellectual properties of the IOI.

<b>Starting Date:</b>	August 1992
<b>Duration:</b>	One month
<b>Responsible Party:</b>	Management Consultant
<b>Executing Party:</b>	Legal Counsel

Activity 1.8. Inaugural meeting of the Advisory Council, to review draft statutes, to approve formally motion to become founding incorporators, formal relationship with the IOI, to review research plan, and to elect initial officers.

<b>Duration:</b>	One day
<b>Timing:</b>	September 1992
<b>Responsible Party:</b>	President
<b>Executing Party:</b>	Centre Director

2. Management & Staffing. The appointment and remuneration of all staff of IOI-Colombia will be the responsibility of the IOI-headquarters until IOI-Colombia is incorporated as an NGO/fundación in Colombia.

Activity 2.1. Formal appointment of interim centre director.

<b>Date:</b>	February 1992
<b>Duration:</b>	Until incorporation
<b>Responsible Party:</b>	Management Consultant
<b>Executing Party:</b>	Interim Executive Director

Activity 2.2. Appointment of other staff, as necessary.

<b>Starting Date:</b>	As of formal approval of Phase II
<b>Duration:</b>	Indefinite
<b>Responsible Party:</b>	Interim Executive Director
<b>Executing Party:</b>	Centre Director

Activity 2.3. Reassignment of all staff to IOI-Colombia, as an independent NGO.

<b>Starting Date:</b>	As of incorporation as a Colombian <i>fundación</i>
<b>Responsible Party:</b>	Board of <i>fundación</i>
<b>Executing Party:</b>	Centre Director

3. Equipping the Office. Equipping the office at the Universidad in Bogotá, Cartagena, and Santa Marta

<b>Starting Date:</b>	As of formal approval of Phase II
<b>Duration:</b>	Indefinite
<b>Responsible Party:</b>	Centre Director
<b>Executing Party:</b>	Staff

4. Public Relations. In the Colombia milieu, the public support of leaders is a crucial to the short- and long-term viability of any institution, especially one which is non-government of foreign origin. The following are in addition to the activities already listed (e.g., enlistment of advisory council, ceremonies in the Palace of San Marco and in Cartagena). (Cf. Annex D for sample clippings to date.)

Activity 4.1. Arrangement for maximum national media coverage before, during, and after the opening ceremonies.

**Status:** Completed  
**Responsible Party:** Centre Director  
**Executing Party:** Centre Director

Activity 4.2. Announcement of formal agreement on Phase II with UNDP.

**Date:** 1 August 1992  
**Responsible Party:** Centre Director  
**Executing Party:** Centre Director

Activity 4.3. Announcement of alumni refresher course.

**Date:** 15 August 1992  
**Responsible Party:** Centre Director  
**Executing Party:** Centre Director

Activity 4.4. Announcement of endorsement of whale research project.

**Date:** 1 September 1992  
**Responsible Party:** Centre Director  
**Executing Party:** Centre Director

Activity 4.5. Press coverage of first formal Advisory Council Meeting

**Date:** 15 September 1992  
**Responsible Party:** Centre Director  
**Executing Party:** Centre Director

**Budget.** The budget will be treated in three distinct phases: "preliminary" - until the beginning of operations contingent on approval from UNDP for continuation (August 1); "Start-up" - from that point until the end of calendar 1992; and "Ongoing" - from the beginning of calendar 1993 onwards.

[N.B. All costs are denominated in US dollars as the Colombian peso is pegged to hard currencies and this is considered to be a more meaningful monetary base for budgeting.]

1. Preliminary Budget. The costs associated with launching IOI-Colombia are estimated to be US\$ 13,000:

Preliminary Budget Expenditures	
Fee-Interim Director (March, April)	US\$ 4,000
Secretarial Assistance (2 Months)	2,000
Travel	2,000
Opening Ceremonies	5,000
<b>Total</b>	<b>US\$ 13,000</b>

This exceeds the original budget of US\$ 10,000 due to costs associated with the longer preparatory period.

Costs associated with IOI-headquarters, such as travel for the management consultant, the President, the Founder, as well as the equipment are included in the master project document and are not included here.

These funds have already been transferred to the Interim Centre Director.

The operating balance now stands at US\$ - 13,000.

2. Start-up Budget. Assuming formal approval of Phase II (*i.e.*, approval by UNDP to implement the other aspects of this development program) by 1 August 1992, the expenditures for the operational centre until the end of calendar 1992 will be \$61,250, as follows:

Start-Up Budget Expenditures	
Fee-Interim Director	US\$ 18,500
Secretarial Assistance	4,000
Travel	5,000
Telephone	2,500
Post	2,500
Supplies	500
Accountant	1,250
Hotel/Meals	2,500
Contingency	12,000
Variable Costs of Courses	12,500
<b>Total</b>	<b>US\$ 61,250</b>

There will be earned income of US\$ 50,000 during this period, as there will be two one-week courses of 25 participants each, with tuition fees set at US\$1,000 *per week per* participant. These funds will be paid directly by the participants or by third party scholarships.

The operating balance for this period will thus be US\$- 11,250.

The accumulated balance will be US\$ -24,250.

3. Ongoing Budget. This budget will be approximately that outlined in the master project document, *i.e.*, US\$ 210,000.

Based on the same model, earned income will be US\$ 280,000.

The operating result for the full year 1993 will be US\$ 70,000.

The cumulative balance as of 31 December 1993 is projected to be US\$+45,750.

Activity X.1. Definition and confirmation of banking requirements and arrangements.

Starting Date:	June 15, 1992
Duration:	One Month
Responsible Party:	Management Consultant
Executing Party:	Centre Director

Activity X.2. Definition of tax and other statutory financial liabilities.

<b>Starting g Date:</b>	June 15, 1992
<b>Duration:</b>	One Month
<b>Responsible Party:</b>	Management Consultant
<b>Executing Party:</b>	Centre Director

Activity X.3. Bi-monthly review and revision of the operating budgets.

<b>Duration:</b>	Ongoing
<b>Responsible Party:</b>	Management Consultant
<b>Executing Party:</b>	Centre Director

Activity X.4. Rebudgeting of IOI-Colombia within IOI overall.

<b>Starting Date:</b>	Dependent on revised budgets
<b>Duration:</b>	Bimonthly
<b>Responsible Party:</b>	Interim Executive Director
<b>Executing Party:</b>	Interim Executive Director

*Advisory Council*

Honorary

The Former Presidents of the Republic

Misael **Pastrana** Borrero  
Alfonso **López** Michelsen  
Belisario **Betancur** Cuartas

The Minister of Foreign Affairs

Noemi **Sanín de Rubio**

The Council

Jorge Mario <b>Eastman</b> , Chairman	Former Ambassador to the US
Mario <b>Calderón</b> Rivera	Former Chairman National Mortgage Bank Chairman Association of NGOs
Enrique <b>Arias</b> Jiménez	
Haroldo <b>Calvo</b> Stevenson	
Alvaro <b>Campos</b> Castañeda	Vice Admiral of the Navy
Ramiro <b>De la Espriella</b>	Former Member of Parliament
Augusto <b>de Pombo</b> Pareja	
Alvaro <b>Escallón</b> Villa	
Clemente <b>Forero</b> Ucrós	
Juan <b>Hernández</b> Sáenz	Rector Universidad Tadeo Lozano
Carlos <b>Lemos</b> Simmonds	
Florentino <b>Noguera</b> Ramírez	
Evaristo <b>Obregón</b> Garcés	
Captain Francisco <b>Ospina</b> Navia	
Jaime <b>Posada</b>	
Jorge <b>Reynolds</b> Pombo	Medical Scientist & Inventor
Edwin <b>Ruíz</b> Alarcón	

Appendix 2

## **Operational Centre Income Model**

### *Explanatory Notes*

The table (following) illustrates the income/expenditure relationships for the central activity of the operational centre, training.

Based on the number and kinds of courses for each of the next four years, the number of participants and the number of man weeks for each year can be extrapolated.

The experience of the IOI shows that the total costs of training programs average at about \$1,000 per man week, divided between fixed costs to cover the central operations and \$250 per man week for the variable costs. Variable costs include hotel and lodging, travel, guest lecturers.

A central concept behind the development of operational centres is that each centre, once in full operation, should be providing a fund for reinvestments both for itself and for the central activities of IOI worldwide. Beginning in 1993 this is calculated at 15% of total income.

Even with these provisions, the operating budget of IOI-Colombia will have a large margin for adjustment.

IOI-COLOMBIA

Operational Centre Operating Budget

1 August-31 December 1992

	May-July	Aug	Sept	Oct	Nov	Dec	Average Monthly Jan '93+	Average Annual 1993+
Director	\$6,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$30,000
Ass't. Director							2000	24000
Secretary		1000	750	750	750	750	750	9000
Travel		1000	1000	1000	1000	1000	1500	18000
Telephone		500	500	500	500	500	750	9000
Post		500	500	500	500	500	600	7200
Supplies		100	100	100	100	100	150	1800
Accountant		250	250	250	250	250	250	3000
Hotels/Meals		500	500	500	500	500	750	9000
Promotion								
Sub-Total	\$6,000	\$6,350	\$6,100	\$6,100	\$6,100	\$6,100	\$9,250	\$111,000
Contingency	2000	2000	2000	2000	2000	2000	2000	24000
Course Indirect Costs				6250		6250		
<b>Total Costs</b>	<b>\$8,000</b>	<b>\$8,350</b>	<b>\$8,100</b>	<b>\$14,350</b>	<b>\$8,100</b>	<b>\$14,350</b>	<b>\$11,250</b>	<b>\$135,000</b>
Cumulative Costs	8000	16350	24450	38800	46900	61250		
Scholarships		\$50,000						
<b>Balance</b>	<b>(\$8,000)</b>	<b>\$33,650</b>	<b>\$25,550</b>	<b>\$11,200</b>	<b>\$3,100</b>	<b>(\$11,250)</b>	<b>N/A</b>	<b>N/A</b>



Colombia Operational Center Operating Budget  
Notes

1. No taxes such as VAT, importation, exchange, no employer taxes
2. Director is paid when and if Phase II approved
3. No expenditures committed before Phase II approved formally
4. Travel is domestic only and only for Director
5. Telephone is domestic only (telephone bills are itemized in Colombia)
6. Hotels and meals are basic, incurred in Cartagena and Sta Marta
7. 'Course variable' are all additional costs of putting on courses -- one one-week course in October (alumni refresher) and one one-week course in first-half of December (new short course); assumes few if any fly-in lecturers
8. Scholarships provided by UNDP and funds available at beginning of Phase II.



DECLARATION BY THE MINISTRY OF FOREIGN AFFAIRS OF COLOMBIA  
ON THE FOUNDING OF THE IOI IN COLOMBIA

The Minister of Foreign Affairs, Noemi Sanin de Rubio and the President of the Planning Council of the International Ocean Institute, Elizabeth Mann Borgese and the Representative for Colombia of the mentioned Institute, doctor Nicolás Salom Franco, allow themselves by the present Declaration to manifest their satisfaction for the founding of the International Ocean Institute in Colombia.

The fundamental purpose of the Institute, as proclaimed in the project of its Statutes, is to give education and training on the exploitation, use and management of marine resources with peaceful ends, and to tend to foster the protection of marine environment.

The Colombian branch of the International Ocean Institute will be called as its principal and will have its offices in Bogotá, Cartagena and Santa Marta, on the premises of the University Jorge Tadeo Lozano, an entity which will be associated with the Institute.

Once the legal personality of the Colombian branch of the International Ocean Institute is obtained, an Agreement will be subscribed for the promotion of Scientific and Technological Activities between the Ministry of Foreign Affairs and the International Ocean Institute, within the framework of Decree No. 591 of 1991.

NOEMI SANIN DE RUBIO  
Minister of Foreign  
Relations of Colombia

ELIZABETH MANN BORGESÉ  
President of the Planning  
Council of the International  
Ocean Institute

NICOLAS SALOM FRANCO  
Director  
International Ocean Institute  
of Colombia

INTERINSTITUTIONAL AGREEMENT BETWEEN THE INTERNATIONAL OCEAN INSTITUTE OF COLOMBIA, BRANCH OF THE INTERNATIONAL OCEAN INSTITUTE (HEADQUARTERS IN MALTA), AND THE FUNDACION UNIVERSIDAD DE BOGOTA "JORGE TADEO LOZANO".

Between the International Ocean Institute of Colombia, branch of the International Ocean Institute (headquarters in Malta), the previous named addressed in the city of Santa Fe de Bogotá, Distrito Capital, represented by its Director Doctor Nicolás Salom Franco, senior, lodged in Santa Fe de Bogotá and identified with the official identification card number 162076, issued in Bogotá, that from now on is called El Instituto and the Fundación Universidad de Bogotá Jorge Tadeo Lozano, entity without any lucrative intention, addressed in Santa Fe de Bogotá, with Juridical Personality known by Resolution number 2.163 dated 14 of August of 1959, issued from the Ministry of Justice, represented by its Rector Doctor Juan Hernández Saenz, senior, lodged in Santa Fe de Bogotá, identified with the official identification card number 2.906.368 issued in Bogotá, that from now on is called La Universidad, the agreement of interinstitutional cooperation has been celebrated and contained in the following clauses.

First. OF THE OBJECT: The point of reference of the present agreement is constituted by the mutual compromise to improve the comprehension of the Maritime World, the investigation of its resorts and natural phenomenon, the development of the educational strategy to share training in the peaceful use and protection of the oceans.

In the same form, the parts compromise to realize efforts for the promotion of a national conscience for the importance of the Colombian Pacific for the present and the future of the country and at last, to effect the pursuit of the implementation in Colombia of the Convention on the Law of the Sea of 1982, subscribed by the United Nations. Within the previous general object, the parts can limit their activities in the different specializations of the science and the technology and widen its field of work to other areas of knowledge, consequently, it is needed for each case the suscription of a complementary agreement that contains the operative details of the real program, signed by the legal representant of each entity, observing the formalities of their respective statutes and rules of contracts.

Second: OF THE INTERINSTITUTIONAL CONTRIBUTIONS: La Universidad promises to work together with El Instituto to fulfill with the objectives of this agreement and in particular will do the following contributions: 1) Provide without any cost for El Instituto offices for the function of its operation center, and realize labors of trainings and researches; 2) Facilitate according to its possibilities, in the installations of Bogotá, D.C., Cartagena and Santa Marta, also without any cost, schoolrooms for the development of activities of El Instituto included in the agreement; 3) Facilitate to the personal of El Instituto the access to the Documentation Centers, and Libraries, observing the normal rules of La Universidad, for the utilization of those information sources; 4) Contributing to El Instituto its teaching experience and investigative within the limits of the object of the agreement. El Instituto, by its part, by its reciprocal feeling, promise to realize the activities and the actions referred to the fulfilling of the general object of the agreement and in particular to: 1) Contribute to the donation of the Documentation Centers and Libraries of La Universidad through donation of books, magazines, newspapers, etc., as well as research materials; 2) To joint to its different projects the teaching personal of La Universidad within the specific agreements that will be subscribed in each case; 3) Distribute preferably the international scholarships or the interchange that are disposed, among the professors and the students of the University; 4) The Rector of La Universidad such as other Members of its Directive Personal will form part of the Directive Board of El Instituto.

Third. OF THE ADMINISTRATION. The Directors of the agreement will be: the Director of El Instituto and the Rector of La Universidad or their representants, who will adopt together all the necessary decisions for the entire function of the agreement and to fulfill with its objectives. For such effect, they will meet periodically and at least twice a year. The parts agree to appoint an operative Committee of technical character which will be composed so: for El Instituto, its own Director in Cartagena City and for La Universidad, the Dean of the School of Marine Biology. The Committee will be incharged to impulse and does the permanent pursuit of the activities that are aproved by the Directors of the agreement, and propose the administrative or operative rules to strengthen this agreement and facilitate its normal development.

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Fourth OF THE FINANCIATION: The activities that are completed in the development of the present agreement don't pursue any benefit. However, the concrete programs and activities that are advanced completely, must be financed in advance, and for every additional agreement, the correspondent budget must be indicated and the sources of the same financing.

Fifth. OF THE INFORMS: The operative Committee will subdue to the Directors of the Agreement, the reports that are established in the cronograms of each project, as well as the special informs that are judget convenient. Additionally, an inventory of activities will be delivered to the Directors, indicating the development of each of them and an evaluation of the Agreement.

Sixth. OF THE DURATION: The present Agreement has a duration of five (5) years counted since the date of its celebration. This period will be extended by mutual agreement of the parts whenever one of them manifest to the other desire to continue it, with a precedence not minor than three (3) months of the date of its expiration. Likewise, the parts can end the Agreement before the fixed time of its termination, advising the other part with a precedence not minor than three (3) months of the date he wants to cease it, for which a document will be elaborated which will be called Bilateral Liquidation of the Agreement. For evidence, the present document is signed in the city of Santa Fe de Bogotá, D.C. the seventeenth (17) of June, one thousand nine hundred and ninety two (1992), in two copies of the same text and value with the destination to each one of the parts.

JUAN HERNANDEZ SAENZ  
RECTOR DE LA FUNDACION  
UNIVERSIDAD DE BOGOTA  
"JORGE TADEO LOZANO"

NICOLAS SALOM FRANCO  
DIRECTOR DEL INSTITUTO  
INTERNACIONAL, COLOMBIA

RODRIGO LLOREDA  
PRESIDENTE DE LA FUNDACION  
UNIVERSIDAD DE BOGOTA  
"JORGE TADEO LOZANO"

ELIZABETH MANN BORGES  
PRESIDENTA DEL CONSEJO  
DE PLANEACION DEL I.O.I.

Santafé de Bogotá, D.C., junio 17 de 1992

**DECLARACION CON MOTIVO DE LA FUNDACION  
DE LA SEDE DEL INSTITUTO INTERNACIONAL  
DEL OCEANO EN COLOMBIA**

La Ministra de Relaciones Exteriores, Noemi Sanin de Rubio y la Presidenta del Consejo de Planeación del International Ocean Institute, Profesora Elizabeth Mann Borgese y el Representante para Colombia del mencionado Instituto, doctor Nicolás Salom Franco, se permiten por medio de la presente Declaración manifestar su complacencia por la fundación del Instituto Internacional del Océano en Colombia.

El propósito fundamental del Instituto, como lo proclama el proyecto de su estatutos, es el de dar educación y entrenamiento en la explotación, uso y manejo de los recursos marinos con fines pacíficos, así como propender por la protección del medio ambiente marino.

La filial Colombiana del Instituto Internacional del Océano se denominará como su principal y tendrá sus oficinas en Bogotá, Cartagena y Santa Marta, en las dependencias de la Universidad Jorge Tadeo Lozano, Institución Universitaria a la cual se asociará el Instituto.

Una vez se obtenga la personería jurídica de la filial colombiana del Instituto Internacional del Océano, se procederá a suscribir un Acuerdo de Fomento de Actividades Científicas y Tecnológicas entre el Ministerio de Relaciones Exteriores y el Instituto Internacional del Océano, dentro del marco de lo dispuesto por el Decreto número 591 de 1991.



*Noemi Sanin de Rubio*  
NOEMI SANIN DE RUBIO  
Ministra de Relaciones  
Exteriores

*Elizabeth Mann Borgese*  
ELIZABETH MANN BORGESE  
Presidenta del Consejo de  
de Planeación del Instituto  
Internacional del Océano

*Nicolas Salom Franco*  
NICOLAS SALOM FRANCO  
Director del Instituto Internacional del  
Océano para Colombia

suscrita por las Naciones Unidas. Dentro del anterior objeto general, las partes podrán concretar sus actividades en las distintas especialidades de la ciencia y la tecnología y ampliar su campo de trabajo a otras áreas del conocimiento, para lo cual se requerirá en cada caso la suscripción de un acuerdo complementario que contenga los detalles operativos del programa concreto, firmado por el representante legal de cada entidad, observando las formalidades de sus respectivos estatutos y reglamentos de contratación. SEGUNDA.- De los Aportes

Interinstitucionales: LA UNIVERSIDAD se compromete a trabajar mancomunadamente con el INSTITUTO para cumplir los objetivos de este Convenio y en particular hará los siguientes aportes: 1) Proveer sin costo al Instituto de oficinas para el funcionamiento de su centro de operaciones, y realizar labores de entrenamiento e investigación; 2) Facilitar de acuerdo con sus posibilidades, en las instalaciones de Bogotá, D.C., Cartagena y Santa Marta, también sin costo, aulas para el desarrollo de actividades del Instituto comprendidas en el Convenio; 3) Facilitar al personal del Instituto el acceso a los Centros de Documentación y Bibliotecas, observando el reglamento normal de la UNIVERSIDAD, para la utilización de dichas fuentes de información; 4) Aportar al Instituto su experiencia docente e investigativa dentro del marco del objeto del Convenio. EL INSTITUTO, por su parte, con sentido de reciprocidad, se compromete a realizar las actividades y gestiones conducentes al cumplimiento del Objeto General del Convenio y en particular a: 1) Contribuir a la dotación de los centros de documentación y bibliotecas de la UNIVERSIDAD mediante donación de libros, revistas, periódicos, etc., así como con material investigativo; 2) Vincular a sus distintos proyectos el personal docente de LA UNIVERSIDAD, dentro de acuerdos específicos que se suscribirán en cada caso; 3) Distribuir preferencialmente las becas internacionales o de intercambio de que dispusiere, entre los profesores y alumnos de

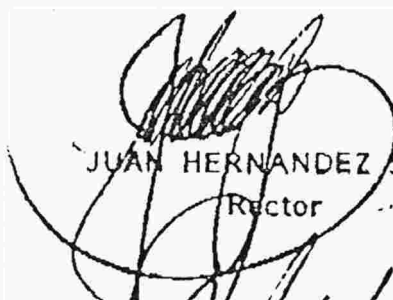


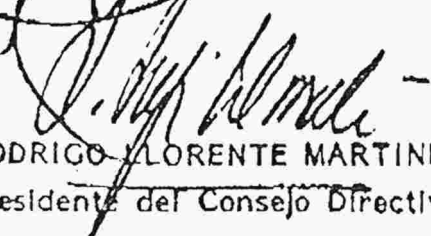
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LA UNIVERSIDAD; 4) El Rector de LA UNIVERSIDAD así como otros miembros de su personal directivo, formarán parte ex officio del Consejo Directivo del INSTITUTO. TERCERA.- De la Administración: Serán Directores del Convenio: El Director del INSTITUTO y el Rector de la UNIVERSIDAD o sus representantes, quienes adoptarán conjuntamente todas las decisiones necesarias para el cabal funcionamiento del Convenio y el cumplimiento de sus objetivos. Para tal efecto se reunirán periódicamente y, al menos dos (2) veces al año. Las partes acuerdan nombrar un comité operativo de carácter técnico que estará integrado así: Por EL INSTITUTO, el Director del mismo en la ciudad de Cartagena y por la UNIVERSIDAD, el Decano de la Facultad de Biología Marina. El Comité será el encargado de impulsar y hacer el seguimiento permanente de las actividades que aprueban los Directores del Convenio, y proponer las medidas administrativas u operativas que fortalezcan este Convenio y faciliten su normal desenvolvimiento. CUARTA.- De la Financiación: Las actividades que se cumplan en desarrollo del presente Convenio no persiguen fines de lucro. Sin embargo, los programas y actividades concretas que se adelanten en su cumplimiento, deberán estar previamente financiadas, y en cada acuerdo adicional se deberá indicar el presupuesto correspondiente y las fuentes de financiamiento del mismo. QUINTA.- De los Informes: EL COMITE OPERATIVO rendirá a los Directores del Convenio, los Informes que se establezcan en los Cronogramas de cada proyecto, así como los Informes especiales que juzgue convenientes. Adicionalmente cada año entregará a los Directores, un Inventario de actividades, indicando el desarrollo de cada una de ellas y una evaluación del Convenio. SEXTA.- De la Duración: El presente Convenio tendrá una duración de cinco (5) años contados a partir de su fecha de celebración. Este término podrá prorrogarse por mutuo acuerdo de las partes siempre y cuando una de ellas manifieste a la otra su deseo


de continuarlo, con una antelación no menor de tres (3) meses a la fecha de su vencimiento. Asimismo, las partes podrán dar por terminado el convenio antes del plazo señalado para su terminación, dando aviso a la otra parte con una antelación no menor de tres (3) meses de la fecha en que se dé por terminado el convenio, para lo cual se levantará un acta que se denominará de liquidación bilateral del convenio. Para constancia se firma el presente documento en la ciudad de Santafé de Bogotá, D.C., a los diecisiete (17) días del mes de junio de mil novecientos noventa y dos (1992), en dos ejemplares de igual texto y valor con destino a cada una de las partes.


POR LA UNIVERSIDAD

  
JUAN HERNANDEZ SAENZ  
Rector

  
RODRIGO LORENTE MARTINEZ  
Presidente del Consejo Directivo

POR EL INSTITUTO

  
NICOLAS SALOM FRANCO  
Director del I.D.I. Colombia

  
ELIZABETH MANN BORGESE  
Presidente del Consejo de  
Planeación del International  
Ocean Institute



ii) Advisory Committee:

Chairman: Chairman, Board of Governors,  
IIT Madras. Ex-officio

Members: Director IIT Madras  
3 representatives of IOI.  
1 nominee of Secretary DoD  
Vice Chancellor Anna University  
3 representatives of linked NGOs/  
institutions

Convenor: Coordinator IOI-IIT Madras Unit

3. Operational Plan.

The operational plan would consist of the following elements:-

- a) Training.
- b) Policy research.
- c) Net working with IOI alumni.
- d) Involving the private sector and NGOs.
- e) Having technical co-operation among developing countries  
(T.C.D.C.)

## 4. Training.

Training would be the main thrust of the Operational Centre underpinned by the research carried out in the Centre. The brief courses that would be organised would be as follows:

I) A 9-week course in which there would be a total of 20 participants, with 15 being from outside India. This would be held in Madras.

II) A 10-week course held in India but outside Madras and in which there would be 26 participants, with 20 being from outside India.

III) A 10-week course held outside India and in which there would be 20 participants and about 5 participants from within the host country.

IV) Alumni refresher course of one week duration in India.

V) From 1994 onwards there would be one 18-week or two 5-week courses pertaining to specialized subjects like planning, engineering design,

etc. with 15 participants from all over the Indian Ocean region - to be held in India.

VI) Sensitising seminar which would be used to raise the consciousness about ocean development specially among the top policy makers in Government and the private sector.

The table below summarises the programmes:-

	1992	1993	1994	Particip. per course	Particip. Total	Particip. Weeks (Total)
1. 5 week course	1	1	1	20	60	300
2. Alumni refresher (4-5 days)	1	1	1	25	75	75
3. 10 week course outside Madras but in India	-	1	1	25	50	500
4. 10 week course outside India	1	1	1	20	60	600
5. Sensitising Seminar (1-2 days)	1	5	5	25	275	92
6. New 10 week course or two 5 week courses	-	-	1	15	15	150

#### 5. Costs.

The costs of the courses held in Madras would be \$92,500 for the 5-week course and \$1,65,000 for the 10-week course held in Madras/India.

The contribution of the Government of India/IIT would be \$30,000 and \$70,000 respectively. This is summarised in the table below:-

	5-week course		10-week course	
	Participants	Costs	Participants	Costs
1. Travel costs (\$2,500 each)	15 (foreign)	37.50	20 (foreign)	50.00
2. Director		10.00		20.00
3. Asst. Director		5.00		10.00
4. Food, lodging etc. (\$250 per week)	20	25.00	25	62.50
5. Reading materials		5.00		8.00
6. Communications, fax, telephone		10.00		15.00
Total	20	92.50	25	165.50
Contribution Government of India IIT (4 & 5)		30.00		70.00

The cost of the 10-week course held outside India would vary on the country where it is held and may roughly be taken to be at \$ 1,80,000.

The alumni refresher course would cost \$20,000 and the sensitising seminar would cost \$ 5,000 per seminar.

5. Policy Research.

a) Industrial Technology Centres Research.

Write up of this is available in the Project Document earlier submitted to UNDP. The costs would be \$1,00,000.

b) Integrated Ocean Strategy Research.

Write up of this also available in the UNDP project Document. A case study of India would be developed. The maximum cost including conference per diem, travel, etc. would be about \$2,00,000.

c) Study for upgrading the science and technology infrastructure of Indian Ocean States.

The costs of this including consultant, conferences, travel, etc., would be \$2,00,000.

d) Curriculum development including text books.

Research would be done on developing course materials including text books, on subject like:-

- Ocean management
- Biodiversity
- Multi-species fishery management
- Ocean economics
- Environmental economics
- Wave energy (OTCC)
- Risk analysis and project formulation
- High tech in the ocean
- Seamless transport systems for developing countries, etc.

e) Course Materials Development

This research would have a public than when used in the Madras Centre only.

6. Administrative Costs

The administration would consist of a Director, his Assistant, and a Secretary. There would be associated offices expenses. All this would be the contribution of the the Government of India/IIT.

The imputed costs are as under:-

	(costs in \$000)		
	1992	1993	1994
Personnel			
Director	12	25	25
Assistant	5	10	10
Secretary	-	6	6
Office			
Rent	6	11	12
Electricity	2	4	5
Stationery	4	8	8
Equipment	5	10	2
Others	2	2	2

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## 7. Other Costs.

Other Costs will include library acquisition, storage/retrieval equipment, etc. This could be estimated at \$ 10,000 per year for 1993, 1994, and 1995.

## 8. Conclusion.

Summing up, the budget is:

	(in \$000)		
	1993	1994	1995
Training			
5 week course	92.5	92.5	92.5
10 week course (B)	-	165.5	165.5
10 week course (C)	180.0	180.0	180.0
Advanced Alumni	40.0	40.0	40.0
Sensitising Seminar	5.0	25.0	25.0
New 10 week course	-	-	100.0
	317.5	503.0	603.0
Research			
Industr. Techn. Centres	10.0	40.0	50.0
Integrated Ocean Policy	20.0	80.0	100.0
Upgrading Science & Techn	20.0	80.0	100.0
Curriculum Development	-	80.0	120.0
Administration	36.0	66.0	66.0
	86.0	346.0	440.0
Total Costs	457.5	849.0	1043.0
			<u>2349.5</u>



## Revenues

Government of India/IIT	71.0	171.0	205.0
Other Government (C Course)	30.0	30.0	30.0
<i>IOI in-kind</i>	<i>80.0</i>	<i>70.0</i>	<i>50.0</i>
<i>UNDP</i>	<i>80.0</i>	<i>200.0</i>	<i>100.0</i>
<i>Scholarships*</i>	<i>70.0</i>	<i>100.0</i>	<i>160.0</i>
<i>Non-UNDP Funding (CIDA, Comsec Panikare Foundation, etc.)</i>	<i>100.0</i>	<i>450.0</i>	<i>238.0</i>
<i>Total Revenues</i>	<i>431.0</i>	<i>1021.0</i>	<i>784.0</i> <u>2236.0</u>
Balance	-26.5	172.0	-260.0 <u>-113.5</u>

\* *Based on the calculation of IIT/IOI-India to train 55% of all new trainees. Half of these scholarships should go to East African countries.*

*N.B. The revenue figures do not include grants for research.*

Sudha Krishnan  
DS(FB)

D.O. No.

Tele: 3016076

Dear

This is with reference to the proposal of the International Ocean Institute to set up an Operational Centre in IIT Madras under CEM of the World Bank, while the matter is under the examination of the Govt. of India, IIT Madras has welcomed the proposal and their comments are as follows:-

- a. Their Ocean Engineering Centre and Humanities and social Science Deptt. have the facility & expertise to conduct these programmes very effectively.
- b. They expect that these programmes will bring goodwill and recognition in the countries of our region to their capabilities. This in turn is likely to lead to further cooperation on a commercial scale.
- c. IIT Madras will support this operational centre in kind, by way of infrastructure at normal cost. However, they will not provide any funds in cash.

The Ministry of Human Resources Development also welcomes the proposal.

I would request to kindly intimate the position to the UNDP headquarters.

With regards,

Yours sincerely,

(Sudha Krishnan)

Mr. Amitabh Bhattacharya,  
Chief, Programme Section III  
United Nations Development Programme  
Lodhi Estate, PE No. 3059  
New Delhi.

CC: Dr. K. Sehgal, International Ocean Instt.,  
# 130, Panchsheel Park, New Delhi-17

- I would request you to send us four copies of the detailed project proposal as also what the institute does, what are its objectives, as also the rationale behind its selection and the precise role it would be expected to play as regards the project under reference.

Sudha Krishnan

AGREEMENT BETWEEN THE GOVERNMENT OF INDIA  
AND  
THE INTERNATIONAL OCEAN INSTITUTE

Whereas the International Ocean Institute is desirous of opening an operating centre for the Indian Ocean Region in India and conscious of the fact that India is one of the leaders in Ocean technology and bearing in mind that:

- o The oceans constitute three-quarters of the Earth's surface, and;
- o The oceans still represent the single largest unrealized natural resource on the Planet, and;
- o The technologies exist and are being further developed to exploit these resources for the benefit of mankind and the planet as a whole, and;
- o The irresponsible and unbalanced development/exploitation of these resources would certainly accelerate the rate of demise of the planet and mankind's ability to survive, and;
- o An essential ingredient in the responsible and balanced development is research and education of all sectors of society, and;
- o The International Ocean Institute was created in 1972 in Malta to provide a forum for training and education and research of all sectors of society on the basis that the oceans constitute the "Common Heritage of Mankind".

Conscious of the lead role that the Indian Institute of Technology Madras plays in education, research and training in the ocean sector;

It is hereby agreed between the Government of India and the International Ocean Institute which is an independent international non-governmental organization incorporated in the Netherlands as follows:

1. The Agreement is for the initial period of three years and is renewable.
2. The International Ocean Institute, India, is established at the Indian Institute of Technology, Madras to focus on such research and education relevant to the Indian Ocean region and to be a part of the global network of operational centres of the International Ocean Institute.

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3. The government recognises the operational centre as a central training institute for the Indian Ocean regions public/civil servants concerned with marine affairs and which the government may consult concerning national, regional, and global marine issues.
4. The operational centre will have its own governance system including appointment of its own advisory council and the IOI will welcome the presence of a government representative on this council. The system of governance will be in line with IIT Madras system.
5. All income of the operational centre will be free from taxes, including and not limited to gift tax, value added tax, and capital taxes.
6. The finances of the operational centre will be audited annually and the audited financial statements will be made available to the Ministry of Finance in the 12 months after the close of the financial (calendar) year.
7. Every year the operational centre will draw up a budget indicating income and expenditures both in rupees and in foreign exchange. On approval by governments the requisite foreign exchange would be released as per budget.
8. The IOI operational centre has freedom to hire the services of individuals (nationals and foreigners) as it sees fit, and to terminate such services as it sees fit.

AGREEMENT BETWEEN THE I.I.T. MADRAS  
AND THE INTERNATIONAL OCEAN INSTITUTE

Whereas the International Ocean Institute is desirous of opening an operating centre for the Indian Ocean Region in India and conscious of the fact that India is one of the leaders in ocean technology and bearing in mind that

- \* The oceans constitute three-quarters of the Earth's surface and
- \* The oceans still represent the single largest unrealized natural resource on the Planet and
- \* The technologies exist and are being further developed to exploit these resources for the benefit of mankind and the planet as a whole, and
- \* The irresponsible and unbalanced development/ exploitation of these resources would certainly accelerate the rate of demise of the planet and mankind's ability to survive, and
- \* An essential ingredient in the responsible and balanced development is research and education of all sectors of society, and
- \* The International Ocean Institute was created in 1972 in Malta to provide a forum for training and education and research of all sectors of society on the basis that the oceans constitute the "Common Heritage of Mankind"

Conscious of the lead role that the Indian Institute of Technology Madras plays in education, research and training in the ocean sector

It is hereby agreed between the I.I.T. Madras and the International Ocean Institute which is an Independent International non-governmental organisation incorporated in the Netherlands as follows:

1. The agreement is for an initial period of three years and is renewable.

: 2 :

2. The Collaboration will be known as "The International Ocean Institute Operational Centre as at I.I.T.Madras India."
3. Governance system: The Governance system of International Ocean Institute Operational Centre will be as under:

I) Management Committee:

Director, I.I.T. Madras ... Chairman  
 Convenor of IOI-IIT Madras Cell ... Convenor  
 3 Nominees of IOI ... Members  
 Chairman, Continuing Education  
 Heads of Departments of Ocean Engineering Centre and Humanities... Within IIT Madras (Ex-officio)  
 Nominee of Vice-Chancellor, Anna University  
 Representative from Fishery Education  
 Representative from Madras Port

The Management Committee is responsible for running the Unit.

The Convenor of IOI-IIT Madras Cell will be appointed by the Director, IIT Madras, in consultation with IOI.

II) Advisory Committee:

This is a body with a view to guide the Management Committee.

Chairman : Chairman, Board of Governors, IIT Madras ... Ex-officio  
 Member: Director, I.I.T. Madras -do-  
 Members: 3 Representatives of IOI  
 member. Nominee of the Secretary, Dept of Ocean Development, Govt, of India  
 Member: Vice-Chancellor, Anna University  
 Members: 2 Representatives from non-Governmental

Organisations (e.g.) (a) Dr. A. Swaminathan Foundation (b) Madras Institute of Developmental Studies

2 from Private Industry to be decided by the Chairman, in consultation with IOI.

Convenor: Coordinator of IOI-IIT Madras Unit

4. The Institute will provide infrastructure for the IOI Operational Centre, suitable for its International work and training and research functions.
5. The Institute will provide adequate teaching space (normally the availability of one seminar room for 20 participants, computer and other laboratory facilities).
6. The Institute will make available its library facilities to the operational centre and the IOI will contribute periodicals, books and research materials.
7. The IOI will endeavour to make use of and compensate the faculty of the Institute, as may be agreed between the IOI and the Institute.
8. The IOI and the Institute will endeavour to undertake joint research projects whenever possible.
9. The Institute will assist the operational centre in logistics, such as housing for participants.
10. The Institute will make available the services of a Convenor to direct the Operational Centre as its contribution.

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### **Determinants & Parameters**

1. With the Exclusive Economic Zone (EEZ), the nation states of the South Pacific together comprise about 10% of the surface of the world and cover some of the richest mineral and petrochemical deposits and some of the wealthiest fishing grounds.
2. Each nation state is sufficiently small in land mass and population that it must cooperate regionally and this most states are doing as evidenced in a number of initiatives such as the South Pacific Commission, the South Pacific Forum (energy and shipping), FFA/Forum Fisheries Agency (legal aspects of fisheries), SPREP (environmental initiatives), SOPAC (mineral resources) and the University of the South Pacific/USP (education and training and related research). (Annex D contains a more complete list, along with many of the French and francophone organisations.)
3. The work of the International Ocean Institute cuts across a number of the disciplines of the regional organizations -- fisheries, economic and social development, energy, shipping -- and the education and training aspects are most closely allied to that of the USP.
4. The added values that IOI can bring are its global orientation of its approach and work, the global network, and the policy orientation of its research and training, all of which can enhance the activities of the regional organisations.
5. Because of the financial exigencies afflicting the member countries of the USP and because of the financial exigencies affecting many of the traditional extra-regional funding agencies, the USP has apparently no latitude whatsoever to assume new responsibilities which may have financial implications; these restrictions concern even those "in-kind" (i.e., non-cash).
6. The USP has "resident" status in each of its member countries; that is, all income and all salaries are subject to national taxes.



7. Foreign non-government organizations (NGOs) can be accorded special status quite easily in Fiji, thus putting them outside of the national taxation system.
8. The USP has developed a number of courses which have been modelled on the basic courses of the IOI and these have been integrated into the curriculum of USP. These are available to full-time undergraduate students at USP and to part-time students via the network of ten extension centres scattered throughout the South Pacific.
9. The USP also has a growing program of short-term programs for part-time participants through the Institute for Social and Applied Science/ISAS; the venues for these courses are on the Fiji campus and elsewhere.
10. The private sector is developing significantly in most places in the South Pacific; it is still largely untapped for development cooperation purposes. To tap into it at this early stage would give the IOI a comparative advantage.
11. The recent decision by the Government of France to suspend nuclear testing should mean that the French territories will be more quickly and easily integrated into regional organizations than had been envisaged. Some of the French scientific organizations have reputations for being advanced beyond anything else available in the region. Some of the recent USP appointments, free from their predecessors' prejudices about the French, have made successful approaches to French officials for financial assistance.

## Conclusions

1. The IOI has much to contribute to the region: it can reinforce the existing programs at USP through ...
  - providing USP a "window on the world,"
  - providing USP a regular stream of guest lecturers,
  - providing USP opportunities for collaboration in research,
  - providing extra-regional opportunities to USP faculty
2. The USP programs can provide much to the IOI through, for example ...
  - a testing ground for new IOI programs for distance learning
  - models for regional cooperation
  - raw data for research
  - lecturers for IOI programs in other operational centres
3. Given the existence of the standard IOI programs already at USP, the IOI can use the opportunity to develop the next generation of courses such as ...
  - Leadership policy seminars for regional government ministers
  - Refresher courses for alumni of the IOI programs
4. Given the specific nature of the South Pacific, a number of research initiatives can be undertaken, subject to review and revision with existing players in the region, and these could include ...
  - Regional cooperation and development
  - Customary tenure and traditional ownership of marine resources
  - Technology transfer
  - Institutional infrastructure for oceanographic research
  - The role of women in fisheries

Significantly, each of these areas is already receiving some attention at USP; the presence of the IOI will mean that these efforts will be intensified and in some cases new foci acquired.

5. The IOI operational centre for the South Pacific will be a branch operation of the International Ocean Institute through its headquarters. It will not have a separate corporate identity.

The operational centre will have clearly defined initial objectives, categorized as "coordination, marketing, and servicing " and will focus on...

1. Development of the strongest possible alumni and regional leader network as quickly as possible
2. Institution of short (one-week) courses to attract alumni, political, and business leaders
3. Execution of joint research projects with USP faculty
4. Work with USP on deepening IOI's expertise in distance learning

In the longer term, the operational centre may develop as a self-sufficient base.

The IOI-South Pacific will be recognized as an international/foreign NGO by the Government of Fiji.

The IOI-South Pacific should be located within the University complex in Suva, while maintaining organizational and financial independence.

The primary relationship should be with the Marine Studies Program of the USP, with the IOI-South Pacific free to develop working relationships with other regional organizations as the IOI sees fit.

IOI-South Pacific will contract services from University departments and other parties at cost.

IOI-South Pacific will be a member of the MSCC (Marine Studies Coordinating Committee) whose members include the other regional organizations and funding bodies and whose chairman is the Professor of Marine Studies.

IOI-South Pacific will have its own advisory board, appointed by the President of the IOI Board in consultation with interested parties. This will include South Pacific public officials and private sector representatives.

The Director of IOI-South Pacific will be appointed by and responsible to the Executive Director of the IOI. There will be an interim part-time director until the pattern of activities has been set.

The on-the-ground operational costs of the IOI-South Pacific will be generated in the region and will not be directly dependent on IOI headquarters.

### **Critical Factors**

1. Working agreement with USP based on the agreement in principle already reached.
2. Working agreement with the Government of Fiji based on the oral agreement in principle already reached.

3. Securing of research funding for research projects and curriculum development, with the cooperation of the other operational centres of the IOI.
4. Securing of scholarship funding for participants to the IOI programs.
5. Rapid establishment of the IOI alumni body, with perceptible value added for the alumni.
6. Funding of the external organization costs by UNDP, as previously agreed.

### **Financial Model**

The financial model rests on a highly flexible, externally-oriented operation (vs. one which has large overheads and fixed costs with an academic and research orientation).

The operations will be concerned with bringing people to the activities of the centre through training courses, with oversight of joint research projects (mainly with USP), and with oversight of course development work done by third parties (most likely USP).

It is assumed that for the initial 6 months (August '92-January '93), the IOI management consultant will be director *pro-tem* of the centre and will be *in situ* approximately 7-10 days a month. This will allow sufficient time for identification and screening of candidates for the directorship (45 days), hiring and bringing into post the permanent director (2 months), followed by on-the-job training and acclimatization of the director (2-3 months).

[This also suggests that the IOI may be developing a new management model, with centre directors in post in one centre for perhaps two years, then being transferred to another centre, to avoid "burn-out" and "going stale." It may also be that the concept of one director for two centres is feasible.]

This financial model assumes that:

- Scholarships will be available for the course participants at the levels projected
- Research funding will be flowing through the IOI system to this centre
- Course development funding will also be flowing through the IOI system and be directed especially at the South Pacific centre.

The initial capital investments (e.g., computers) will be covered by the UNDP grant.

This model appears to meet the UNDP criteria that neither UNDP funds nor IOI headquarter funds are used to support on-the-ground operating costs of operational centres.

The long-term financial viability of this model rests on the IOI being able to establish that...

- IOI training courses have such value added that they are worth the additional price to the participants and their employers so that they are either willing to pay the costs of inscription where possible and, where not, are able to convince third parties to provide scholarships (often coordinated by the IOI staff)
- IOI coordinated research always produces relevant results on time
- IOI course structures are worthy of emulation

If this model is realized, the IOI can expect that USP will ask to incorporate it into its activities as an integral unit. In this case, the IOI should be prepared with an organizational model that will ensure the continued quality and relevance of the programs while compensating for the risks that the IOI assumed.

Annex C gives some preliminary projections based on these assumptions.

## Plan of Work

### *Training*

As the USP programmes are themselves based on IOI models and, in this way, more advanced than in any of the other emerging IOI geographic regions (i.e., the Caribbean, the Indian Ocean, and the South Atlantic), it would not be useful to re-introduce the IOI programmes. It is more purposeful to cooperate fully with USP to update existing programmes, emphasizing the distance-learning programmes which are accessible to all 12 member States.

### Proposals

- (a) *Programme development.* Updating of syllabi and reading materials for three programmes. Preparation of new models based on region-specific research as outlined below. Preparation of audio-visuals for distance-learning programmes.

**Duration:** Ongoing  
**Beginning Date:** Underway with intensification beginning July 1992

- (b) *Programme delivery.* Participation of IOI international teaching staff in delivery of especially high-level, policy-oriented programmes. (Cf. **Leadership Seminars**, below.)

**Duration:** Ongoing  
**Beginning Date:** July 1993

### *Policy Research.*

Through the Marine Studies Coordinating Committee which includes the relevant regional organisations and funding bodies, the IOI will emphasise those areas where its distinct global reach and policy orientation can add demonstrable value to projects underway and planned. The first priority is to construct a realistic research programme given existing initiatives and regional sensitivities, in consultation with the MSCC.

**Duration:** Three Months  
**Beginning Date:** August 1992  
**Completion:** MSCC Meeting, November 1992

The following are illustrative of some of the apparent priorities of the region.

- (a) *Regional cooperation and development.* On a sectorial basis (e.g., fisheries, mineral exploration, environment, surveillance), regional

cooperation is most advanced in this area of the world. However, integrated marine policy is still lacking. Attempts at the intersecretarial level are now being made. There is currently no forum for integration at the policy-making, participatory level.

Proposal Region-specific studies in the context of IOI's research for PIM XIX.

**Duration:** 1 year  
**Beginning Date:** January 1993

- (b) *Customary tenure and traditional ownership of marine resources.* Traditional management and conservation systems, based on customary tenure and traditional ownership of living resources are on the verge of disappearance due to the industrialization of fishing, pollution, and changing social values. This subject has recently attracted much long-overdue attention and doctoral theses are emerging.

Proposal An analysis of these studies and an attempt to integrate these systems in the contemporary situation thus including fishing communities in the decision-making process in collaboration with the South Pacific Commission Fisheries Programme and the Forum Fisheries Agency.

**Duration:** 2 years  
**Beginning Date:** July 1993

- (c) *Technology transfer.* Very little work on technology development and transfer has been done in the region. High technology is used for mineral exploration but it is external to the region. Transfer of fisheries technology (post harvest, food processing) has been promoted by SPC; work on solar energy and on remote sensing is also done under the aegis of SPC as well as USP, ORSTOM and IFREMER.

Proposal The possibility of adapting IOI's models for joint technology development in the Mediterranean, Caribbean, and (starting this year) Indian Ocean, will be explored, in cooperation with the above mentioned organizations.

**Duration:** 1 year  
**Beginning Date:** July 1993

- (d) *Building of institutional infrastructure for oceanographic research.* Due to economies of scale, it is impossible in most cases to establish the infrastructure for oceanographic research at the national level.

Proposal Ways will be explored for the implementation of Articles 276 and 277 of the United Nations Convention on the Law of the Sea.

**Duration:** 2 years with pre-study  
**Beginning Date:** January 1994

- (e) *The role of women in fisheries.* Studies on this subject are already underway at the USP.

Proposal IOI intends to participate with special emphasis on inter-regional comparisons with the Indian Ocean, African Atlantic area, and the Caribbean.

**Duration:** Ongoing  
**Beginning Date:** Underway

- (f) *Networking among all IOI operational centres.* Inter-regional cooperation will be encouraged for mutual experience, especially with the Indian Ocean and Caribbean operational centres through computer networking and other methods. Experiments like the Indian Saga-Kanya exploration and training mission in the Caribbean will be stimulated.

**Duration:** Ongoing  
**Beginning Date:** July 1993

### **Alumni Networking.**

The IOI alumni in the region represent a resource for the IOI in terms of potential course participants, researchers, and spokesmen for the IOI in new and expanded audiences. In the South Pacific as in the other areas of the world, they must be "organized" so that they know who they are and so they are kept current about the IOI as well as the challenges facing the marine environment.

- (a) *Refresher courses.* Periodic (perhaps annual) refresher workshops for alumni to update their knowledge bases while allowing them the opportunity to renew their networks will be organized in association with the IOI alumni office.

**Duration:** Ongoing  
**Beginning Date:** July 1992

This is contingent on the development of the alumni office in Malta, including an up-to-date alumni database.

- (b) *Practica.* Temporary placement of alumni in work positions in other countries (*practicum*), through the assistance of the USP in conjunction with other IOI operational centres as appropriate, funded externally.

**Duration:** Ongoing  
**Beginning Date:** July 1993

The success of this will be dependent on the involvement of the Operational Centre advisory council, on the existence of an accurate global IOI alumni database, and on the success in private sector fund raising.

### **Leadership Seminars.**

Annual policy-study seminars for decision makers in the region (ministers and senior civil servants), with the involvement of leaders from the private sector, organized by ISAS at the USP, using the global experts available through the IOI global network, funded externally.

**Duration:** Ongoing  
**Beginning Date:** January 1993

This will be a natural outgrowth from the alumni activities and the Operational Centre advisory council, supported by a special grant.

**Organization.**

Physically, the IOI Operational Centre for the South Pacific will be located at the main campus of the University of the South Pacific in Suva, Fiji.

Legally, it will be a branch operation of the IOI, either directly from its legal home in the Netherlands or via its headquarters in Malta. The IOI will operate in Fiji under a special agreement with the Government of Fiji.

To facilitate the relevance of the IOI-South Pacific in the region, an advisory board of regional leaders from the private and public sectors will be appointed by the President of the IOI.

The intention is to allow the absorption of the Operational Centre into USP if and when that is deemed desirable by both parties, taking into account the investments and other risks borne by the IOI as well as the continuing long-term benefits to the USP.

- (a) *Agreement to specifics of working relationship.* A protocol will detail the exact nature of the working arrangements between the IOI and the USP will be signed by the President of the IOI and the Vice-Chancellor of USP.

**Completion:** 15 July 1992  
**Beginning Date:** Underway

Specific steps include:

- Drafting of agreements (South ↔ Harris)
- Review and pricing of relevant parts of draft (Harris ↔ Pao)
- Review of course delivery arrangements (Harris ↔ Moutia)
- Internal IOI and, if necessary, re-review with USP

- (b) *Agreement with the Government of Fiji.* An agreement governing IOI's presence in Fiji will be agreed upon and signed by the President of the IOI and the Foreign Minister of Fiji.

**Completion:** 15 July 1992  
**Beginning Date:** Underway

Specific steps include:

- Understanding of *pro forma* relationships (Harris ↔ Ragan)
- Review with Ministry of Foreign Affairs (Harris ↔ Kotobalavu)

- (c) *Appointment of an advisory board.* The members of a dedicated advisory board will be appointed by the President of the IOI; the chairman of the advisory board will be a *de facto* member of the Board of the IOI.

**First Meeting:** October 1992  
**Beginning Date:** Underway

Specific steps include:

- Introductory meetings with regional agency leaders (Harris ↔ Ragan) (Harris ↔ Leaders)
- Review of candidate list with appropriate disinterested "guru" (Mann Borgese ↔ ??)
- Press coverage of signing of agreements with USP and Government

(d) *Arrangement for initial logistic support.* Arrangements for the basics of any operation need to be undertaken so that the IOI can have operations beginning in July.

**Completion:** 15 July 1992  
**Beginning Date:** Underway

Specific steps include:

- Retention of legal counsel (Harris ↔ McDonnell)
- Identification of local accounting assistance (Harris ↔ USP)
- Housing for the part-time director (Harris ↔ Williamson)
- Bank account (Harris ↔ ANZ Bank)
- Local transportation (Harris ↔ USP)
- Office supplies and stationary (Harris ↔ USP)



# MEMORANDUM OF AGREEMENT

## BETWEEN:

### **The University of the South Pacific (USP)**

Suva, Republic of Fiji

-and-

### **The International Ocean Institute (IOI)**

incorporated in the Netherlands with headquarters in Malta

1. The USP recognises the IOI as an independent, international organization of education, training, and research.
2. The collaboration will be known as *The International Ocean Institute Operational Centre at the University of the South Pacific*.
3. The University will provide offices for the IOI Operational Centre suitable for its international work and training and research functions at cost.
4. The University will make available its library facilities to the Operational Centre and its staff *gratis* and the IOI will contribute periodicals, books, and research materials.
5. Wherever possible, the IOI will make use of and compensate the faculty of the University at the prevailing University rates, as may be agreed between the IOI and the University in writing in advance.
6. As for other IOI operational centres, the Vice Chancellor will be the Chairman of the Operational Centre advisory council.
7. The IOI will be a member of the Marine Studies Coordinating Committee (MSCC).
8. The principal contact between the University and the IOI will be the Professor of Marine Studies and the Director of the Operational Centre, respectively.
9. The University will provide other services and goods as may be required, at cost.

Accepted on behalf of the  
University of the South Pacific

\_\_\_\_\_  
Esekia Solofa  
Vice-Chancellor

\_\_\_\_\_  
Date

Accepted on behalf of the  
International Ocean Institute

\_\_\_\_\_  
Gerard W. Ackers  
Interim Executive Director

\_\_\_\_\_  
Date

09.11.92

MEMORANDUM OF UNDERSTANDING  
BETWEEN  
THE INTERNATIONAL OCEAN INSTITUTE  
AND  
THE REPUBLIC OF FIJI

WHEREAS the International Ocean Institute (hereinafter called "the Institute") is an independent, non-governmental research and training foundation incorporated under the laws of the Kingdom of the Netherlands and headquartered in Malta to promote education, training and research to enhance the peaceful uses of ocean space and its resources, their management and regulation as well as the protection and conservation of the marine environment;

AND WHEREAS the Institute has entered into a Memorandum of Agreement with the University of the South Pacific at Suva in Fiji to share certain activities, facilities and costs associated with the Institute's international work, training and research functions in association with the University in the South Pacific region;

AND WHEREAS the Institute is desirous of opening an operating centre for the South Pacific Ocean region in Fiji and conscious of the fact that Fiji is the recognised centre of the region and the home of a number of other regional research and training organisations and particularly the University of the South Pacific AND THAT the management, regulation, protection and conservation of the marine environment are of fundamental importance to the development of the economies of the island and archipelagic states of the region;

AND WHEREAS the Government of the Republic of Fiji encourages the Institute to establish an operational centre in Fiji which shall, subject to this Memorandum of Understanding, have its own advisory Council, including a representative of the Government of Fiji;

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09.11.92

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NOW THEREFORE the Republic of Fiji (hereinafter called "the Republic") and the International Ocean Institute mutually agree as follows:

#### ARTICLE 1

##### COLLABORATIVE EFFORT

- A. This Memorandum formalises the basic conditions and the general framework for cooperation between the Institute and the Republic through its designated authority the Ministry of Foreign Affairs.
- B. The objectives and designs of the Institute's programmes in the Republic and other Pacific Island nations will be consistent in a broad and general sense with the national development goals of the Republic and those other nations and with the overall objectives of the Institute. The objectives and designs of the Institute's programmes in the Republic and in those other Pacific Island nations will be formulated through discussions between the Institute and the relevant government authorities in the countries where such programmes are carried out.
- C. Information on the progress of Institute supported projects in the Republic will be made available to the Ministry of Foreign Affairs from time to time upon reasonable request.
- D. The Institute will report to the Ministry of Foreign Affairs annually after the close of the Institute's financial year on Institute projects in the Republic during the course of the preceeding year.

#### ARTICLE II

##### PLAN OF OPERATION

- A. The Institute will establish a regional office in Suva whose

purpose will be to administer Institute programmes in Fiji and in other Pacific Island nations. These programmes will be co-ordinated within the framework of existing national and regional activities and include but not be restricted to the provision of training, equipment and study programmes.

- B. The nature of Institute's assistance to a given project will be determined by the need of the project and by Institute policy requirements.
- C. The Institute's foreign staff posted to the Suva regional office will consist of a Director and such technical experts as are required for a particular project. Each expert will be on a contract of employment with the Institute and a letter of agreement with the Fiji or other Pacific Island nation project principal who has sought the technical service. Fiji national staff members may be employed as required by the Institute under normal Fiji terms and conditions of employment for such staff members.
- D. The Director is authorised to represent and act on behalf of the Institute regarding the implementation of this Memorandum.
- E. All expenses required to support the Director of the Institute and all other Institute staff assigned to the Institute's regional office in Suva will be borne by the Institute. The personnel of the Institute assigned to the Suva regional office are subject to the supervision of the Institute and will conduct themselves in the spirit of this Memorandum and with due respect for Fiji law, and Fiji cultural and moral values.
- F. The Institute agrees that its staff in the Republic shall not engage in profitmaking business activities, or activities not related to the implementation of projects undertaken in accordance with this Memorandum.

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### ARTICLE III

#### FINANCIAL OBLIGATIONS

- A. The Republic agrees to ensure that the Institute, subject to the approval of the Ministry of Finance on a case by case basis, will be exempted from customs duties and taxes and from any duty to file tax returns and Customs declarations within the framework of the exemptions provided for in the 8th Schedule to the Diplomatic Privileges and Immunities Act (Cap.8) and on the following basis:
1. All direct taxation by the Republic of the Institute's assets and transactions in Fiji and other Pacific Island nations provided such exemptions shall not extend to levies which are in fact no more than charges for services;
  2. Importation of vehicles, durable office and other equipment and supplies into Fiji undertaken in accordance with this Memorandum of Understanding and required for the administrative work of the Institute if these are not exempted from customs and taxes under normal regulation:
- B. The Republic agrees to ensure that foreign personnel of the Institute assigned to work on projects administered through the Institute's regional office in Suva and their spouses and dependents excluding Fiji nationals and aliens who have permanent residence in the Republic shall:
1. Subject to the approval of the Ministry of Finance on a case by case basis, be exempted from fiscal duties and taxes for the importation of personal and household effects, including one motor vehicle per family, on arrival in the Republic, six (6) months after first

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2. (a) Subject to the approval of the Ministry of Finance on a case by case basis be exempted from Customs duties and taxes for the importation of professional equipment and instruments;
  2. (b) Subject to the approval of the Ministry of Finance on a case by case basis be exempted from Customs duties and other taxes for the importation of scientific apparatus and equipment, educational materials and articles, supplies and other equipment necessary for its official activities.
  3. Be exempted from all customs duties and taxes for the importation of the plane and office equipment imported for the official use of the Institute where applicable and in terms of the exemptions provided for in the 8th Schedule to the Diplomatic Privileges and Immunities Act (Cap.8).
  4. Subject to the approval of the Ministry of Finance on a case by case basis be exempted from income taxes on salaries and other remuneration for personal services paid by the Institute in connection with duties arising out of the Memorandum of Understanding:
- C. The Republic agrees that equipment, supplies and commodities imported by the Institute for use in connection with Institute projects in the Republic and other Pacific Island nations shall be at the unrestricted disposal of the Institute's grantees in the implementation of the Institute's projects and shall not be subject to requisition or diversion to purposes other than those intended by the donors before and after delivery to the ultimate recipients unless otherwise agreed by the Institute and the Republic of Fiji.

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ARTICLE IV

WORK PERMITS

- A. The Republic shall provide foreign personnel and their dependants where appropriate under the MOU with such entry and exit visas and residence permits as are required for their stay.
- B. The Republic shall provide personnel under the MOU with such work permits and other documents as are necessary to enable them to perform their work.

ARTICLE V

GENERAL PROVISIONS

- A. This Memorandum shall enter into force on the date of signature by representatives of the Republic and the International Ocean Institute and shall remain in force for a period of three years from that date.
- B. This Memorandum and Plan of Operation may be modified by written agreement between the Parties.
- C. In case of dispute over the interpretation of the terms of this Memorandum of Understanding Fiji law shall apply.

IN WITNESS WHEREOF the undersigned, duly authorised representatives of the Republic of Fiji and of the International Ocean Institute have, on behalf of the Parties concerned, respectively signed the present Memorandum of Understanding at Suva in the Republic of Fiji on the \_\_\_\_\_ day of \_\_\_\_\_, 1992.

Hon F. Bole  
Minister for Foreign Affairs  
for the Government of the  
Republic of Fiji

Professor Elizabeth  
Mann Borgheese  
Chairman  
International Ocean  
Institute

**Table 1 - Basic Operating Expenses**

	Jul-Dec '92	1993	1994+
Director	US\$ 12,500	US\$ 50,000	US\$ 50,000
Secretary	7,500	15,000	15,000
Office Rent (30 m <sup>2</sup> )	1,250	2,500	2,500
Travel	5,000	10,000	10,000
Housing for Director	4,500	9,000	9,000
Communications	6,000	12,000	12,000
Supplies	3,000	6,000	6,000
General Marketing	6,000	12,000	12,000
Accounting & Legal	5,000	5,000	2,500
Subtotal	\$ 50,750	\$ 121,500	\$ 119,000
Contingency	9,250	8,500	6,000
<b>Total - Basic Operating</b>	<b>US\$ 60,000</b>	<b>\$ 130,000</b>	<b>\$ 125,000</b>

**Table 2 - Income**

	Jul-Dec '92	1993	1994+
<b>COURSES</b>			
Course Participant Weeks	50	100	100
Gross Course Income	\$ 50,000	\$ 100,000	\$ 100,000
Less Indirect Costs	- 12,500	- 25,000	- 25,000
Less Management Fee ISAS	- 12,500	- 25,000	- 25,000
Net Fee Income	\$ 25,000	\$ 50,000	\$ 50,000
<b>RESEARCH ACTIVITIES</b>			
Gross Research Income	\$ 20,000	\$ 100,000	\$ 125,000
Less Research Grants	-15,000	-65,000	-90,000
Administration Fee	\$ 5,000	\$ 35,000	\$ 35,000
<b>COURSE DEVELOPMENT ACTIVITIES</b>			
Gross Income	\$ 150,000	\$ 250,000	\$ 250,000
Less Grants to USP	-125,000	-175,000	-175,000
Administration Fee	\$ 25,000	\$ 75,000	\$ 75,000

**Table 3 - Income vs. Expenses**

	Jul-Dec '92	1993	1994+
Basic Operating Expenses	\$ 60,000	\$ 130,000	\$ 125,000
Income	\$ 55,000	\$ 160,000	\$ 160,000
Course Net Fee Income	25,000	50,000	50,000
Research Administration Fee	5,000	35,000	35,000
Course Development Fee	25,000	75,000	75,000
<b>Operating Balance</b>	<b>\$ 35,000</b>	<b>\$ 30,000</b>	<b>\$ 35,000</b>



**South Pacific Regional Organisations**

Source: Presentation by Prof. G. Robin South

Educational Institutes

Fiji Institute of Technology  
Solomon Islands College of Higher Education  
University of Papua New Guinea  
University of Guam  
James Cook University of North Queensland  
University of Hawai'i  
Nelson Polytechnic  
Kagoshima University  
Australian Institute of Marine Science  
Australian Maritime College  
College of Micronesia  
College of the Marshall Islands  
Micronesian Maritime Fisheries Academy  
Micronesian Occupational College  
Northern Marianas College  
University of Technology (PNG)  
National University of Samoa  
Atenisi University (Tonga)  
Fiji National Training Council  
Community College of Western Samoa

French Organisations in the South Pacific

EVAAM/Etablissement pour la Valorisation des Activités Aquacoles et Maritimes  
IERPS/Institut des Energies Rénouvelables pour le Pacifique Sud  
LESE/Laboratoire d'Etude et de Surveillance de l'Environnement  
ORSTOM/Institut français de Recherche Scientifique pour le Développement et  
Coopération  
SMCB/Service Mixte de Contrôle Biologique (STB)  
UFP/Université française du Pacifique

Donor Agencies

AIDAB/Australia International Development Assistance Bureau  
BDDP/British Development Division in the Pacific  
CFTC/Commonwealth Fund for Technical Cooperation  
CIDA/Canadian International Development Agency  
CUSO/Canadian University Service Overseas  
EC/European Community  
ESCAP/Economic & Social Commission for Asia & the Pacific  
FAO/(UN)Food & Agricultural Organisation  
IDRC/International Development Research Centre  
JICA/Japan International Cooperation Agency  
ODA/(UK)Overseas Development Assistance  
PCIA/Petro Canada International Assistance Corporation  
UNDP/United Nations Development Programme  
UNEP/United Nations Environment Programme  
UNESCO/UN Educational Scientific & Cultural Organisation  
UNICEF/United Nations Children's Fund  
AID/(US) Agency for International Development

### Other Relevant Organisations

ASPEI/Association of South Pacific Environment Institutions  
GBRMPA/Great Barrier Reef Marine Park Authority  
ICLARM/International Centre for Living Aquatic Resources Management  
IOC/International Oceans Centre  
OFCF/Overseas Fishery Cooperation Foundation  
OIC/Oceans Institute of Canada  
SPACHEE/South Pacific Action Committee for Human Ecology & Environment  
SPIRE/South Pacific Institute for Renewable Energies  
SPOCC/South Pacific Organisations Coordinating Committee

**FACSIMILE TRANSMISSION FORM**

DATE : 22/09/92

N° OF PAGES : 02

(Including this sheet)

ETAT : PRIORITY / URGENT

UNDP FAX - DAKAR: (221) 23-55-00

FILE :

MSG N°

2664-F

AGENCY/ACCOUNT TO CHARGE: UNSO

TO : Mr. Layachi YAKER  
Secrétaire Exécutif  
de la CEA

info Mr. Tom HARRIS  
Consultant,  
Harris Compagny  
PRINSENGRACHT 572  
NL-1017 KR  
AMSTERDAM.

FROM : Mr. Dramane OUATTARA  
Représentant Résident

SUBJECT : Centre pour l'Afrique de l'Institut International  
pour les Océans.

J'ai le plaisir de vous transmettre ci-joint, une copie de la lettre d'accord du Ministre de la Mer pour la création à Dakar du Centre sus-mentionné.

Vous trouverez aussi les copies ci-jointes, des correspondances que nous avons adressé aux Ministères des Affaires Etrangères et de l'Economie, des Finances et du Plan, relatives à l'accord qui devra être signé entre l'IOI et le Gouvernement du Sénégal. Attendons réaction de ce dernier.

Meilleures salutations.

DRAFTED BY: <sup>DR</sup> IEF/HD  
CLEARED BY : ARR(P) M  
DRR

AUTHORIZED BY: Dramane OUATTARA  
Représentant Résident  
TITLE & SIGNATURE



Isabelle FAXUM - 19 Rue Parchappe  
Télex UNDRVFP20 BC -23638 - 23448  
FAX: 22.55.09 - M P 154 - Dakar (Sénégal)

TELEPHONE: 23.32.44 - 21.16.42  
23.17.50 - 23.15.49

MINISTERE  
DE L'EQUIPEMENT, DES TRANSPORTS  
ET DE LA MER

Dakar, le 9 SEP 1992 19

LE MINISTRE DELEGUE CHARGE  
DE LA MER

*Ansir ECR  
et Mr Harri  
D*

Le Ministre délégué  
chargé de la mer

/-)

Monsieur le Représentant Résident  
du PNUD - Dakar -  
Immeuble FAYCAL  
19, Rue Parchappe

DAKAR

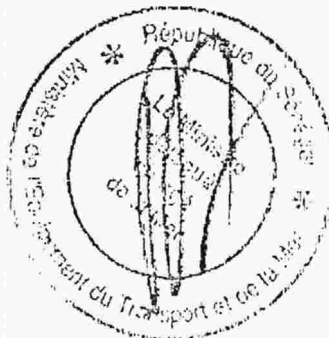
REFERENCE : Votre lettre du 24 Août 1992.

Monsieur le Représentant Résident

Par courrier du 24 août 1992, vous avez bien voulu me  
communiquer la lettre par laquelle M. LAYACHI YAKER propose que le  
Sénégal abrite le siège du Centre Opérationnel de l'Institut International  
Maritime basé à Malte, et dont il est le Président du Conseil d'Adminis-  
tration.

En retour, je vous informe que je réserve un avis favorable  
à cette proposition. J'ai saisi les Ministères concernés.

Veuillez agréer, Monsieur le Représentant Résident,  
l'expression de mes sentiments distingués./-



Mbaye DIQUF

**Institut International des Océans**  
*Centre pour l'Afrique*  
Première Proposition

L'Institut International des Océans (IIO) veut établir son centre pour l'Afrique à Dakar au Sénégal.

Cela indique que:

- Presque 100 fonctionnaires provenant de toute l'Afrique viendront assister aux cours de formation organisés par l'IIO chaque année
- Des experts maritimes reconnus dans le monde visiteront régulièrement Dakar
- Plus que CFA 150 millions des fonds étrangers entreront dans l'économie sénégalaise chaque année
- Et -- le point le plus important -- le Sénégal établira sa position en Afrique comme 'leader' dans les affaires maritimes et deviendra le point focal africain dans un réseau mondial

Le contribution du gouvernement sénégalais se limitera à ce qui suit:

- L'IIO étant une organisation non-gouvernementale, les employé(e)s et participant(s) dans les programmes d'IIO auront le droit d'entrée librement dans le pays
- Le centre étant pour toute l'Afrique, il n'y aura pas de restrictions sur les mouvements de fonds (entrées/sorties), à la condition que le solde est positif
- L'IIO recevant des fonds publics et parapublics étrangers comme don, le Gouvernement exonéra le centre de toute forme d'impôt pour les activités éducatifs, formatifs, et de recherche
- Conscient du fait que les fonds du centre régional d'IIO proviendront de dons de gouvernements et d'organisations d'utilité publique et que le centre ne doit pas avoir des incidence financières pour le Gouvernement, la dernière s'engage à octroyer au centre des locaux fonctionnel, équipés en meuble de bureaux et placés en centre-ville

## **Autres Informations Pertinentes.**

- Historique, IIO est fondé en 1972 à Malte, ou se trouve encore la siège sociale
- Il est enregistré aux Pays Bas comme une organisation international non-gouvernemental à but non-lucratif
- Il a fait beaucoup de recherche de son centre à Université Dalhousie (Halifax, Nova Scotia, Canada)
- Il est geré par un Conseil d'Administration présidé par son Président, Son Excellence Layachi YAKER
- Depuis vingt ans, l'IIO initie des programmes de formation et des projets de recherches, comptant plus que 500 participants repartis dans plus que 100 pays
- Grace au financement du Global Environmental Facility (geré par le PNUD), il est en train d'établir les centres d'operation à Suva (les iles Fidji), Cartagena (la Colombie), et Madras (les Indes).

## **Le Centre à Dakar:**

- ... Il aura un conseil consultatif, composé des leaders academiques et scientifique, de chefs des agences publiques et parapubliques, et du secteur privé; le président sera un membre de Conseil d'Administration
- ... Il aura un directeur plein-temps, proposé par le conseil consultatif en consultation avec le Gouvernement
- ... Le centre trouvera son domicile à Dakar
- ... Il utilisera des facilités existant dans le region pour les programmes de formation
- ... Enfin, il donnera chaque année un exemplaire de bilan (audité) des finances de centre

## **appendix D**

## IOI Organization & Governance

The International Ocean Institute is registered in the Netherlands as a *stichting* (often translated freely as *foundation* but closer to the American concept of a not-for-profit organization as found under Code 501(c)[3]). Dutch law enables a maximum of latitude about governance (there are no nationality requirements of governing board members) and headquarters (which may be wherever the governing board deems most appropriate).

The International Ocean Institute has placed its headquarters in Malta following the terms of a special agreement signed by the Office of the Prime Minister of Malta and the President of the IOI.

Operational centres have been found both in Malta and in the Pearson Institute at Dalhousie University in Nova Scotia.

The consolidated accounts of the IOI are audited annually by Touche Ross.

The International Ocean Institute is governed by a Board of Trustees and the academic/research policy is determined by a Planning Council.

As of this date [11/15/92], the members of the Board of Trustees are:

Ambassador Layachi <b>Yaker</b> President <i>Algeria</i>	Under-Secretary General of the UN & Executive Secretary Economic Commission for Africa
--	--

Ms. Alicia **Barcena**  
*Mexico*

Prof. Salvino <b>Busuttil</b> <i>Malta</i>	Coordinator, Mediterranean Action Plan United Nations Environment Programme
---	--

Prof. Umberto <b>Colombo</b> <i>Italy</i>	Presidente ENEA
--	--------------------

Dr. Ivan L. **Head**  
*Canada*

Dr. Alexander <b>King</b> <i>United Kingdom</i>	Co-Founder & Immediate Past President Club of Rome
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Prof. Elisabeth <b>Mann Borgese</b> <i>Canada</i>	Founder International Ocean Institute
Hon. Jan P. <b>Pronk</b> <i>Netherlands</i>	Minister for Development Cooperation
Dr. Mario <b>Ruivo</b> <i>Portugal</i>	National UNESCO Commission
Prof. Peter <b>Serracino</b> <i>Malta</i>	Rector, University of Malta as Representative of Headquarters Host Government
Hon. Danielle Jorre de <b>St. Jorre</b> <i>Seychelles</i>	Minister for Foreign Affairs
Hon. Manmohan <b>Singh</b> <i>India</i>	Minister for Finance
Dr. Anton <b>Vratusa</b> <i>Slovenia</i>	
Hon. Joseph Sinde <b>Warioba</b> <i>Tanzania</i>	Minister

## **appendix E**

**Project:** Support for Regional Oceans Training Programme

**Number:** GLO/91/G33/A/1G/31

**Title:** Management Consultancy

**Date Required:** Continuation

**Duration:** Six Months over 30 Months

**Qualification Requirements:**

1. Experienced and recognized in the management of international not-for-profit organisations
2. Experienced in external relations, alumni relations, and "communications" for not-for-profit organisations in various cultures
3. Experienced in consulting
4. Availability for travel on long assignments
5. Fluency in French and English
6. Familiarity with the International Ocean Institute and its principal personalities
7. Familiarity with academic institutions

**Duties:**

1. Oversight of concept, timing, and implementation of entire project
2. Development of detailed plans for implementation
3. With potential operational centre directors, development of strategic plans and detailed operating plans
4. Such other activities as outlined under "Part D - Immediate Objectives, Outputs, and Activities"

**Estimated Time Requirements (per Activities numbering system)**

1.1.2 Monitoring of implementation	60 days
1.1.4 Implementation of Institutional Identity Program	20 days
General responsibilities	32 days
	112 days

The President has assured the Board the continuation of services of the following Company as overall management consultant to the IOI for this project. The agreement with this company terminates at the end of March 1983.

**Harris & Company b.v.**

A Dutch-registered consultancy founded in 1979 in Paris, specialising in the international not-for-profit sector, it has developed a niche in the management of international NGOs, counting among its past clients for management consulting services three of the leading business schools of Europe (IMI-International Management Institute 1982-5; INSEAD - the European Institute of Business Administration 1982-8; and Nijenrode - the Netherlands School of Business - 1988-9), among many organisations in the performing arts (The Royal Concertgebouw Orchestra, the Amsterdam Baroque Orchestra, the Prague Symphony Orchestra), and others such as WWF-International and CEPS-the Centre for European Policy Studies.

The personnel who will be assigned to this include: Thomas Harris, the founder of the Company; A.E.S. van Dishoeck (a Dutch Resident Associate), Dr. Daniel J. Socolow (an American Corresponding Associate, and a senior advisor to the Carter Presidential Centre and past President of the American University of Paris), and Dr. Klaus Neuhof (a German Corresponding Associate).

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In addition, it is the strategy of this project to build a network of consultants in the regions to provide these services.

**Project:** Support for Regional Oceans Training Programme

**Number:** GLO/91/G33/A/1G/31

**Title:** Fund-Raising Consultancy

**Date Required:** Continuation

**Duration:** 12 Months over 30 Months

**Qualification Requirements:**

1. Experienced and recognized in the financing of international not-for-profit organisations especially from the private sector
2. Ability to access funding markets in OECD countries and ability to access networks in other countries
3. Experienced in consulting
4. Availability for travel on long assignments
5. Fluency in French and English
6. Proved ability to 'translate' technical and complicated concepts into readily understandable written English
6. Familiarity with the International Ocean Institute and its principal personalities
7. Familiarity with academic institutions

**Duties:**

1. Work with centre directors to develop feasible local funding scenarios
2. Ability to represent IOI with funding publics
3. Such other activities as outlined under "Part D - Immediate Objectives, Outputs, and Activities"

**Estimated Time Requirements (per Activities numbering system)**

1.1.5	Development non-UNDP Support	150 days
2.1.4	Submission of Research for Funding Support	30 days
3.2.4.5.	Funding for Masters Program Implementation	30 days
3.2.5.3	Funding for Decision Makers Course	20 days
	Contingency	0 days
		250 days

The President has assured the Board the continuation of services of the following Company as overall fund-raising consultant to the IOI for this project. The agreement with this company terminates at the end of March 1983.

**Harris & Company b.v.**

A Dutch-registered consultancy founded in 1979 in Paris, its original expertise has been international fund raising. The founder, Thomas Harris, was trained in long-range planning at The Johns Hopkins University and then in fund raising with a well-known US-based consultancy, before going to Europe.

He has since created the only consultancy specialising in international fund raising and management of international NGOs.

Clients for fund raising services have included the performing arts (orchestras, operas, music halls), business schools and other forms of higher education, independent secondary education, environmental groups such as WWF and Greenpeace, and Third World organisations such as Project ORBIS.

Mr. Harris will personally lead these services assisted by the Resident Associates (A.E.S. van Dishoeck and Pieter Jongbloed) and the Corresponding Associates (Dr. Daniel J. Socolow, Philippe Charpentier, and Dr. Klaus Neuhoff). The fact that Mr. Harris is currently Chairman of the World Fund-Raising Council, a global umbrella organisation of professional national and regional organisations whose total membership is 30,000, will give the IOI unusual access to fund-raising expertise throughout the world.

---

In addition, it is the strategy of this project to build a network of consultants in the regions to provide these services.

**Project:** Support for Regional Oceans Training Programme  
**Number:** GLO/91/G33/A/1G/31  
**Title:** Education Consultancy  
**Date Required:** October 1992  
**Duration:** 12 Months over 30 Months

**Qualification Requirements:**

1. Experienced and recognized as international educator -- in the design of new programmes and in their execution
2. Experienced in design of such programmes in more than one culture
3. Experienced in academic administration and indepth in work with scientific leaders
4. Fluency in English
5. Fluency in technical and scientific subjects

**Duties:**

1. Oversight of concept, timing, and implementation of revisions to existing programmes
2. Oversight of concept, timing, and implementation of new programmes
3. Deep involvement in the design and implementation of the first module(s) of the distance learning programme

**Estimated Time Requirements (per Activities numbering system)**

3.1.1	1984 Report Update	20 days
3.1.2	1984 Report Workshops	20 days
3.1.3	1984 Report Revisions with Tests	20 days
3.2.1.1	Design of Two-Week Course	20 days
3.2.2.1	'Sensitisation' Design	15 days
3.2.3.1	New Course Development (2)	40 days
3.2.4.2	'Masters' Course Supervision	20 days
3.2.5.1	'Decision Maker' Course Survey	20 days
	Contingency	65 days
		240 days

The President has assured the Board the continuation of services of the following Company as overall education consultant to the IOI for this project. The agreement with this company terminates at the end of March 1983.

### **Denkprodukten b.v.**

Denkprodukten is a Dutch-registered company devoted to the development of new 'products' with high intellectual content.

Befitting its Dutch heritage, much of its work has been outside of the Netherlands especially in the Developing countries.

Among the members of the team for the IOI will be:

- Gerard W. Ackers, who has been interim Executive Director of the IOI since 1991, whose academic degrees in nuclear physics and economics led him to research and higher education in the Netherlands and Italy, specialising first in the transfer of technology and later in the management of higher education and development of new curricula especially in distance learning, high technology and health care subjects; he is editor of **Journal of Educational Technology**; he will be the project leader.
- F.A. Earl, a Briton, who has developed educational programs especially in developing countries (e.g., Indonesia and India) in various subjects (e.g., maritime, agriculture, rural development, environmental protection, tourism, irrigation), published many articles including **The Art & Craft of Course Design** (Kogan Page, 1987).
- Dr. P.F.M. Veltman, with degrees in psychology and education from Utrecht, whose areas of experience include construction of educational training programs, evaluation and testing, and negotiating; was Director of the Netherlands School of Business, was Director of Department of Research and Development in Higher Education at the University of Utrecht, and project manager of the EC initiative to harmonise EC vocational and educational standards; on-the-ground experience in China, Kenya, Lesotho, Costa Rica, among most OECD countries.
- Dr. Obe A. de Vries, a Dutchman, who has degrees in education and chemistry from the University of Utrecht, with experience in curriculum development, evaluation and testing, skill training, design of self-study materials in Africa, Europe and the Caribbean.
- Dr. Anita Klaver, whose degree in instructional technology is from the University of Twente and whose experience covers the broad range of educational development including distance learning, with continuing experience in Italy.

---

In addition, it is the strategy of this project to build a network of consultants in the regions to provide these services.



**Project:** Support for Regional Oceans Training Programme

**Number:** GLO/91/G33/A/1G/31

**Title:** Communications Consultant

**Date Required:** August 1992

**Duration:** Full-time for 12 Months

**Qualification Requirements:**

1. "Fluency" in concepts of the IOI
2. Ability to implement communications strategy of the IOI especially for the English and Spanish-language international media
3. Scientific/linguistic oral and verbal fluency in Spanish and French
4. Ability to travel on short notice internationally

**Duties:** Beginning of implementation of communications strategy

1. Contacts with the media
2. Drafting of stories for placing with media
3. Construction of centre-specific contact networks

**Estimated Time Requirements (*per* Activities numbering system)**

1.1.4 Global Identity Program - General Institutional Support	100 days
1.3.4 Alumni Directory	40 days
1.3.5 Alumni Newsletters (4)	40 days
Support of Training Programs -- Promotion	40 days
	220 days

**Graciela Uribe de Lozano**

Mrs. Uribe is currently a senior civil servant within the Colombia Ministry of Foreign Affairs, having spent the 1980s assigned to the Permanent Mission of her country to the United Nations, charges especially with arms reduction and elimination negotiations.

Colombian by birth, she was educated in New York City and Bogotá and Cartagena.

Her demonstrated skills include an outstanding ability to communicate complicated and convoluted concepts in both English and Spanish, orally and verbally.

**Project:** Support for Regional Oceans Training Programme

**Number:** GLO/91/G33/A/1G/31

**Title:** Information Systems Consultant

**Date Required:** August 1992

**Duration:** 40 Days over Two Months

**Qualification Requirements:**

1. Operational knowledge of technologies and problems with international information systems networking
2. In-depth knowledge of various kinds of higher education institutions in various cultures
3. Ability to work under pressure
4. Sufficient international standing to command respect quickly

**Duties:**

1. Survey of status of information systems of six associated educational institutions
2. Design of information sharing system given existing technologies and available budget

**Estimated Time Requirements (per Activities numbering system)**

1.2.2 Library Survey	45 days
	45 days

**Dr. Claire Matthewson**

Currently Director of Extension Services of the University of the South Pacific ("the world's largest campus"), Dr. Matthewson oversees the adaptation of all USP courses for distance learning and coordination of the information resources of that University.

She is a New Zealander with a doctorate in higher education.

It is anticipated to hire her services *via* the University of the South Pacific.

It is understood that Dr. Matthewson would be interested in rendering these services.

appendix F

**International Ocean Institute**

***Communications Strategy***

Update : 09-08-1992

**Objectives** Increase the recognition of the IOI within target markets, in cardinal order ...

1. Appropriate ministries of governments of *development countries* with special emphasis on ...
  - India
  - The Pacific Forum
  - Colombia, Venezuela, Jamaica, and Mexico
  - Senegal and francophone Africa... so that these ministries will want to send (and pay for!) their best rising civil servants to IOI programs
  
2. Funding agencies of governments of *developed countries* which provide research grants, scholarships, and other forms of assistance to the IOI directly and indirectly, and specifically ...
  - Canada
  - The Netherlands
  - Italy
  - Germany
  - Australia
  - The United States
  - Sweden
  - Finland
  - Denmark... so that these government agencies know that they can depend on the IOI to execute (cost) efficient training programs on budget and on time
  
3. *Intergovernmental agencies* which provide development assistance and specifically ...
  - World Bank
  - UNDP and other agencies of the UN system
  - The Commonwealth Secretariat
  - The European Community
  - The African Development Bank
  - BRED/The Bank for European Reconstruction
  - UNEP and particularly the Mediterranean Action Plan... so that these agencies look to the IOI as a valuable and valued partner in effective transnational training programs and as an effective NGO in marine studies

4. Grant-making *foundations* which have or are developing programs in developing countries, the marine environment, and/or international law, especially those located in ...
  - The United States
  - The United Kingdom and on the Continent
  - Australia
  - Japan
 ... so that these foundations recognize the avant-garde nature of the IOI work, refer to IOI's strategy as important, and are willing to consider seriously funding proposals (and in fact request the IOI to submit proposals)
  
5. The *academic community* involved in marine studies, international (and especially marine) law, international political science and security studies, especially but not exclusively in ...
  - The United Kingdom
  - Canada
  - The United States
  - France
  - Italy
  - Germany
  - The Netherlands
 And in developing countries focused on ...
  - India
  - Malta (though technically not a 'developing' country)
  - Colombia

**Messages** Broadcast of a limited number of distinct, highly-articulated messages, the emphasis of one over the other depending on the medium concerned ...

- √ The IOI as the *leading independent authority in the world on marine policy* issues; taking the form as, for example ...

The IOI breaks down the apparent contradiction between the development of marine resources and legitimate concerns about the environment

- √ The IOI as the *leading authority in transnational training programs* particularly for civil servants from developing countries; taking the form as, for example ...

The IOI has training technologies which allow sophisticated and technical data to be transmitted easily and received effectively by civil servants from various cultures and of varying levels of education, both in a classroom setting as well as in distance learning.

- √ The IOI as a *pioneer in the management and financing of multinational NGOs* especially for those with on-the-ground operations in the developing world; taking the form as, for example ...

The IOI is a model of organization development which is studied and emulated by others, with deliberations of its Board a paradigm of multicultural decision making.

- √ The IOI as a *centre for some of the world's most serious "thought craftsmen/artisans;"* taking the form as, for example ...

The IOI Planning Council is seen as a senior global body of its kind, with membership invitations considered to be an honor, with membership itself an interesting of the young with the experienced.

**Vehicles** The IOI has a number of vehicles available such as ...

- + Press releases for each training course
- + Publicity around the annual **Pacem in Maribus** conference
- + Publications such as **Ocean Yearbook**
- + A logo now recognized by friend of the IOI
- + The involvement of a number of colorful personalities
- + Materials distributed through the training courses

**Lacks** The IOI seems to lack the following ...

- Constant contact with the press both in Malta and in other target markets
- Consistent press relations
- Recast of IOI stories and messages into "newsbites" and of IOI occasions into "photo ops"
- First class presentations
- An introductory brochure
- An annual report
- A directory of "who's who" within the IOI
- A definitive 'house style' for all external documents
- A file of possible human interest stories, such as features of Prof. Mann Borgese, the founding of the IOI, the impact of the seas on Mankind
- A fact file for instant availability
- An analysis of the PIM recommendations on decision making over the years
- An analysis of research projects over the past 20 years
- An alumni directory
- An analysis of the impact of the IOI on the alumni and on their professional effectiveness

**Priorities**

1. Review of the IOI logo to settle if update is needed (Associated News)



2. Composition of text for introductory brochure for general external consumption (Harris and Mann Borgese -- now with Associated News-- then Busuttil and Fr. Peter)

Layout for brochure (Associated News)

Printing of brochure

3. Calendar of announcements about upcoming PIM so as to create media interest and resulting media coverage.

## **appendix G**

## IOI Alumni

Geographic Distribution by Country and Operating Centre  
Update:

Centre/Country	"A"	"B"	"C"	Total	
<b>Mediterranean/Malta</b>					
Algeria	0	1	6	7	
Cyprus	1	1		2	
Czechoslovakia	1			1	
Egypt	1	2	12	15	
Italy	1		1	2	
Jordan			1	1	
Libya			1	1	
Malta	6	2	5	13	
Morocco			2	2	
Syria			1	1	
Tunisia			1	1	
Turkey			3	3	
Yugoslavia		2	3	5	
	10	8	36	54	10%
<b>Caribbean/Cartagena</b>					
Anguilla			3	3	
Antigua			1	1	
Bahamas			3	3	
Barbados		1	2	3	
Belize	1			1	
Brit. Virg. Isl.		1	1	2	
Colombia	10	5	1	16	
Costa Rica		5		5	
Cuba			1	1	
El Salvador		1		1	
Guyana		4	2	6	
Haiti	1	1		2	
Jamaica	2	3	2	7	
Mexico	3	2		5	
Montserrat		1		1	
Nicaragua		1		1	
Panama			2	2	
St. Kitts	1			1	
St. Lucia		1	2	3	
St. Vincent		2		2	
Trinidad & Tobago		2	2	4	
Turks & Caicos Islands		1		1	
	18	31	22	71	13%
<b>South Atlantic/Dakar</b>					
Argentina		2		2	
Benin	1	1		2	
Brazil		1		1	
Burundi	1			1	
Cameroon	4	3		7	
Congo	2	1		3	

## IOI Alumni

Cote d'Ivoire		3		3	
Gambia			1	1	
Ghana	1	11		12	
Equit. Guinea		1	1	2	
Liberia		1		1	
Nigeria	1	10		11	
Paraguay		1		1	
Sao Tome		1		1	
Sierra Leone	2	11		13	
	12	47	2	61	11%
<b>Indian Ocean/Madras</b>				0	
Bahrain			2	2	
Bangladesh	2			2	
Comoro Islands	1			1	
Daba	1			1	
Djibouti			1	1	
Ethiopia	3	6	3	12	
India	26	23	15	64	
Iran	3	1	4	8	
Iraq			1	1	
Kenya	4	7	4	15	
Kuwait			1	1	
Lesotho		1	1	2	
Malawi		1		1	
Maldives	1		1	2	
Mauritius	1	4	4	9	
Mozambique			3	3	
Namibia			1	1	
Niue		1	1	2	
Pakistan	1	4	1	6	
Saudi Arabia			1	1	
Seychelles		4	4	8	
Somalia		1	1	2	
Sri Lanka	10	9	8	27	
Sudan		1	1	2	
Tanzania	6	20	6	32	
Thailand	4	11	5	20	
	63	94	69	226	42%
<b>North Atlantic/Halifax</b>				0	
Canada			11	11	
Poland			1	1	
	0	0	12	12	2%
<b>Pacific/Fiji</b>					
China	3	30	2	35	
Cook Islands		2	1	3	
Fiji		3	2	5	
Indonesia	1	8	1	10	
Kirabati			1	1	
Korea	1	1		2	
Malayasia	2	3	5	10	

IOI Alumni

Micronesia			1	1	
Palau		1	1	2	
PNG	2	7	4	13	
Philippines	1	14	4	19	
Western Samoa		1	1	2	
Solomon Islands		3	1	4	
Tonga	1		1	2	
Tuvalu		1		1	
Vietnam		4		4	
	11	78	25	114	21%
	114	258	166	538	

## appendix H

TRAINING PROGRAMME

CLASS B3

DEVELOPMENT AND MANAGEMENT OF THE EEZ

CONDUCTED BY

THE INTERNATIONAL OCEAN INSTITUTE

IN COOPERATION WITH

THIRD INSTITUTE OF OCEANOGRAPHY

STATE OCEANIC ADMINISTRATION

XIAMEN, OCTOBER 5 - DECEMBER 11, 1992

TRAINING PROGRAMME

CLASS B

DEVELOPMENT AND MANAGEMENT OF THE EEZ

Course Co-Directors:

Dr. S.P. Jagota, IOI  
Professor Zhou Qiulin, SOA

COURSE SYNOPSIS

- Week 1 Introduction to oceanography
- Week 2 Introduction to the Law of the Sea
- Week 3 Management of living resources:  
Ocean Fisheries
- Week 4 Management of Living Resources  
Aquaculture
- Week 5 Management of nonliving resources  
Offshore hydrocarbons
- Week 6 Management of nonliving resources  
nonfuel minerals
- Week 7 Shipping, navigation, ports and harbours
- Week 8 Integrated coastal management, regional cooperation. Sustainable development
- Week 9 Simulation exercise
- Week 10 Special programme on Data Management.  
Closing ceremony. Award of certificates.



WEEK 1 INTRODUCTION TO OCEANOGRAPHY

Coordinator: Dr. Robert Fournier

Monday, October 5

09:00 - 11:00 Inauguration. Key-note address: Ocean Development, the Law of the Sea, and the future of world order.

14:00 - 17:00 Ocean basins: Marine geology. Tectonics, continental drift.

Speaker: Dr. Robert Fournier

Tuesday, October 6

09:00 - 12:00 Physical oceanography.

Speakers: Dr. Robert Fournier

14:00 - 17:00 The chemistry of the oceans.

Speakers: Dr. Robert Fournier

Wednesday, October 7

09:00 - 12:00 Marine Biology.

Speakers: Dr. Robert Fournier

14:00 - 17:00 Tour of the labs, library and data centre of the Third Institute of Oceanography.

Thursday, October 8

09:00 - 12:00 Science policy: building scientific infrastructure in a developing country.

Speaker: Professor Zhou Qiulin

14:00 - 17:00 Round table discussion with the faculty of the Institute: The Oceans and climate change. Participants: Su Jilan, Hong Huasheng, Li Shaojin, Huang Ziqiang, Chen Liqi, Gu Deyu, Fu Tianbao, Huang Shuilong, Li Li, Zhou Qiulin.

Friday, October 9

09:00 - 12:00 Offshore cruise on research vessel.

14:00 - 17:00 Summary of the week. Library research.

WEEK 2 INTRODUCTION TO THE LAW OF THE SEA

Coordinator: Dr. S.P. Jagota

Monday, October 12

09:00 - 12:00 Overview of history of Law of the Sea, introduction to UNCLOS III.

Speaker: Dr. S.P. Jagota

14:00 - 17:00 Ocean Space under national jurisdiction.

Speaker: Dr. S.P. Jagota

Tuesday, October 13

09:00 - 12:00 International Ocean Space: The High Seas, the Seabed.

Speaker: Dr. S.P. Jagota

14:00 - 17:00 The International Seabed Authority, the Enterprise, the future of seabed mining.

Speaker: Dr. S.P. Jagota

Wednesday, October 14

09:00 - 12:00 The protection of the marine environment, marine scientific research, transfer of technology.

Speaker: Dr. S.P. Jagota

14:00 - 17:00 The dispute settlement system; boundary disputes.

Speaker: Dr. S.P. Jagota

Thursday, October 15

09:00 - 12:00 Case study: Joint Management zones.

Speaker: Dr. S.P. Jagota

14:00 - 17:00 The Preparatory Commission for the International Sea-bed Authority and for the International Tribunal for the Law of the Sea.

Speaker: Dr. S.P. Jagota

Friday, October 16

09:00 - 12:00 Round-table discussion: The future of the United Nations Convention on the Law of the Sea. The interim regime.

14:00 - 17:00 Summary of the week. Library research.

WEEK 3            MANAGEMENT OF LIVING RESOURCES  
                         OCEAN FISHERIES

Coordinator: Professor Zhou Yingqi, SOA

Monday, October 19

09:00 - 12:00            Fisheries around the world: overview. Effects of the LOS. Species diversity. The protection of fisheries environment and of marine mammals.

Speaker: Jean-Louis Gaudet

14:00 - 17:00            The role of FAO.

Speaker: Jean-Louis Gaudet

Tuesday, October 20

09:00 - 12:00            Introduction to resource economics: Fisheries economics.

Speaker: Jean-Louis Gaudet

14:00 - 17:00            Fisheries economics, continued. Small scale versus industrial fisheries. Access agreements. Joint ventures. Prices and Trade.

Speaker: Jean-Louis Gaudet

Wednesday, October 21

09:00 - 12:00            Fisheries technology: High Tech. Monitoring and surveillance.

Speaker: Zhou Yingqi

14:00 - 17:00            Fisheries management: problems for developing countries.

Speaker: Zhou Yingqi

Thursday, October 22

09:00 - 12:00            Field trip to fishing port and processing plant. Post harvest conservation. Waste recycling: fish-skin leather, chitin production, etc. Visit to Fisheries Institute.

14:00 - 17:00            Monitoring, control and surveillance: case studies.

Speaker: Jean-Louis Gaudet

Friday, October 23

09:00 - 12:00            Round-table discussion: Problems of fisheries management in developing countries.

14:00 - 17:00            Summary of the week. Library research.

WEEK 4            MANAGEMENT OF LIVING RESOURCES  
                         AQUACULTURE AND MARICULTURE

Coordinator: Professor Li Sifa, SOA

Monday, October 26

09:00 - 12:00            Introduction to aquaculture. History; global overview; growth rates; potential for the future.

Speaker: Li Sifa

14:00 - 17:00            Shellfish; molluscs; crustaceans. Artificial spawning; production of feed stuff.

Speaker: Li Sifa

Tuesday, October 27

09:00 - 12:00            Finfish: fresh-water and sea-water. Pond construction and maintenance; cage culture. Sea-ranching.

Speaker: Li Sifa

14:00 - 17:00            Case study: Integration of agriculture and aquaculture.

Speaker: Li Sifa

Wednesday, October 28

09:00 - 12:00            Impact of genetic engineering on aquaculture.

Speaker: Xu Xuan

14:00 - 17:00            Environmental impacts and their control.

Speaker: Mr. Tang Shengming

Thursday, October 29

All day                    Field trip to aquaculture projects.

Friday, October 30

09:00 - 12:00            Round table discussion: Potential and management issues of aquaculture in developing countries. Aquaculture for food and employment. Aquaculture for export. Joint ventures. Role of public and private sectors.

14:00 - 17:00            Summary of the week. Library research.

WEEK 5            MANAGEMENT OF NONLIVING RESOURCES  
                         OFFSHORE OIL AND GAS

Coordinator: Dr. Peter Odell

Monday, November 2

09:00 - 12:00            Global survey of supply and demand.

Speaker: Dr. Peter Odell

14:00 - 17:00            Introduction to petroleum geology.

Speaker: Mr. Zhu Wei-lin

Tuesday, November 3

09:00 - 12:00            The state of the art of exploration and production technology.

Speaker: Mr. Zhu Wei-lin

14:00 - 17:00            The economics of oil.

Speaker: Dr. Peter Odell

Wednesday, November 4

09:00 - 12:00            The economics of oil, continued.

Speaker: Dr. Peter Odell

14:00 - 17:00            Petroleum contracts. Joint ventures.

Speaker: Dr. Robert Meagher

Thursday, November 5

09:00 - 12:00            Interaction between hydrocarbon production, fisheries, tourism.

Speaker: Dr. Robert Meagher

14:00 - 18:00            Case study: Legal regime and mode in joint venture of China's Ocean Oil Development.

Speaker: Mr. Yang Baichao

Friday, November 6

09:00 - 12:00            Round-table discussion: Global warming.

14:00 - 17:00            Summary of the week. Library research.

## WEEK 6 NONFUEL MINERALS

Coordinator:

Monday, November 9

All day            Visit to petroleum platform.

Tuesday, November 10

09:00 - 12:00            Nonfuel near-shore minerals: sand and gravel; coal; tin; heavy sands.  
Global overview.

Speaker: Dr. Xu Dongyu

14:00 - 17:00            The minerals of the deep sea-bed: manganese nodules; cobalt crusts;  
polymetallic sulphides.

Speaker:

Wednesday, November 11

09:00 - 12:00            Deep-sea minerals, continued.

Speaker:

14:00 - 17:00            Deep-sea minerals, continued.

Speaker:

Thursday, November 12

09:00 - 12:00            Environmental impact of sea-bed mining; interaction with other sea-  
and land-uses.

Speaker: Dr. Zhu Yingqi

14:00 - 17:00            Case study: the transfer of sea-bed mining technology.

Speaker: Mr. Yang Baichao

Friday, November 13

09:00 - 12:00            Round-table discussion: The future of ocean mining.

14:00 - 17:00            Summary of the week. Library research.

WEEK 7 SHIPPING, NAVIGATION, PORTS & HARBOURS.  
COASTAL MANAGEMENT

Coordinator: Dr. Awni Behnam

Monday, November 16

09:00 - 12:00 The impact of high technology on ship construction and navigation.  
Current and future trends.

Speaker: Dr. Awni Behnam

14:00 - 17:00 The economics of shipping. The UNCTAD Conventions. Changing  
perspectives. The globalization of shipping. Maritime fraud.

Speakers: Dr. Awni Behnam  
Dr. Qu Linchi

Tuesday, November 17

09:00 - 12:00 The management of ports and harbours.

Speakers: Dr. Awni Behnam  
Dr. Zhong Boyan

14:00 - 17:00 Vessel traffic control.

Speakers: Dr. Awni Behnam  
Dr. Zhong Boyan

Wednesday, November 18

09:00 - 12:00 Field trip: Visit to Container Port.

14:00 - 17:00 Ship-borne pollution: the IMO Conventions.

Speaker: Zeng Qinmin representative

Thursday, November 19

09:00 - 12:00 Tourism. Opportunities and problems. A Tax on tourism.

Speaker: Institute of Tourism

14:00 - 17:00 Visit to Institute for Tourism.

Friday, November 20

09:00 - 12:00 Round-table discussion: the future of shipping in developing countries.

14:00 - 17:00 Summary of the week. Library research.

WEEK 8 COASTAL MANAGEMENT. REGIONAL COOPERATION.  
SUSTAINABLE DEVELOPMENT

Coordinator: Dr. John Vandermeulen

Monday, November 23

09:00 - 12:00 Human impacts: silting; erosion; coral reefs; mud flats; mangroves.

Speaker: Dr. John Vandermeulen

14:00 - 17:00 Interaction of uses: positive; negative. Cost/benefit analyses.

Speaker: Dr. John Vandermeulen

Tuesday, November 24

09:00 - 12:00 Simulation exercise on interaction of uses.

14:00 - 17:00 Simulation exercise continued.

Wednesday, November 25

09:00 - 12:00 Sustainable development: Economic implications.

Speaker: Dr. Orio Giarini

14:00 - 17:00 The economics of sustainable development, continued.

Speaker: Dr. Orio Giarini

Thursday, November 26

09:00 - 12:00 Round-table discussion: Sustainable development: institutional implications:  
National level.

14:00 - 17:00 Round-table discussion: Sustainable development: institutional implications:  
Regional and global level. The changing role of the Regional Seas Programme;  
the United Nations Specialized Agencies.

Friday, November 27

09:00 - 12:00 Summary of the week. Report writing.

14:00 - 17:00 Report writing.





INTERNATIONAL OCEAN INSTITUTE  
NDP/GEF Master Project Budget

Summary

19-Jan-93

Reference	Description	Summary [All Centres]					Centre Specific					Total			
		Total	1992 (2 mos)	1993	1994	1995 (4 mos)	Colombia	1993	1994	1995	Fiji		1993	1994	1995
<b>Institutional Infrastructure</b>															
	Appointment Centre Directors	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.1.1.	Execution Monitoring	60000	0	20000	20000	20000	15000	5000	5000	5000	15000	5000	5000	5000	15000
1.1.2.	Equipping Centres	120000	0	120000	0	0	30000	30000	0	0	30000	30000	0	0	30000
1.1.3.	Institutional Identity Programme	75000	25000	50000	0	0	0	0	0	0	0	0	0	0	0
1.1.4.	Non-UNDP Financial Support	0	0	0	0	0	5000	5000	0	0	5000	5000	0	0	5000
1.1.5.	Convening of Rectors & Directors	25000	0	25000	0	0	0	0	0	0	0	0	0	0	0
1.2.1.	Survey of Libraries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.2.2.	Survey of Alumni Needs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.3.1.	Alumni Database	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.3.2.	Survey of Alumni Needs	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.3.3.	Involvement of Alumni	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1.3.4.	Alumni Directory	25000	0	10000	10000	5000	0	0	0	0	0	0	0	0	0
1.3.5.	Quarterly Newsletter	17500	2500	10000	5000	0	0	0	0	0	0	0	0	0	0
	Consultants' Fees-Committed	25000	10500	14500	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Expenses-Committed	25000	15000	10000	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Fees-Uncommitted	143500	0	69000	52000	22500	50000	40000	5000	5000	50000	40000	5000	5000	50000
	Consultants' Expenses-Uncommitted	90000	0	45000	30000	15000	50000	40000	5000	5000	50000	40000	5000	5000	50000
<b>Subtotal</b>		<b>606000</b>	<b>53000</b>	<b>373500</b>	<b>117000</b>	<b>62500</b>	<b>50000</b>	<b>40000</b>	<b>5000</b>	<b>5000</b>	<b>50000</b>	<b>40000</b>	<b>5000</b>	<b>5000</b>	<b>50000</b>
<b>Policy Research</b>															
2.1.1.	Survey of Possibilities	10000	0	10000	0	0	0	0	0	0	0	0	0	0	0
2.1.2.	Academics Meeting	20000	0	20000	0	0	5000	5000	0	0	5000	5000	0	0	5000
2.1.3.	Research Workshop	5000	0	5000	0	0	1000	1000	0	0	1000	1000	0	0	2000
2.1.4.	Submission of Research Proposal	5000	0	5000	0	0	0	0	0	0	0	0	0	0	5000
	Consultants' Fees-Committed	6500	0	6500	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Expenses-Committed	1000	0	1000	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Fees-Uncommitted	8500	0	8500	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Expenses-Uncommitted	4900	0	4000	0	0	0	0	0	0	0	0	0	0	0
<b>Subtotal</b>		<b>60000</b>	<b>0</b>	<b>60000</b>	<b>0</b>	<b>0</b>	<b>6000</b>	<b>6000</b>	<b>0</b>	<b>0</b>	<b>6000</b>	<b>6000</b>	<b>0</b>	<b>0</b>	<b>12000</b>
<b>Current, Revised, &amp; New Training Programmes</b>															
3.1.1.	Update of 1984 Report	10000	0	10000	0	0	0	0	0	0	0	0	0	0	2000
3.1.2.	Workshops	20000	0	20000	0	0	0	0	0	0	0	0	0	0	20000
3.1.3.	Revisions	100000	0	70000	30000	0	15000	0	15000	0	15000	15000	0	0	55000
3.1.4.	Translations	80000	0	80000	0	0	0	0	0	0	0	0	0	0	80000
3.1.5.	Scholarships	330000	0	100000	160000	70000	50000	20000	20000	10000	50000	20000	20000	10000	180000
3.2.1.1.	Design of Alumni Advanced Course	55000	5000	50000	0	0	0	0	0	0	0	0	0	0	25000
3.2.1.2.	Testing and Revisions	25000	0	25000	0	0	25000	0	25000	0	25000	25000	0	0	0
3.2.1.3.	Offering of Course	75000	0	25000	50000	0	0	0	0	0	0	0	0	0	5000
3.2.2.1.	Sensitisation Course	5000	0	5000	0	0	0	0	0	0	0	0	0	0	25000
3.2.2.2.	Sensitisation Testing	25000	0	25000	0	0	0	0	0	0	0	0	0	0	40000
3.2.2.3.	Scholarships	20000	0	20000	0	0	20000	10000	10000	0	20000	20000	20000	0	10000
3.2.3.1.	Two New Course Design	80000	0	40000	40000	0	0	0	0	0	0	0	0	0	40000
3.2.3.2.	Training the Trainers	40000	0	40000	40000	0	0	0	0	0	40000	20000	20000	0	40000
3.2.3.3.	Testing New Courses	80000	0	40000	40000	0	20000	20000	20000	0	20000	20000	20000	0	40000
3.2.3.4.	Scholarships	80000	0	40000	40000	0	0	0	0	0	0	0	0	0	0
3.2.4.1.	Masters Degree Niche	0	0	0	0	0	0	0	0	0	0	0	0	0	5000
3.2.4.2.	Masters Degree Supervision	0	0	0	0	0	5000	5000	0	0	5000	5000	0	0	0
3.2.4.3.	Working Party	22500	0	22500	0	0	0	0	0	0	0	0	0	0	0
3.2.4.4.	Development Master Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	20000
3.2.4.5.	Development of Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	20000
3.2.5.1.	Decision Maker Survey	20000	0	20000	0	0	0	0	0	0	0	0	0	0	0
3.2.5.2.	Decision Maker Testing	40000	0	40000	0	0	0	0	0	0	0	0	0	0	0
3.2.5.3.	Private Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Fees-Committed	95000	17500	77500	0	0	0	0	0	0	0	0	0	0	0
	Consultants' Expenses-Committed	10000	5000	5000	0	0	15000	15000	0	0	15000	15000	0	0	45000
	Consultants' Fees-Uncommitted	197500	0	164000	33500	0	160000	50000	60000	50000	190000	100000	80000	10000	572000
	Consultants' Expenses-Uncommitted	60000	0	45000	15000	0	160000	50000	60000	50000	190000	100000	80000	10000	572000
<b>Subtotal</b>		<b>1470000</b>	<b>27500</b>	<b>904000</b>	<b>408500</b>	<b>130000</b>	<b>160000</b>	<b>50000</b>	<b>60000</b>	<b>50000</b>	<b>190000</b>	<b>100000</b>	<b>80000</b>	<b>10000</b>	<b>634000</b>
<b>Running Totals</b>		<b>2136000</b>	<b>80500</b>	<b>1337500</b>	<b>525500</b>	<b>192500</b>	<b>216000</b>	<b>\$96,000</b>	<b>\$65,000</b>	<b>\$55,000</b>	<b>\$246,000</b>	<b>\$146,000</b>	<b>\$85,000</b>	<b>\$15,000</b>	<b>\$634,000</b>
	IOI Overheads (@ 7%)	141120	5635	85225	36785	13475									
	GEF Evaluations	50000	0	40000	5000	0									
	Preparatory Assistance Grants	110000	110000	0	0	0									
	Project Subtotals	2437120	196135	1462725	567285	210975									
	GEF Service Charges (@ 6%)	146227	11768	87764	34037	12659									
<b>Grand Total</b>		<b>\$2,583,347</b>	<b>\$207,903</b>	<b>\$1,550,489</b>	<b>\$601,322</b>	<b>\$223,634</b>	<b>\$216,000</b>	<b>\$96,000</b>	<b>\$65,000</b>	<b>\$55,000</b>	<b>\$246,000</b>	<b>\$146,000</b>	<b>\$85,000</b>	<b>\$15,000</b>	<b>\$634,000</b>





INTERNATIONAL OCEAN INSTITUTE  
NDP/GEF Master Project Budget

Summary

19-Jan-93

Reference	Description	Summary [All Centres]					Centre Specific					India Total			
		Total	1992 (2 mos)	1993	1994	1995 (4 mos)	Colombia Total	1993	1994	1995	Fiji Total		1993	1994	1995
<b>Institutional Infrastructure</b>															
1.1.1.	Appointment Centre Directors	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.1.2.	Execution Monitoring	60000	0	20000	20000	20000	15000	5000	5000	5000	15000	5000	5000	5000	
1.1.3.	Equipping Centres	120000	0	120000	0	0	30000	30000	0	0	30000	30000	0	0	
1.1.4.	Institutional Identity Programme	75000	25000	50000	0	0	0	0	0	0	0	0	0	0	
1.1.5.	Non-UNDP Financial Support	0	0	0	0	0	5000	5000	0	0	5000	5000	0	5000	
1.2.1.	Survey of Libraries	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.2.2.	Survey of Alumni Needs	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.3.1.	Alumni Database	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.3.2.	Survey of Alumni Needs	0	0	0	0	0	0	0	0	0	0	0	0	0	
1.3.3.	Involvement of Alumni	0	0	0	10000	5000	0	0	0	0	0	0	0	0	
1.3.4.	Alumni Directory	25000	0	10000	10000	5000	0	0	0	0	0	0	0	0	
1.3.5.	Quarterly Newsletter	17500	2500	10000	5000	0	0	0	0	0	0	0	0	0	
	Consultants' Fees-Committed	25000	10500	14500	0	0	0	0	0	0	0	0	0	0	
	Consultants' Expenses-Committed	25000	15000	10000	0	22500	0	0	0	0	0	0	0	0	
	Consultants' Fees-Uncommitted	143500	0	69000	52000	15000	0	0	0	0	0	0	0	0	
	Consultants' Expenses-Uncommitted	90000	0	45000	30000	15000	0	0	0	0	0	0	0	0	
<b>Subtotal</b>		<b>606000</b>	<b>53000</b>	<b>373500</b>	<b>117000</b>	<b>62500</b>	<b>50000</b>	<b>40000</b>	<b>5000</b>	<b>5000</b>	<b>50000</b>	<b>40000</b>	<b>5000</b>	<b>50000</b>	
<b>Policy Research</b>															
2.1.1.	Survey of Possibilities	10000	0	10000	0	0	0	0	0	0	0	0	0	0	
2.1.2.	Academics Meeting	20000	0	20000	0	0	5000	5000	0	0	5000	5000	0	5000	
2.1.3.	Research Workshop	5000	0	5000	0	0	1000	1000	0	0	1000	1000	0	2000	
2.1.4.	Submission of Research Proposal	5000	0	5000	0	0	0	0	0	0	0	0	0	5000	
	Consultants' Fees-Committed	6500	0	6500	0	0	0	0	0	0	0	0	0	0	
	Consultants' Expenses-Committed	1000	0	1000	0	0	0	0	0	0	0	0	0	0	
	Consultants' Fees-Uncommitted	8500	0	8500	0	0	0	0	0	0	0	0	0	0	
	Consultants' Expenses-Uncommitted	4000	0	4000	0	0	0	0	0	0	0	0	0	0	
<b>Subtotal</b>		<b>60000</b>	<b>0</b>	<b>60000</b>	<b>0</b>	<b>0</b>	<b>6000</b>	<b>6000</b>	<b>0</b>	<b>0</b>	<b>6000</b>	<b>6000</b>	<b>0</b>	<b>12000</b>	
<b>Current, Revised, &amp; New Training Programmes</b>															
3.1.1.	Update of 1984 Report	10000	0	10000	0	0	0	0	0	0	0	0	0	2000	
3.1.2.	Workshops	20000	0	20000	0	0	0	0	0	0	0	0	0	20000	
3.1.3.	Revisions	100000	0	70000	30000	0	15000	0	15000	0	15000	15000	0	55000	
3.1.4.	Translations	80000	0	80000	0	0	0	0	0	0	0	0	0	0	
3.1.5.	Scholarships	330000	0	100000	160000	70000	50000	20000	20000	10000	50000	20000	20000	180000	
3.2.1.1.	Design of Alumni Advanced Course	55000	5000	50000	0	0	0	0	0	0	0	0	0	25000	
3.2.1.2.	Testing and Revisions	25000	0	25000	0	0	25000	0	25000	0	25000	25000	0	0	
3.2.1.3.	Offering of Course	75000	0	25000	50000	0	0	0	0	0	0	0	0	5000	
3.2.2.1.	Sensitisation Course	5000	0	5000	0	0	0	0	0	0	0	0	0	25000	
3.2.2.2.	Sensitisation Testing	25000	0	25000	0	0	0	0	0	0	0	0	0	40000	
3.2.2.3.	Scholarships	80000	0	20000	40000	20000	20000	0	20000	0	20000	0	20000	10000	
3.2.3.1.	Two New Course Design	20000	0	20000	0	0	10000	10000	0	0	0	0	0	40000	
3.2.3.2.	Training the Trainers	40000	0	40000	0	0	0	0	0	0	40000	20000	20000	40000	
3.2.3.3.	Testing New Courses	80000	0	40000	40000	40000	20000	0	20000	0	20000	20000	0	40000	
3.2.3.4.	Scholarships	80000	0	0	40000	40000	0	0	0	0	20000	0	0	0	
3.2.4.1.	Masters Degree Niche	0	0	0	0	0	0	0	0	0	0	0	0	0	
3.2.4.2.	Masters Degree Supervision	0	0	0	0	0	5000	5000	0	0	5000	5000	0	5000	
3.2.4.3.	Working Party	22500	0	22500	0	0	0	0	0	0	0	0	0	0	
3.2.4.4.	Development Master Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	
3.2.4.5.	Development of Funding	0	0	0	0	0	0	0	0	0	0	0	0	20000	
3.2.5.1.	Decision Maker Survey	20000	0	20000	0	0	0	0	0	0	0	0	0	20000	
3.2.5.2.	Decision Maker Testing	40000	0	40000	0	0	0	0	0	0	0	0	0	0	
3.2.5.3.	Private Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Consultants' Fees-Committed	95000	17500	77500	0	0	0	0	0	0	0	0	0	0	
	Consultants' Expenses-Committed	10000	5000	5000	0	0	15000	15000	0	0	15000	15000	0	45000	
	Consultants' Fees-Uncommitted	197500	0	164000	33500	0	0	0	0	0	0	0	0	0	
	Consultants' Expenses-Uncommitted	60000	0	45000	15000	0	0	0	0	0	0	0	0	0	
<b>Subtotal</b>		<b>1470000</b>	<b>27500</b>	<b>904000</b>	<b>408500</b>	<b>130000</b>	<b>160000</b>	<b>50000</b>	<b>60000</b>	<b>50000</b>	<b>190000</b>	<b>100000</b>	<b>80000</b>	<b>10000</b>	
<b>Running Totals</b>		<b>2136000</b>	<b>80500</b>	<b>1337500</b>	<b>525500</b>	<b>192500</b>	<b>216000</b>				<b>246000</b>			<b>634000</b>	
	IOI Overheads (@ 7%)	141120	5635	85225	36785	13475	0	0	0	0	0	0	0	0	
	GEF Evaluations	50000	0	40000	5000	0	0	0	0	0	0	0	0	0	
	Preparatory Assistance Grants	110000	110000	0	0	0	0	0	0	0	0	0	0	0	
	<b>Project Subtotals</b>	<b>2437120</b>	<b>196135</b>	<b>1462725</b>	<b>567285</b>	<b>210975</b>					<b>\$246,000</b>				
	GEF Service Charges (@ 6%)	146227	11768	87764	34037	12659									
<b>Grand Total</b>		<b>\$2,583,347</b>	<b>\$207,903</b>	<b>\$1,550,489</b>	<b>\$601,322</b>	<b>\$223,634</b>	<b>\$216,000</b>	<b>\$96,000</b>	<b>\$65,000</b>	<b>\$55,000</b>	<b>\$246,000</b>	<b>\$146,000</b>	<b>\$85,000</b>	<b>\$15,000</b>	<b>\$634,000</b>

DEAN INSTITUTE  
Project Budget

Description	Summary [All Centres]					Centre Specific									
	Total	1992 (2 mos)	1993	1994	1995 (4 mos)	Colombia			Fiji			India			
						Total	1993	1994	1995	Total	1993	1994	1995	Total	1993
Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Appointment Centre Directors	60000	0	20000	20000	20000	15000	5000	5000	5000	15000	5000	5000	5000	15000	5000
Education Monitoring	120000	0	120000	0	0	30000	30000	0	0	30000	30000	0	0	30000	30000
Printing Centres	75000	25000	50000	0	0	0	0	0	0	0	0	0	0	0	0
Institutional Identity Programme	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
UNDP Financial Support	25000	0	25000	0	0	5000	5000	0	0	5000	5000	0	0	5000	5000
Evening of Rectors & Directors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Survey of Libraries	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Alumni Database	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Survey of Alumni Needs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development of Alumni	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Alumni Directory	25000	0	10000	10000	5000	0	0	0	0	0	0	0	0	0	0
Quarterly Newsletter	17500	2500	10000	5000	0	0	0	0	0	0	0	0	0	0	0
Consultants' Fees-Committed	25000	10500	14500	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Expenses-Committed	25000	15000	10000	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Fees-Uncommitted	143500	0	69000	52000	22500	0	0	0	0	0	0	0	0	0	0
Consultants' Expenses-Uncommitted	90000	0	45000	30000	15000	0	0	0	0	0	0	0	0	0	0
	606000	53000	373500	117000	62500	50000	40000	5000	5000	50000	40000	5000	5000	50000	40000
Survey of Possibilities	10000	0	10000	0	0	0	0	0	0	0	0	0	0	0	0
Seminars Meeting	20000	0	20000	0	0	5000	5000	0	0	5000	5000	0	0	5000	5000
Research Workshop	5000	0	5000	0	0	1000	1000	0	0	1000	1000	0	0	2000	2000
Commission of Research Proposals	5000	0	5000	0	0	0	0	0	0	0	0	0	0	5000	5000
Consultants' Fees-Committed	6500	0	6500	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Expenses-Uncommitted	1000	0	1000	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Fees-Uncommitted	8500	0	8500	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Expenses-Uncommitted	4000	0	4000	0	0	0	0	0	0	0	0	0	0	0	0
	60000	0	60000	0	0	6000	6000	0	0	6000	6000	0	0	12000	12000
Workshops & New Training Programmes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
State of 1984 Report	10000	0	10000	0	0	0	0	0	0	0	0	0	0	2000	2000
Workshops	20000	0	20000	0	0	0	0	0	0	0	0	0	0	20000	20000
Discussions	100000	0	70000	30000	0	15000	15000	0	0	15000	15000	0	0	55000	55000
Translations	80000	0	80000	0	0	0	0	0	0	0	0	0	0	0	0
Scholarships	330000	0	100000	160000	70000	50000	20000	20000	10000	50000	20000	20000	10000	180000	50000
Design of Alumni Advanced Courses	55000	5000	50000	0	0	0	0	0	0	0	0	0	0	0	0
Printing and Revisions	25000	0	25000	0	0	0	0	0	0	0	0	0	0	25000	25000
Printing of Course	75000	0	25000	50000	0	25000	25000	0	0	25000	25000	0	0	0	0
Orientation Course	5000	0	5000	0	0	0	0	0	0	0	0	0	0	5000	5000
Orientation Testing	25000	0	25000	0	0	0	0	0	0	0	0	0	0	25000	25000
Scholarships	80000	0	20000	40000	20000	20000	0	20000	0	20000	0	20000	0	40000	20000
New Course Design	20000	0	20000	0	0	10000	10000	0	0	0	0	0	0	10000	10000
Training the Trainers	40000	0	40000	0	0	0	0	0	0	0	0	0	0	40000	40000
Printing New Courses	80000	0	40000	40000	0	0	0	0	0	0	0	0	0	40000	40000
Scholarships	80000	0	0	40000	40000	20000	0	20000	0	40000	20000	20000	0	40000	20000
Teachers Degree Niche	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Teachers Degree Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Working Party	22500	0	22500	0	0	5000	5000	0	0	5000	5000	0	0	5000	5000
Development Master Plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Development of Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Question Maker Survey	20000	0	20000	0	0	0	0	0	0	0	0	0	0	20000	20000
Question Maker Testing	40000	0	40000	0	0	0	0	0	0	0	0	0	0	20000	20000
State Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Fees-Committed	95000	17500	77500	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Expenses-Committed	10000	5000	5000	0	0	0	0	0	0	0	0	0	0	0	0
Consultants' Fees-Uncommitted	197500	0	164000	33500	0	15000	15000	0	0	15000	15000	0	0	45000	45000
Consultants' Expenses-Uncommitted	60000	0	45000	15000	0	0	0	0	0	0	0	0	0	0	0
	1470000	27500	904000	408500	130000	160000	50000	60000	50000	190000	100000	80000	10000	572000	362000
	2136000	80500	1337500	525500	192500	216000				245000				634000	
(%)	141120	5635	85225	36785	13475										
50000			40000	5000	5000										
Finance Grants	110000	110000	0	0	0										
	2437120	196135	1462725	567285	210975										
plus @ 6%	146227	11768	87764	34037	12659										
	\$2,583,347	\$207,903	\$1,550,489	\$601,322	\$223,634	\$216,000	\$96,000	\$65,000	\$55,000	\$245,000	\$146,000	\$85,000	\$15,000	\$634,000	\$414,000



Week 10      SPECIAL COURSE IN OCEANOGRAPHIC DATA  
MANAGEMENT

Monday, December 7

09:00 - 09:30    Meeting and brief introduction to the National Marine Data and Information Service.

Speaker: Head of Service

09:30 - 12:00    The IODE System.

Speaker: Mr. Mao Bin, Head of Division of Planning

The role of the World Data Centre (Oceanography) in the development of international marine programmes.

Speaker: Mr. Li Wenhai, Head of Division of Information

Tuesday, December 8

09:00 - 12:00    Marine environmental data and information collection.

Speaker: Professor Wu Peizhong, SOA

14:00 - 17:00    ASFA service in China.

Speaker: SOA

Wednesday, December 9

09:00 - 12:00    Tour to the NMDIS' facilities and hands-on exercise.

14:00 - 17:00    Group Discussion.

Thursday, December 10

All day    Visit to the Institute of Marine Technology.

Friday, December 11

08:00      Departure for Beijing

15:00 - 16:30    Award of certificates. Closing ceremony at SOA.



UNITED NATIONS DEVELOPMENT PROGRAMME  
Project of the International Ocean Institute

Project Document

Number: GLO/91/G33/B/1G/31

Title: Support for Regional Oceans Training Programs

Duration: 30 Months UNDP & Cost Sharing

Project Sites: Cartagena, Colombia UNDP  
 Madras, India IPF \$ -0-  
 Dakar, Senegal Other (GEF)  
 Suva, Fiji \$ 2,583,347  
 IOI Headquarters, Other Gov't \$ -0-  
 Malta

Total: \$ 2,583,347

ACC/UNDP/Sector: 200 Environment  
 ACC/UNDP/Subsector: 204 Environmental Education & Legislation

Government Implementing Agency: N/A

Executing Agency: UNDP/Office for Project Services

Estimated Starting Date: 1, July 1993

Government Inputs: Minimum \$0.875 million (in-kind)

IOI Inputs: Minimum \$1.0 million (in-kind)

Brief Description:

This project is designed to bring developing countries into the forum of ocean management through training, to create local capacity in four regions of the world to deal with marine environmental problems, and to create greater sustainability of resources and long-term conservation.

On behalf of:                      Signature                      Date                      Name/Title

UNDP/DGIP                      \_\_\_\_\_                      \_\_\_\_\_

UNDP/OPS                      \_\_\_\_\_                      \_\_\_\_\_

The agreement of the governments concerned is confirmed in the signed agreements with host countries and with associated educational institutes and other supporting materials appended to this document. Funding for activities for any given centre is contingent on execution of these agreements.

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## PART A - CONTEXT

## 1. Description of Ocean Management Sector.

The oceans occupy almost three-quarters of the surface of the Earth. They are increasingly important sources of food and fiber, of metals and minerals, and of energy.

A few examples of the rapidly growing importance of the marine sector in the global economy illustrate this point:

- . According to the FAO, global fish catches have increased by 772,000 metric tons in 1989 to nearly one million metric tons in 1990. This increase is largely due to fish farming and mariculture, which is growing at a higher rate than catches from the wild. And, the impact of genetic engineering on mariculture and aquaculture has only just begun to make its mark.
- . Over 20% of global hydrocarbon resources come from offshore and this percentage is expected to grow to about 50% in the next decades. About 15 million square kilometers of the total ocean area of 232 million km is believed to be worth prospecting for oil and gas.
- . Shipping has increased dramatically. The world merchant fleet tonnage has grown from 81 million tons in 1948 to nearly 425 million tons at the end of last year. According to UNCTAD, the corresponding necessary growth of ports and harbours requires the addition of ten thousand skilled workers and middle managers in the developing countries. The value of goods and services currently sold annually by the ocean/marine industry is now \$54 billion, an increase from only \$8 billion in the 60's, according to Sea Technology.
- . The intensification and diversification of ocean uses impact increasingly not only the marine environment but the global environment as well. They may indeed contribute significantly, even decisively, to global warming, ozone depletion, and loss of biodiversity. Integrated ocean management, systematically integrating environment and development concerns, is a sine qua non in confronting this next syndrome of problems.

## 2. The United Nations Convention on the Law of the Sea.

The Convention (1982) brings almost one third of ocean space under national jurisdiction through the establishment of Exclusive Economic Zones (EEZ) and, in some cases, widely expanded shelf zones. Many of the coastal states which thus have acquired vast new resources are developing countries. The management skills and the technologies needed to benefit fully from this new source of wealth constitute a daunting challenge.

## 3. Integrated Ocean Management.

Integrated ocean management is a new science and makes new demands on civil servants and decision makers responsible for drafting the needed legislation and building the needed institutional infrastructure. In fact, it requires a new type of civil servant able to find his way in science and technology as well as in economics and law. In the marine sector, more patently than in any other sector, economic development must be integrated with the conservation of the environment to make such development sustainable. This requires interdisciplinary skills and the ability to consider the problems of ocean space, which are closely interrelated, as a whole. And this has profound implications for the development of the private sector as well as the ability of the private and public sectors to work in partnership.

## PART B - PROJECT JUSTIFICATION

### 1. Problem To Be Addressed & Present Situation.

1.1. "Sustainable development" and "sustainable yields" are still difficult concepts at best especially in regions experiencing severe food shortages or countries plagued by the debt problem where the emphasis can be exclusively on "crisis management" and on immediate short-term benefits.

1.2. The purpose of the project is to continue effectively the implementation of Chapter 17 of Agenda 21 adopted at the United Nations Conference on Environment and Development (UNCED) in Rio in June.

Infact, the project will cover most of the priorities of the GEF: international waters (ocean management in the

comprehensive sense), biodiversity (management and conservation of living resources, conservation of aquatic ecosystems), coastal management including land and water use management, management of mangrove swamps and coral reefs, ocean-atmosphere interaction and implications of sea-level rise for low lying coastal areas and small islands. Each of these is covered as a module in this project.

1.3. Distance learning, seminars for decision-makers, and policies for research on atmosphere/ocean interface processes are innovative efforts which, generally speaking, have difficulties in attracting funding. The GEF grant is essential for this effort which simply could not be undertaken without it.

## 2. Expected End of Project Situation.

2.1. At the end of this project, it is intended that the knowledge base concerning the materials and concerning training programme methodologies and techniques (on-site and distance), trained and experienced personnel, institutional databases, and institutional infrastructure will be in place for self-sufficient continuation and, if necessary, expansion.

2.2. Further support from UNDP National IPFs may be sought for scholarship assistance for specific training programme participants as well as for the possible establishment of additional centres and programmes, particularly in anglophone Africa.

## 3. Target Beneficiaries.

Individuals and public and private institutions will benefit directly.

3.1. Individuals who will most directly and immediately benefit will be the participants in the training programmes who are, traditionally, mid-level civil servants from government departments concerned directly and indirectly with marine affairs. For example, departments concerned with fisheries, resources and energy, shipping, ports and harbours, environment and tourism, science and technology, industry, foreign affairs, justice (dispute settlement), defense, and coast guards are those that most often come to mind.

A second echelon of individual beneficiaries are teachers and researchers, where the spin-off effects are traditionally far greater.

This project will enable the training to the extent of 1310 participant weeks each year.

- 3.2. Institutions likewise benefit. First, the collaborating institution(s) benefit from the inflow of international expertise, foreign students (course participants), equipment, and upgraded teaching materials. Second, the departments from which the participants come (cited above) benefit equally. And third, the international community benefits as, for example, through the progressive implementation of the Resolution on the Development of the National Marine Science, Technology, and Ocean Service Infrastructure (adopted by the Third United Nations Conference on the Law of the Sea).
- 3.3. The private sector, in many cases just beginning to emerge, will benefit from training of staff provided by the project, as well as from the seminars, aimed at the enhancement of public/private international cooperation.

#### 4. Project Strategy & Institutional Arrangements.

The strategic approach of the IOI is to improve the ability of developing countries to manage their own ocean resources. The operational centres, which the IOI will establish in each region with support from this project, will serve as vehicles for focusing attention on the issues, providing training on the management of exclusive economic zones and related fields and initiating research programmes to deal with local/regional concerns. The IOI will cover or arrange for the coverage of all institutional expenses and will use the GEF grant to build up increased capacity in operational centres to meet the needs of policy makers, institutions and non-governmental groups in each region.

The particular strategy and implementation arrangements have been chosen to utilize to the fullest extent practicable and not to duplicate the existing infrastructure within the IOI and in those countries where the IOI operational centres will be established.

The strategic approach of the IOI has also been to improve developing countries' own abilities to manage ocean resources.

It is this genuinely interdisciplinary character of all IOI programmes that facilitates discussion of the environment/development linkage in all its implications including greenhouse effect, ozone depletion, loss of biodiversity, etc. This constitutes the focus of all modules of all programmes. Each programme furthermore contains a special module on the follow-up and implementation of UNCED in the marine sector.

The IOI enjoys a unique niche position in training programmes in that it occupies the position of offering interdisciplinary programmes for participants from developing countries. (cf. Appendix H) Far from maintaining a proprietary interest in this position, the IOI has always sought to "train the trainer" which, indeed, this project will intensify even further.

#### 4.1. Institutional Framework for Project.

Since the beginning of 1991, the IOI has been experiencing a fundamental reorientation in order to enable the development anticipated in this proposal. And since the beginning of 1992 the IOI has been engaged in the process of establishing a series of operational centres. This would enable IOI to view training in a regional context while globally coordinating all the centres so as to have cost-effectiveness.

As early as 1975 the IOI was one of the first institutions to recognize the need for new training methodologies for civil servants from developing countries, if these countries were to benefit at all from the Convention that was then in the making.

During the following years, the IOI developed three types of programmes: Class A -- on the importance of high technology for developing countries, focusing on seabed mining technology as an illustration; Class B -- with the management of the EEZ; and Class C -- regional cooperation and development.

More than 40 courses have now been completed and the number of alumni now approaches 700 (cf. Appendix G). This number is, of course, woefully inadequate. The continuation of the GEF project will ensure a quantum leap: the demand is there, the IOI research has been done, and its training programmes and methodologies are already highly valued by developing countries.



#### 4.2. Institutional Strategy.

IOI operational centres would be desirable and useful in many places in the developing world. Other programs are often short-term and narrowly focused and there is an unfortunate tendency for activity to decline with the departure of existing experts. The establishment of the operational centres will ensure continuity of action. Since local participation is an integral part of the project, sustainability of the input will be greatly enhanced.

The following measures are required to implement this strategy:

- (a) Development of centre-specific plans, with involvement of appropriate public officials and scientific and educational institutions, leading to initial working agreements covering subjects including:
  - (i) Definition of financial and organizational responsibilities among all parties;
  - (ii) Provision for long-term development beyond the lifetime of this grant; for example, developing course materials, training local personnel, developing data banks and information resources, strengthening alumni networks; and
  - (iii) Articulation of network capabilities among IOI's sister (academic) institutions, to enable faster and more effective information dissemination.
- (b) Strengthening further the management infrastructure of the IOI to provide necessary support for new operational centres, perhaps and probably through retention of one full-time professional programme administrator to help in monitoring and administering the project and retention of services of recognized experts in curriculum and course development, especially in distance-learning programmes, who will work with the Commonwealth of Learning among others.
- (c) Strengthening the network of existing alumni of the IOI, so that "marketing" of training programmes is facilitated especially in new operational centres

and also so that the network for diffusion of new knowledge generated by IOI research, inter alia is, maximized.

#### 4.3. Institutional Plans.

Each operational centre will have its own advisory council, composed of leaders from the scientific, education, business, and government sectors; in Colombia, for example, this already includes three former Presidents and the former president of the Banco Ipotecario; each advisory council will be responsible for the local funding and "marketing" of its centre.

Overall policy will be made by the (global) Board of the IOI after consultation with the Planning Council.

The director of each operational centre will be ex officio a member of the Planning Council of the IOI. Likewise, members of the IOI Board and Planning Council from a region of an operational centre will be ex officio members of that centre.

Each centre will be managed by a director or co-ordinator selected in a way appropriate to the situation, after consultation between the IOI and the associated educational institution. When the operational centre is a subsidiary of the IOI the director will be appointed by the Executive Director of the IOI.

To the extent possible, financial and management systems will be standardized for all operational centres taking into account local requirements.

#### 4.4. Four Operational Training & Research Centres.

The establishment of operational centres in Latin America, Asia, Africa, and Oceania will enable the IOI to more than double the annual output of trainees, to improve and expand its programmes and to integrate them with distance learning technology; to bring programmes closer to the need; to train trainers; to work with decision makers; and, to contribute to the consciousness raising on environment and development in each of these regions.

Other States -- e.g., China, where the IOI has organized two ten-week training programmes in cooperation with SOA -- have already expressed their desire to have a permanent operational centre. Another desirable site

would be an Arab country for the development of programmes in the Arabic language. Thus the initial choice of the four sites was not an easy one. It was made on the basis of two criteria, one generic, one specific. The generic criterion was that it would be advisable to have centres in countries which have a record of relative political stability in Latin America, Africa, and Asia as well as in the South Pacific. The specific criterion was to build on work already done.

In India, the IOI Operational centre will be based within the Indian Institute of Technology (IIT)-Madras. The IOI has already conducted three training programmes (Class A and Class C) in India, two of them being at IIT, Madras. This Institute is conducting advanced research in ocean engineering and ocean energy and this will make for a major input into IOI programmes. India is already home to the largest number of IOI alumni, active in all sectors of ocean development and conservation. Two of the current course directors are Indian. The IOI situation in India is ripe for building further.

In Colombia, the IOI activities are based at the Universidad Jorge Tadeo Lozano, with its central campus in Bogota but with operations also in Cartagena and Santa Marta. Here, the Government, Navy and scientific institutions all give great importance to marine affairs and the country has an elaborate ocean development plan. As in India, the IOI has conducted programmes and has carried out major research for the Colombian Delegation to the Law of the Sea Preparatory Commission. IOI Colombia was established as a branch operation of the IOI in July, 1992 after an agreement with the Government of Colombia was signed. A Director is in place. IOI Colombia will be incorporated as a self-contained entity as soon as the project becomes operational. This does not affect the capacity of IOI Colombia to start functioning.

In Fiji, the operational centre is based at the University of the South Pacific at Suva and has already been welcomed into the network of regional marine activities known as the Marine Studies Coordinating Committee. A decade ago, the IOI conducted training programmes also, as well as a "refresher course" in Suva. The then executive director of IOI was commissioned by CIDA and the FAO to survey the training needs and to study the feasibility of a regional training programme under the aegis of the University of the South Pacific. This report has been the basis of the programme of activities of the University. The University now welcomes increased activities by the IOI to upgrade that programme, to bring in international expertise, and to elaborate an urgently needed distance-learning programme.

An agreement has been entered into with the University whereby IOI South Pacific has been established and a Director of the Operational centre appointed. This enables the IOI South Pacific to be operational. In parallel final arrangements with the Government of Fiji to recognise the IOI as an international (non-domestic) NGO are underway.

In Senegal, the scientific and institutional context is significantly less developed and for this reason the need to establish an operational centre is even greater. An official approach from the President of IOI to the President of Senegal has been followed up with preliminary official approval to establish an operational centre there. Discussions with the UN African Institute for Economic Development and Planning have resulted in the setting up of an IOI Operational Centre in Dakar through an MOU signed in May, 1993. A Director has been appointed and legally the IOI Senegal is operational.

As previously stated, these developments in Fiji, Senegal, Colombia, and India will deepen the effectiveness of work already being done in Malta and Nova Scotia, Canada.

#### 5. Reasons for Assistance from GEF/UNDP.

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

#### 6. Special Considerations in the UNDP Context.

##### 6.1. Integration of Women in Development.

Always a concern of the IOI -- founded by and, for most of its 20 years, directed by women -- IOI has experienced unusual but insufficient success with involving women. The effort has been particularly successful in the sector of fisheries. The Philippines as well as some African countries have sent a number of highly qualified women participants to the IOI programmes year after year. Efforts have been particularly unsuccessful in the programmes focusing on high technology. This reflects the difficulties women are encountering in science and technology careers in many developing countries. This general problem is being addressed by the Third World Academy of Science with whom the IOI cooperates closely.

The operational centres proposed in this project will take the training programmes closer to the participants and it can be expected that the proportion of women involved will increase commensurately.

#### 6.2. Technical Cooperation Among Developing Countries.

A great deal of the research has been and will be devoted to the possibilities and modalities of establishing regional centres for research and development in marine industrial technology. Based on the new concepts of joint technology development (which is replacing the traditional concept of transfer of technology), this research is intended to advance South-South and North-South cooperation. Special emphasis will be placed on the management of sustainable development of the EEZ.

This builds on existing and successful technical cooperation arrangements elsewhere, such as EUREKA, EUROMAR, ESPRIT, and the innumerable transnational private arrangements such as those which exist among US and Japanese companies, for example.

These new models of organizing and financing research and development in high technologies in a "pre-competitive phase" have remained restricted to the industrialized countries. The feasibility studies undertaken by the IOI are intended to open the models to the participation of developing countries.

#### 6.3. Cooperation with Non-Governmental Organizations (NGOs).

IOI is itself an international NGO and throughout its history has worked with numerous other NGOs, universities, research centres, and the like. The practice will be continued.

#### 6.4. Involvement with the Private Sector.

The IOI recognizes that its work impacts directly the private sector -- specifically fisheries, mining, shipping, tourism, coastal developments, industrial and urban development and planning and indeed one of the objectives of IOI programmes is building new forms of cooperation between the private and public sectors. The operational centres advisory councils will intentionally include representatives of the private sector and each centre will be charged with developing its own modus operandi and programmes of public-private partnerships.

Special emphasis will be placed on breaking down the apparent contradiction between development and conservation. A Seminar sponsored by IOI was held in New Delhi in September 1992 under the aegis of the Federation of the Indian Chambers of Commerce and Industry to sensitise top decision makers in Government and private industry to the opportunities available in the ocean sector. Another seminar is due to be held in the State of Gujarat, India in the fall of 1993. More will be held in the South Pacific, Africa, India and Latin America from 1994 onwards.

## 7. Coordination Arrangements.

- 7.1. The IOI has always had working relationships with all the relevant organizations within the UN system. FAO, UNESCO/IOC, IMO, UNEP, UNIDO, UNCTAD, the Office of Ocean Affairs and Law of the Sea, inter alia have regularly provided lecturers and teaching materials.

Cooperation with UNEP's Regional Seas Programme has been intensive in the Mediterranean and Caribbean, both with regard to training and research. Cooperation in the South Pacific, West Africa, and the Indian Ocean will be intensified through this project.

- 7.2. In the future, IOI will further coordinate efforts with relevant organizations, both governmental and nongovernmental (e.g., Third World Academy of Science, environmental groups), the regional offices of the UN specialised agencies and programmes (e.g., IOC, FAO, IMO, UNEP) and this will be further enhanced by the establishment of full-time operational centres.

## 8. Counterpart Support Capacity.

- 8.1. The contributions from the collaborating educational and scientific organisations in India, Colombia, Senegal and Fiji will be in-kind (facilities, equipment, personnel) and in cash supplemented in some cases by similar contributions and designated grants from host governments (cf. Appendix C).

The current operating budget of the IOI is of the order of US\$ 1.8 million, much of it secured by multi-year grants, which indicates that the IOI has the financial resources to devote \$1.0 million over the next three years to this project.

## PART C - DEVELOPMENT OBJECTIVE

The development objective of this project is to form an essential and heretofore insufficiently available element of the development infrastructure for marine affairs.

The overall, long-term goals are to improve the management of the oceans for the benefit of all and especially of developing countries, to improve the sustainable productive capacity of the marine environment, and to improve the management of oceans and the contribution of developing countries in ocean management.

#### PART D - IMMEDIATE OBJECTIVES, OUTPUTS, & ACTIVITIES

The overall output of the project will be the establishment of self-sufficient permanent operational centres capable of over 1300 participant weeks of training a year, of stimulating and coordinating policy research in and between/among regions and operational centres, and of creating and updating training programmes.

##### Projected Trainee Outputs (in participant weeks)

	1993 (6mo.)	1994	1995
South Pacific	25	146	155
Caribbean	100	360	375
Indian Ocean	242	500	378
South Atlantic	-	240	280
Total	367	1246	1188*

\* Actual capacity 1310 taking Indian Ocean as 500.

{N.B. The Project Coordinator for this project will be the Executive Director of the IOI.}

{The project budget in Appendix A is keyed to the numbering system used in the following section.}

#### 1. Immediate Objective 1 - Institutional Infrastructure

To develop an institutional infrastructure capable of supporting exponentially increased training activities and attendant research and information needs, building on the progress in the past ten months where ...

- . In Colombia, the Government has recognised the presence of IOI activities with an agreement enabling the IOI to be incorporated, with special and public welcoming ceremonies, and a definitive agreement of cooperation has been signed with the Universidad Jorge Tadeo Lozano.
- . In India, IOI-India has been accommodated within the Indian Institute of Technology-Madras and the formal cooperation agreement with that IIT has been signed.

- . In Fiji, the IOI has signed an agreement for cooperation with the University of the South Pacific thereby making the IOI part of the South Pacific network of scientific and education institutions through the Marine Resources Coordinating Committee and giving the IOI direct access to the 12-nation (Cook Islands, Fiji, Kiribati, Marshall Islands, Nauru, Niue, Solomon Islands, Tokelau, Tonga, Tuvalu, Vanuata, Western Samoa) education network of the University, and the senior permanent secretaries in the relevant ministries are deliberating the most effective way to recognize the IOI there, and
- . In Senegal, the Government has moved with unusual speed to welcome the IOI officially into the country. Further discussions are pending due to elections being held there. An MOU with the UN African Institute has been entered into through exchange of faxes on 24 May, 1993. By this agreement a Director for IOI Senegal is in place and it has become a legal entity.

#### Output 1.1 - Four New Self-Sustaining Operational Centres.

As soon as the project is signed and in any case by July 1993 the operational centres in Colombia (with headquarters in Bogota and activities in Cartagena and Santa Marta), in Dakar (Senegal), in Suva (Fiji), and in Madras (India) will be fully operational with each ready to begin training programmes per the operational plans contained in the Annex. While the Centre in Madras would be able to both revise, develop and deliver courses, the Centres in Colombia and Senegal would begin by delivering courses developed elsewhere with the courses developed by themselves (in French and Spanish) being delivered in 1994 and 1995 respectively. IOI Senegal has the benefit of developed academic and physical facilities as it is associated with UN African Institute of Economics and Development which is running courses in Planning for 31 African States in both English and French. IOI South Pacific would also be able to start immediately because the University of South Pacific is already running courses which are an adaptation of IOI courses and so only need upgradation and improvement.

The activities specific to each operational centre are contained in these operational plans.

The following are common to all.

1.1.1. Appointment of an operational centre director or coordinator for each centre.

Starting Date	With beginning of project
Responsible Party	President of Board



Executing Party                      Executive Director

Vice Chancellors/Directors Meetings

- 1.1.2. a. It is necessary to closely monitor the project as it develops and evolves through the life of the project. Changes are inevitable because the project covers areas not yet fully evolved. So it is proposed to have regular twice yearly meetings of the President, Executive Director, and representatives of the operational centres and of UNDP to monitor the implementation of the centre operational plans (Appendix C) and to guide future development.

Starting Date	With beginning of project
Duration	Continuous
Responsible Party	Executive Director

Administrative Support

- 1.1.2. b. The operational centres in the South Pacific and Colombia need administrative support. It is proposed to provide them with a coordinator to assist the Directors in day to day work.

Starting Date	With beginning of project
Duration	Continuous
Responsible Party	Centre Directors of South Pacific and Colombia

Library Networking

- 1.1.2. c. To integrate the knowledge base of the IOI system it is proposed to develop software so as to link all the libraries of the collaborating institutions through E-mail.

Starting Date	With beginning of project
Duration	Six months
Responsible Party	Executive Director
Executing Party	Centre Director, Madras

Information Dissemination

- 1.1.3.a Implementation of IOI institutional identity program per the strategy already developed (cf. Appendix F), coupled with the specifically reinforcing personal contacts with international media developed during Pacem in Maribus XX and as per regional programs to be developed by the operational centres. For this purpose it is necessary to bring out a brochure as well as prepare audio-visual presentations.

Starting Date	With beginning of project
Duration	Continuous

Responsible Party	Executive Directors	Director/Centre Directors
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1.1.3.b Another way of information dissemination is by having regular links with IOI alumni. IOI alumni constitute a valued human resource in their own countries and regions. Governments, regional and global international organizations call on them to assist in the planning and implementation of marine policy. For example, "National Focal Points" in IOMAC countries are in many cases serviced by IOI alumni, Sri Lanka has made it its policy to train its tenured NARA staff in IOI programmes. Many IOI alumni now have risen to leadership positions, as directors of fisheries and other ocean-related departments. An IOI alumni association has already been established in India but due to financial constraints this association is as yet unable to develop to its full potential. A refresher course of IOI alumni was held in Madras in March 1993.

IOI alumni are extremely useful to the IOI itself: being intimately familiar with IOI programmes on the one hand, and with the needs of the countries on the other, they have proven to be the best source for the recruitment of new trainees as well as for the continuous renewal and evolution of the programmes. They also often serve as lecturers in subsequent programmes.

The strengthening of the IOI alumni network regionally and interregionally is thus of mutual benefit to host countries and the IOI.

The alumni data base has been consolidated and verified while a survey has been made of the IOI alumni's perceptions of the usefulness of IOI programmes.

It is necessary to prepare and disseminate an "alumni directory" to all alumni, with annual updates, designed to be self-funding after three years. (First edition - October 1993)

It is also necessary to develop a single, dedicated and periodic (quarterly) alumni newsletter, following Issue #1 in November 1992, to become self-funding by the end of the project through advertising and subscription revenues.

Starting Date	Beginning of project
Duration	Continuous
Responsible Party	Executive Director

#### Programme Development

1.1.4. Development of non-UNDP financial support for operational centres emphasising especially the private sector and the employers of the participants, in

collaboration with the advisory councils. This would entail travel both regionally and globally to "present" the IOI so as to raise funds.

Starting Date	With beginning of project
Duration	Ongoing
Responsible Party	Executive Director/Honorary President/Centre Directors

#### Output 1.2 - Institutional Links with Associated Institutions

A key element in the IOI strategy is to reinforce existing institutional capabilities through providing active networks for ocean affairs. The landmark Pacem in Maribus XX was but one opportunity to bring together the institutions concerned -- the University of Malta (which was celebrating its 400th anniversary around this conference), Dalhousie University, IIT- Madras, the Unversidad Tadeo Lozano, and the University of the South Pacific.

A meeting of the vice chancellors, of the Universities concerned and of the directors of the centres was held in Malta on May 17 and 18, 1993 to discuss learning and library hook-ups. A survey was made of the capabilities of the different centres and on the basis of the discussions this project was finalised (minutes of meeting at Annexure J). As already mentioned (para 1.1.2.a), these meetings will be a regular affair during the pendency of this project to ensure its systematic and organic development.

## 2. Immediate Objective 2 - Training Programmes

The IOI has been running three kinds of programmes, namely, Class A --- on the importance of high technology for developing countries, focussing on seabed mining technology as an illustration; Class B --- with the management of the EEZ; and Class C --- regional cooperation and development.

It is intended to update and revise all these courses.

It is also intended to develop the following new courses:

- a course on coastal zone management with focus on small islands
- a course for planners on EEZ and coastal management
- an advanced course for IOI alumni
- a course for decision makers in policy making

- sensitising workshops for top decision makers (ministers, permanent civil servants, industrialists)

Output 2.1 - Current, Revised and New Programmes.

### Research

It is clear from the preparatory work of the past eighteen months that there are common themes which can be developed in policy research to be undertaken under the aegis of the IOI. Also the cooperating institutions in the IOI network have been enticed to become partners in this venture largely because of the opportunities of collaborative research. What is not so clear is exactly what the research projects will be and in some cases the impetus and ideas for these projects will have to be coming out of the regional organizations eventually doing the research.

The creation of an advisory council in each operational centre, composed of academic, training, public policy, government, and private sector representatives will help to ensure that the research projects are relevant to the perceived needs of the region. In addition, the director of each operational centre is ex officio a member of the Planning Council of the IOI, thus ensuring an organic relationship.

Furthermore, it is and will continue to be the policy of the IOI to be involved directly in research only when it is policy oriented, about marine affairs and is interdisciplinary and is non-proprietary.

The annexes contain the operational plans for the operational centres and each contains specific ideas about research programmes relevant to that centre (cf. Appendices C1-C4).

### Development of Research Programme

2.1.1.a. A preliminary survey of research possibilities among the six operational centres (including Malta and Halifax) to identify the areas for immediate collaboration, those with possibilities for collaboration, and those where collaboration will be more difficult was made on the 17 and 18 May, 1993 in Malta. It was decided that the Operational Centres should discuss this matter with other institutions in the region and come up with detailed proposals by September 1993.

Starting Date	17 May, 1993
Termination	30 September 1993
Responsible Party	Honorary President
Executing Party	Executive Director/Centre Directors

2.1.1.b. Submission of refined research proposals to UNDP and other funding bodies for funding outside this project.

Termination	December 1993
Responsible Party	Founder
Executing Party	Executive Director, Centre Directors

#### Curriculum Development

2.1.2. Current course programmes need to be adapted and translated for mid-level civil servants from the geographic regions of the four centres.

IOI training programmes cover all aspects of ocean management. They include introduction to the law of the sea, introduction to oceanography, management of living and nonliving resources, coastal management, shipping and navigation, development and management of ports and harbours, tourism, development and management of marine science and technology, national legislation, building of national infrastructure for integrated marine policy making, regional cooperation and development, the UN system of "competent international organisations," case studies, simulation exercises, as well as round-table discussions.

IOI courses were developed during the formative years of both the IOI itself and of ocean affairs in general (cf. 4.1 para 3 for brief description). This may explain the pioneering aspects of the courses and the IOI tendency to "improvise" in response to changing needs. These qualities must be maintained. They make the IOI training programmes a living thing, where each course is new each time in each place and outstanding personalities are given the opportunity to pass their unique experiences on to the next generation. The exponential increase in demand for IOI courses anticipated in this project, however, as well as the necessity of incorporating the latest teaching technologies, such as distance learning, translates into a requirement for modularised material. In the past, the IOI produced teaching materials in the form of "readers" and detailed course reports including course directors' observations of teaching methodology and case studies prepared by the participants themselves. Future teaching materials will include case studies, scenarios for distance learning, manuals and workbooks for specific course modules.

At the same time, the IOI is fully cognizant of the development of new instruction technologies which are vital if the IOI is to reach new groups of participants characterized as culturally very diverse and educationally uneven.

The IOI has, during the preparatory phase, revised its current range of three courses and examined new opportunities, without leaving out any of the vital information and approaches which have distinguished the IOI to date.

In addition to revising and updating its existing courses, IOI will also develop new courses as refresher courses for its alumni, for entering into niche areas like courses for planners, advanced courses for those with a fundamental marine knowledge base, coastal management as a sustainable process, special focus on islands and so on. Syllabi of two revised/new courses developed by IOI in the last six months after discussion with the collaborating institutions and the UN DOALOS are at Annex H.

#### Course Development

2.1.2.a. In training programmes a major expense is the cost of bringing trainees to the site where the course is held. This generally precludes short courses, especially in a regional context, since the costs of travel tend to make the course cost-ineffective. A way out would be to develop self-contained modules which could be used along with a facilitator to run the course in sub-regions. Besides they could also be used to configure different types of courses. It is, proposed, therefore to develop training modules region-wise in such a manner as to have global relevance. The development of these modules would in the very process of their development also produce local resource personnel. The selection of modules, after submission of proposals by the operational centres would be done by a Committee headed by the Honorary President (cf. Appendix L). The detailed programme would be as follows:

NAME OF COURSE	COMPLETION DATE	EXECUTING PARTY
Revised A (5 weeks)	September, 1993	IOI Headquarters - Executive Director
Revised B (10 weeks)	April, 1994	IOI Headquarters - Executive Director
Revised C (10 weeks)	September, 1993	IOI Madras - Prof. V.S.Raju (Centre Dir.)
Alumni Advanced Course (New, 4 weeks)	September, 1993	IOI Headquarters - Executive Director
Course for planners (5 weeks), (English & French)	April, 1994	IOI Senegal - Dr. J.C. Senghor (Centre Dir.)

NAME OF COURSE	COMPLETION DATE	EXECUTING PARTY
Course for islands (8 weeks)	September, 1993	IOI Malta/IOI Headquarters - Fr. Peter Serracino Inglott
Course for decision makers on policy (1 week)	April, 1994	IOI Madras - Prof. V.S.Raju (Centre Dir.)
Course on coastal zone management (5 weeks)	September, 1994	IOI Madras - Prof. V.S.Raju (Centre Dir.)
Course for planners (Spanish)	April, 1995	IOI Colombia - N. Salom (Centre Dir.)
Sensitising seminars for leaders:		
English	September, 1993	IOI Madras - Raju
Spanish	April, 1995	IOI Colombia - Salom
French	September, 1994	IOI Senegal - Senghor

### Training of Trainers

2.1.2.b. The participants in IOI training programmes are generally middle level executives involved with ocean policy and organisation of ocean development programmes, environmental issues etc., ocean scientists and engineers and representatives of non-governmental organisations. Their academic background, and professional experience, is varied while the subjects covered in the training programmes are very extensive in scope.

The faculty available to conduct these programmes are either recognised experts in their own disciplines (mostly from academia and R & D institutions) or persons with on-line experience in government or international organisations. The former are well versed in educating students for various degrees and also run short-term continuing education programmes while the latter, normally, have sectoral experiences. Also all the persons receiving instruction are specialists in their respective disciplines. Besides there is limited experience in pedagogical development for this type of course.

Thus lecturing in IOI training programmes, and their pedagogical development, is very different and there could be a mis-match between the expertise available and the training situation. A solution to this problem cannot be found in a short time during a course thereby necessitating training/orientation of lecturers. Pedagogical experts have also to be trained in effective

course development techniques (cf. Appendix L).

The training of trainers scheme would be used to orient subject matter/sectoral specialists in how to lecture to a multi-cultural, multi-disciplinary group. Also for developing resource persons in pedagogical and some new disciplines e.g. law and technology in Fiji.

Starting Date	July 1993
Termination	December 1995
Responsible Party	Executive Director
Executing Party	Centre Directors

### Scholarships

2.1.3. In the workshop of operational centres, and attended by representatives of UN DOALOS, UNDP OPS and UNECA held in Malta on 17 and 18 May, 1993 (Appendix J) the current programmes of IOI were considered and syllabi were developed for testing courses in 1993 on:

- coastal zone management as a sustainable process
- coastal zone management with focus on small islands

The syllabus of an advanced course developed by IOI in association with UN DOALOS was also approved and it was decided to expand this to a 3-4 week programme and use it to train trainers as well as those with fairly good knowledge of marine affairs. The expanded programme would be tested out in 1994.

It was the considered view of the workshop that the testing and evaluation of courses was not a one-shot affair but had to be a continuous process where evaluation of curricula and course material and revision of courses took place in a continuum. In this context it was also cost-effective to conceive IOI courses as having application in a field much larger than the IOI operational centres, for example, in other institutions, both within the UN system and outside, running similar courses.

To achieve this purpose, and to maintain the necessary quality, broad-based Committees needed to be established to:

- a) approve the initial syllabi for training (in English, French and Spanish)
- b) oversee the testing of courses
- c) evaluate the course and suggest what further action could be taken.

The regular meetings of the President, Executive Director, representatives of the Regional Centres and of UNDP as proposed in para. 1.1.2.a. could take care of (a)



and (b) above while the manner in which evaluation would be handled will be elaborated later (cf. para 2.1.4.).

#### Course Development

2.1.3.a. The project provides the seed funding for testing, evaluating and revising the existing training programmes of IOI. It also provides the seed funding for testing, evaluating and revising four new courses, of which the syllabus for two, namely, the islands course and an advanced course have already been developed and are to be tested. The other courses/workshops for decision makers (a 1-week course and 1-day workshop) and planners are in the course of development and would be tested in 1994/1995. IOI intends to supplement the project core funding of courses (provided in the form of scholarships) with non-UNDP funding so as to develop courses which are adapted to the different regions while having a wider and global transferability so as to be useful to other training institutions.

Starting Date	1 July 1993
Completion	Continuous
Responsible Party	Executive Director
Executing Party	Centre Directors

#### Courses for Alumni

2.1.3.b. The importance of IOI alumni has been highlighted (para 1.1.3.b). Special courses would be run for them so as to update their knowledge bases and reinforce their links with IOI.

Starting Date	With beginning of project
Completion	Continuous
Responsible Party	Executive Director
Executing Party	Centre Directors

#### Workshops for Decision Makers

2.1.3.c. Sensitising of leaders and decision makers is a necessary pre-requisite for the success of the training efforts aimed at mid-level public servants. Workshops to this end will be organised in all the regions.

Starting Date	With beginning of project
Completion	Continuous
Responsible Party	Executive Director
Executing Party	Centre Directors

#### Master's Programme

2.1.3.d. Survey for verification of need and niche for masters degree programme. If found desirable and demand-based, to promote its adoption in the collaborating institutions. One such proposal of the University of

Malta/IOI Malta is under consideration (cf. Appendix J). Since this activity would be a spin-off of the meeting held as per para 1.1.2.a, no separate funding for this is provided.

Starting Date	July 1993
Completion	December 1995
Responsible Party	Honorary President
Executing Party	Executive Director

### Evaluation of Courses and Workshops

2.1.4. Evaluation of the training programmes and workshops is most essential. In any globalisation scheme the programmes have to meet two criteria: they have to have a global applicability while being capable of being adapted to the regional and sub-regional contexts. Flexibility is being introduced through the development of course modules which would enable variety through different course configurations. The courses should also, however, have applicability outside the IOI system while not reinventing the wheel. It is proposed to set up a Course Development Committee consisting of representation from the IOI as well as the non-IOI systems. Details of the Committee and its mode of functioning is at Appendix L.

Starting Date	1 July 1993
Completion	31 December 1995
Responsible Party	Honorary President
Executing Party	Executive Director

## PART E - INPUTS

### 1. UNDP/GEF Inputs

#### 1.1. Personnel

IOI has been active in all matters related to the oceans since 1972. It has extensive linkages with a large number of organisations dealing with ocean matters. It has conducted 20 Pacem in Maribus conferences, over 40 training programmes, and a number of policy research projects. Through this working process, a large number of international experts are available to the IOI.

Furthermore, a large number of alumni (nearing 700) have been trained and many of them now occupy responsible positions. Finally, with the preparatory assistance grant from UNDP for this project, visits have been made to the most important institutions in the four regions and linkages established.

The IOI was and is in an excellent position to hire the services of the best and most appropriate experts for the effective implementation of this project.

Consultants to the IOI or any of its operational centres, of course, may not be employees of the IOI.

Consultancies for global projects and coordination among the entire centre network will be done by the Executive Director. Consultancies for local and regional activities will be selected, wherever possible, utilising locally available expertise, in consultation between the operational centre director(s) concerned and the Executive Director of the IOI.

The following are projected figures for the overall project and cover local/regional as well as international consultancies.

Annex E lists some of the consultants available to the IOI. Curricula vitae of more consultants will be added in the course of the project development. The total consultant mandays and costs (at \$200 per day average) are as below.

Position	Duration (Mandays) (Over 30 Months)
Educational Consultants for curriculum and subject matter development	1500
	\$300,000

#### 1.2. The travel and related costs associated with the project

Institutional Networking	\$ 100,000
Programme Development	\$ 50,000
Development of Research Programme	\$ 24,600
Course Evaluation	\$ 100,000
	\$ 274,600

#### 1.3. Training in the form of scholarships

Revised and new courses	\$1,000,000
Alumni	\$ 50,000
Leaders	\$ 50,000
	\$1,100,000

##### 1.3.1. Training of trainers

\$ 100,000

#### 1.4. Expendable equipment related to this project for initial equipping of operational centres (to be provided by UNDP OPS; cf. Appendix K for details of equipment).

\$ 120,000

1.5. Miscellaneous expenditures such as:

Administrative support	\$ 100,000
Library networking	\$ 10,000
PR brochures	\$ 50,000
Alumni directory/quarterly newsletter	\$ 30,000
	\$ 190,000

1.6. Provision for the IOI overheads associated with administration of this project, calculated at 7% of the direct costs.

\$ 137,520

1.7. GEF Project reviews over the lifetime of the project

\$ 50,000

1.8. Preparatory assistance grants

\$ 165,000

2. IOI Inputs (cash and in-kind). The quantifiable inputs from the IOI into this project as outlined below are estimated to be a minimum \$1,000,000 as follows:

2.1. a) The personnel costs associated current and proposed staff:

Postition	Duration (MM) ----- (Over 30 Months) -----	Est Value
President of the Board	6	\$ 120,000
Founder	20	200,000
Chairman of the Planning Council	6	60,000
Executive Director	15	150,000
Secretarial Assistance	60	120,000
Librarian Assistance	30	60,000
		\$ 710,000

b) Travel costs associated with this staff, which, given the global nature of this work, are estimated at \$ 250,000.

2.2. One-third of the normal operating costs associated with the maintenance of the Malta and Halifax offices, or approximately \$ 100,000/year or \$250,000 for the project.

2.3. Costs of post, telephone, and telefax from the current centres associated with this project, projected to be approximately \$2,500 per month or \$ 75,000.

- 2.4. Initial investments in the development of the body of knowledge, the development of teaching materials, and leading research, which are not quantifiable.
- 2.5. The involvement of the members of the Planning Council and the Board, most of whom are acknowledged leaders in various aspects of marine affairs, which are also not quantifiable.
3. Operational Centre Inputs (cash and in-kind). All the four operational centres (South Pacific, Colombia, India and Senegal) are providing the necessary physical and managerial infrastructure for the centres as well as the directors (along with the associated supporting staff) as their contributions in-kind. The opportunity value of this to IOI is in what it would have cost it to set up these centres from scratch. The present cost of running the Halifax and Malta centres is about \$ 300,000 a year or \$ 150,000 per centre. As calculated by the operational centres, however, the total comes to \$ 750,000 or about \$ 75,000 per centre per year (i.e. 50% of the opportunity value to IOI).

Operational Centre	1993	1994	1995
South Pacific (Admin.)	\$ 36,250	\$ 72,500	\$ 72,500
Colombia (Admin.)	37,250	77,000	79,500
India (Administration)	36,000	76,000	70,000
Senegal (pro forma)	37,500	75,000	75,000
Totals	147,000	300,500	303,000
			\$ 750,500

The inclusion of research funding and ancillary activities will increase the budgets by at least 33%. It would be reasonable to take the contribution of the centres at a conservative \$ 875,000.

## PART F - RISKS

### 1. Regional Uncertainties.

Long-term planning for training programmes in specific locations is always subject to changes in governments, civil unrest, economic turbulence, acts of war, both within nations and regionally.

The IOI is no stranger to such uncertainties and has, as a result of such "trials by fire" including in its own central operational base, been able to adapt itself to such matters speed and certainty.

Excepting "acts of God," the structure of the IOI and its approach of cooperation with local institutions (with regional advisory councils being composed of recognized officials is designed to minimize the chances of delays.

## 2. Programme Inefficiencies.

Inefficiency in the implementation of the programme should always be considered and this programme has been purposefully designed to have in it a self-regulating and self-correcting mechanism, based on IOI's experience in the past twenty years.

## 3. Continuation of Project.

The question of inability of the IOI to carry on the work begun by the UNDP/GEF contract has been carefully considered. The contract money will be used to establish fully operational self-sufficient operational centres of the IOI at the end of two and a half years. Any danger of discontinuity will come not from institutional weakness but from a perceived diminution of the need to develop sustainable ocean resources, which is highly unlikely. The focus on development of external financial support in order to make the operational centres financially independent from the collaborating institutions should help to ensure that their fates will not be closely tied to the financial vicissitudes afflicting many such organisations.

## PART G - PRIOR OBLIGATIONS & PREREQUISITES

A necessary prerequisite to the implementation of this project is the provision by the host government and the associated institution of the facilities and support mentioned in their written agreements with the IOI.

If for any reason any of the host governments for the operational centres should pose unacceptable conditions for establishment of operational centres or should not fulfill the conditions in the written agreements with the IOI, the IOI reserves the right to pursue other locations and will do so without hesitation.

UNDP reserves the right to suspend or terminate its assistance to this project in that country if the agreed conditions are not fulfilled.

## PART H - PROJECT REVIEWS, REPORTING & EVALUATION

- (a) The project will be subject to tripartite review (joint review by IOI, the cooperating institution, and the UNDP) at least once every 12 months, the first such meeting to be held within the first 12 months of the start of full implementation. The IOI executive director shall prepare and submit to each tripartite review meeting a Project Performance Evaluation Report (PPER). The parties agreed that all GEF partners (World bank, UNDP, UNEP) will be invited to project reviews and evaluations. Additional PPERs may be requested, if necessary, during the project.

- (b) UNDP will organise an independent evaluation of the project during its second year of operation.
- (c) A project terminal report will be prepared for consideration at the terminal tripartite review meeting. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least four months prior to the terminal tripartite review.

#### PART I - LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1, para. 1, of the Basic Assistance Agreement between the United Nations Development Programme and the Governments of those participating countries which have signed such agreement. Alternatively, for those participating countries which have not signed such agreement, this project document shall be the instrument referred to as a plan of operation in Article 1, para. 2, of the agreement concerning assistance under the Special Fund Sector of the United Nations Development Programme, between the UNDP and the Governments of those participating countries which have signed such latter agreement.

COUNTRY: INTER-REGIONAL  
 PROJECT NO: GLO/91/G33/B/1G/31  
 TITLE: Support for Regional Oceans Training Programme

PART J - BUDGET

			1993	1994	1995	Total
1600	Mission Cost	US\$	5,494	50,000	15,000	70,494
1900	Component Total	US\$	5,494	50,000	15,000	70,494
2101	Prep. Assist. Subcontract (No. 1)	US\$	124,506			124,506
2102	Full Subcontract (No. 2)	US\$	416,015	967,065	719,040	2,102,120
2900	Component Total	US\$	416,015	967,065	719,040	2,102,120
3200	Workshop (Sardinia)	US\$	20,000			20,000
4600	Equipment	US\$	120,000			120,000
9000	Project Total	US\$	686,015	1,017,065	734,040	2,437,120
9300	Support Costs (6%)	US\$	41,073	60,422	44,732	146,227
9900	Grand Total	US\$	727,088	1,077,487	778,772	2,583,347

\* Including \$120,000 for equipment not subject to IOI overheads.



APPENDIX A

SUMMARY (centre-wise)

	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
<u>1. Institutional Networking</u>						
1.1.1. Appointment of Centre Directors						
1.1.2. Implementation Monitoring						
a. Vice chancellors/ directors meeting	100,000	100,000				
b. Administrative Support	100,000		50,000			50,000
c. Library Networking	10,000	10,000				
1.1.3. Information Dissemination						
a. PR brochures	50,000	10,000	10,000	10,000	10,000	10,000
b. Quarterly newsletter/alumni directory	30,000	30,000				
1.1.4. Programme Development (Travel)						
a. Executive Director and Honorary President	30,000	30,000				
b. Regional directors	20,000		5,000	5,000	5,000	5,000
Subtotal	340,000	180,000	65,000	15,000	15,000	65,000
<u>2. Training Programmes</u>						
2.1.1. Development of Research Programme						
a. Regional directors (travel)	20,000		5,000	5,000	5,000	5,000
b. Submission to funders (travel)	4,600	4,600				
2.1.2. Curriculum Development						
a. Course Development	300,000		75,000	75,000	75,000	75,000
b. Training of Trainers	100,000		25,000	25,000	25,000	25,000
2.1.3. Scholarships						
a. Courses	1,000,000		250,000	250,000	250,000	250,000
b. Alumni	50,000		12,500	12,500	12,500	12,500
c. Leaders	50,000		12,500	12,500	12,500	12,500
2.1.4. Course evaluation	100,000	100,000				
Subtotal	1,624,600	104,600	380,000	380,000	380,000	380,000
Running total	1,964,600	284,600	445,000	395,000	395,000	445,000

SUMMARY (centre-wise) Cont:

	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
		-----				
Running total	1,964,600	284,600	445,000	395,000	395,000	445,000
IOI Overheads (@7%)	137,520	137,520				
		-----				
Subcontract (No. 2)	2102,120	422,120	445,000	395,000	395,000	445,000
		-----				
Prep. Assist. Sub- contract (No. 1)	124,506					
GEF evaluations	70,494					
Workshop (Sardinia)	20,000					
Equipment	120,000					
Support costs (6%)	146,227					
		-----				
Grand Total	2,583,347					
		=====				

SUMMARY (year-wise)

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting	100,000	20,000	40,000	40,000
b. Administrative Support	100,000	20,000	40,000	40,000
c. Library Networking	10,000	10,000		
1.1.3. Information Dissemination				
a. PR brochures	50,000	25,000	15,000	10,000
b. Quarterly newsletter/alumni directory	30,000	7,500	15,000	7,500
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President	30,000	10,000	15,000	5,000
b. Regional directors	20,000	9,500	9,500	1,000
Subtotal	340,000	102,000	134,500	103,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	20,000	9,500	9,500	1,000
b. Submission to funders (travel)	4,600	2,300	2,300	
2.1.2. Curriculum Development				
a. Course Development	300,000	55,000	149,500	95,500
b. Training of Trainers	100,000	19,000	45,000	36,000
2.1.3. Scholarships				
a. Courses	1,000,000	170,000	460,000	370,000
b. Alumni	50,000	3,000	39,000	8,000
c. Leaders	50,000	3,000	14,000	33,000
2.1.4. Course evaluation	100,000	25,000	50,000	25,000
Subtotal	1,624,600	286,800	769,300	568,500
Running total	1,964,600	388,800	903,800	672,000

SUMMARY (year-wise) Cont:

	TOTAL	1993 (6 mos)	1994	1995
Running total	1,964,600	388,800	903,800	672,000
IOI Overheads (a 7%)	137,520	27,215	63,265	47,040
Subcontract (No. 2)	2,102,120	416,015	967,065	719,040
Prep. Assist. Sub- contract (No. 1)	124,506	124,506		
GEF evaluations	70,494	5,494	50,000	15,000
Workshop (Sardinia)	20,000	20,000		
Equipment	120,000	120,000		
Support costs (6%)	146,227	41,073	60,422	44,732
Grand total	2,583,347	727,088	1,077,487	778,772

HEADQUARTERS

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting	100,000	20,000	40,000	40,000
b. Administrative Support				
c. Library Networking	10,000	10,000		
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	5,000	
b. Quarterly newsletter/alumni directory	30,000	7,500	15,000	7,500
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President	30,000	10,000	15,000	5,000
b. Regional directors				
Subtotal	180,000	52,500	75,000	52,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)				
b. Submission to funders	4,600	2,300	2,300	
2.1.2. Curriculum Development				
a. Course Development				
b. Training of Trainers				
2.1.3. Scholarships				
a. Courses				
b. Alumni				
c. Leaders				
2.1.4. Course evaluation	100,000	25,000	50,000	25,000
Subtotal	104,600	27,300	52,300	25,000
Running total	284,600	79,800	127,300	77,500
<u>Add. IOI overheads</u>	137,520	27,215	63,265	47,040
Grand total	422,120	107,015	190,565	124,540

COLOMBIA

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting				
b. Administrative Support	50,000	10,000	20,000	20,000
c. Library Networking				
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	2,500	2,500
b. Quarterly newsletter/alumni directory				
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President				
b. Regional directors	5,000	2,500	2,500	
Subtotal	65,000	17,500	25,000	22,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	5,000	2,500	2,500	
b. Submission to funders				
2.1.2. Curriculum Development				
a. Course Development	75,000	5,000	25,000	45,000
b. Training of Trainers	25,000	5,000	10,000	10,000
2.1.3. Scholarships				
a. Courses	250,000	50,000	100,000	100,000
b. Alumni	12,500		12,500	
c. Leaders	12,500			12,500
2.1.4. Course evaluation				
Subtotal	380,000	62,500	150,000	167,500
Grand total	445,000	80,000	175,000	190,500

INDIA

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting				
b. Administrative Support				
c. Library Networking				
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	2,500	2,500
b. Quarterly newsletter/alumni directory				
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President				
b. Regional directors	5,000	2,000	2,000	1,000
Subtotal	15,000	7,000	4,500	3,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	5,000	2,000	2,000	1,000
b. Submission to funders				
2.1.2. Curriculum Development				
a. Course Development	75,000	10,000	47,500	17,500
b. Training of Trainers	25,000	4,000	12,500	8,500
2.1.3. Scholarships				
a. Courses	250,000	70,000	140,000	40,000
b. Alumni	12,500	3,000	6,500	3,000
c. Leaders	12,500	3,000	6,500	3,000
2.1.4. Course evaluation				
Subtotal	380,000	92,000	215,000	73,000
Grand total	395,000	99,000	219,500	76,500



SOUTH PACIFIC

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting				
b. Administrative Support	50,000	10,000	20,000	20,000
c. Library Networking				
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	2,500	2,500
b. Quarterly newsletter/alumni directory				
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President				
b. Regional directors	5,000	2,500	2,500	
Subtotal	65,000	17,500	25,000	22,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	5,000	5,000		
b. Submission to funders				
2.1.2. Curriculum Development				
a. Course Development	75,000	10,000	47,000	18,000
b. Training of Trainers	25,000		12,500	12,500
2.1.3. Scholarships				
a. Courses	250,000	50,000	100,000	100,000
b. Alumni	12,500		12,500	
c. Leaders	12,500			12,500
2.1.4. Course evaluation				
Subtotal	380,000	65,000	172,000	143,000
Grand total	445,000	82,500	197,000	165,500

SENEGAL

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting				
b. Administrative Support				
c. Library Networking				
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	2,500	2,500
b. Quarterly newsletter/alumni directory				
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President				
b. Regional directors	5,000	2,500	2,500	
Subtotal	15,000	7,500	5,000	2,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors	5,000		5,000	
b. Submission to funders				
2.1.2. Curriculum Development				
a. Course Development	75,000	30,000	30,000	15,000
b. Training of Trainers	25,000	10,000	10,000	5,000
2.1.3. Scholarships				
a. Courses	250,000		120,000	130,000
b. Alumni	12,500		7,500	5,000
c. Leaders	12,500		7,500	5,000
2.1.4. Course evaluation				
Subtotal	380,000	40,000	180,000	160,000
Grand total	395,000	47,500	185,000	162,500

General

The budget tables give the details and summaries in various forms of the proposed expenditures.

- . Summary gives the consolidated expenditure projections centre-wise also annually
- . Colombia, India, South Pacific and Senegal give the expenditures projections from UNDP funds for those operational centres, respectively
- . Headquarters gives the expenditures funded from this project for central costs

The column 'reference' on each table is keyed to the text of the project document.

'Description' is a brief key to the activity itself.

'Total' is the amount of the budget line for the period of this project.

The next four columns of the centre-wise summary give the budget according to the headquarters/South Pacific/India/Senegal/Colombia. The year-wise summary gives the budget for six months of 1993, for 12 months of each 1994 and 1995.

1. All amounts are in US dollars and no adjustment for currency fluctuations anticipated.
  2. Consultancy fees are calculated on the basis of an average of \$200 a day.
  3. Air travel calculated on the basis of full-fare economy, most direct routing.
  4. Other travel expenses estimated based on DSA at UNDP rates.
  5. "Man Months" not gender specific.
  6. For training programmes, comprehensive costs average \$1,000 per participant week.
- 1.1.1. Centre Directors. No costs to this project as the direct responsibility of the centres concerned.
  - 1.1.2.a. Implementation Monitoring Expenses. Costs associated with bringing centre representatives and UNDP representatives together twice a year for joint review and planning meeting.
  - 1.1.2.b. Costs of two administrative coordinators for South Pacific and Colombia.
  - 1.1.2.c. Cost of consultancy to I.I.T. Madras for developing library networking software.

- 1.1.3. Information dissemination. Costs associated with hiring relevant external expertise services and products such as printing and posting, to develop and raise profile of the IOI.
- 1.1.4. Programme Development. Costs of travel of Honorary President, Executive Director and Centre Directors.
- 2.1.1. Development of Research Programme. Travel costs of regional directors and headquarters personnel.
- 2.1.2.a. Cost of consultants at an average of \$ 200 per day to develop course material.
- 2.1.2.b. Travel costs of trainers.
- 2.1.3. Scholarships at an average of \$ 1000 per trainee week.
- 2.1.4. Travel costs and honorarium of members of the Evaluation Committee.

Overhead Charges. As the IOI has calculated this budget based on real and direct costs only (excepting equipment), a 7% overhead charge has been factored to cover the indirect costs of project administration,.

GEF Evaluations. To cover costs of external project evaluations.

Preparatory Assistance Grants. Direct costs of preparatory assistance grants.

GEF Service Charge. Costs of UNDP/GEF project administration, per the stated policy of that agency.

APPENDIX B

Appendix B

Schematic Workplan

Reference Activity	1993		1994				1995			
	3	4	1	2	3	4	1	2	3	4
1.1.1. Appointment of Centre Directors	x									
1.1.2.a Calling meeting of vice-chancellors and directors	x		x		x		x		x	
1.1.2.b Awarding contract to IIT Madras for library networking software	x									
1.1.3.b Publishing PR brochure	x					x				
1.1.3.b Alumni directory Quarterly newsletter	x	x	x	x	x	x	x	x	x	x
1.1.4.a Programme development	x	x	x	x	x	x	x	x	x	x
2.1.2.b Submission of research proposal to funders		x	x	x	x	x	x	x	x	x
2.1.4. Setting up course evaluation committees	x				x					
Convening meetings of evaluation committees			x		x		x		x	

Appendix B

Schematic Workplan

Reference Activity	1993		1994				1995			
	3	4	1	2	3	4	1	2	3	4
1.1.2.b Appointing administrative coordinator	x									
1.1.3.a Publishing PR brochures	x			x				x		
1.1.4.b Programme development	x	x	x	x	x	x	x	x	x	x
2.1.1.a Development of research programme	x	x	x	x	x	x	x	x	x	x
2.1.2.a Course development	x	x	x	x	x	x	x	x	x	x
2.1.2.b Training trainers	x	x	x	x	x	x	x	x	x	x
2.1.3.a Advertising courses	x		x					x		
Running courses	x	x	x	x	x	x	x	x	x	x
2.1.3.b Alumni course					x					
2.1.3.c Leaders seminars/ workshop								x		

Appendix B

Schematic Workplan

Reference Activity	1993		1994				1995			
	3	4	1	2	3	4	1	2	3	4
1.1.3.a Publishing PR brochure	x			x				x		
1.1.4.b Programme development	x	x	x	x	x	x	x	x	x	x
2.1.1.a Development of research programme	x	x	x	x	x	x	x	x	x	x
2.1.2.a Course development	x	x	x	x	x	x	x	x	x	x
2.1.2.b Training trainers	x	x	x	x	x	x	x	x	x	x
2.1.3.a Advertising courses	x		x					x		
Running courses	x	x	x	x	x	x	x	x	x	x
2.1.3.b Alumni courses		x		x		x		x		
2.1.3.c Leaders seminars/ workshop	x		x		x		x		x	



Appendix B

Schematic Workplan

Reference Activity	1993		1994				1995			
	3	4	1	2	3	4	1	2	3	4
1.1.2.b Appointing administrative coordinator	x									
1.1.3.a Publishing PR brochures	x			x				x		
1.1.4.b Programme development	x	x	x	x	x	x				
2.1.1.a Development of research programme	x	x								
2.1.2.a Course development	x	x	x	x	x	x	x	x	x	x
2.1.2.b Training trainers			x	x	x	x	x	x	x	x
2.1.3.a Advertising courses	x		x					x		
Running courses	x	x	x	x	x	x	x	x	x	x
2.1.3.b Alumni course					x					
2.1.3.c Leaders seminars/ workshop								x		

Appendix B

Schematic Workplan

Reference Activity	Year Quarter	1993			1994				1995			
		3	4	1	2	3	4	1	2	3	4	
1.1.3.a Publishing PR brochures		x			x				x			
1.1.4.b Programme development		x	x	x	x	x	x					
2.1.1.a Development of research programme				x	x	x	x					
2.1.2.a Course development		x	x	x	x	x	x	x	x	x	x	x
2.1.2.b Training trainers		x	x	x	x	x	x	x	x	x	x	x
2.1.3.a Advertising courses		x		x				x				
Running courses				x	x	x	x	x	x	x	x	x
2.1.3.b Alumni course						x					x	
2.1.3.c Leaders seminars/ workshop					x				x			

APPENDIX C

INTERNATIONAL OCEAN INSTITUTE  
Caribbean Operational Centre at the  
Universidad Jorge Tadeo Lozano

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On June 17 1992 the Minister of Foreign Affairs of the Republic of Colombia welcomed the International Ocean Institute to her country, thus paving the way for the IOI to incorporate an operational centre in the coming months. In the same ceremony in Simon Bolivar's library in the Palace of San Marco in the presence of about 200 invites including a former president and five former Ministers of Foreign Affairs, the Founder and Chairman of the Planning Council of the IOI also signed an agreement of collaboration with the Rector of the Universidad Jorge Tadeo Lozano. On June 18, the activities moved to the Caribbean campus of that Universidad where the IOI activities were formally opened by the Rector of that campus.

According to national press coverage, in the wake of the Rio Earth Summit these events with Government encouragement of independent NGOs and environmental organisations, and in the context of national attention to ocean resources, may well represent a new era for Colombia.

This builds on the direct intervention of Ambassador Nicolas Salom Franco in the past seven months which was stimulated by the announcement that the United Nations Development Programme, (GEF) would fund the establishment of operational centres of the IOI in Colombia, the South Pacific, Africa, and the Indian Subcontinent.

The following is a detailed workplan with budgets; given the quickly evolving situation, this workplan is subject to change.

Outputs.

1. Training Programs. The training programs of IOI-Colombia will be, at least initially, those developed and tested by IOI globally and tailored to the specific requirements of the operational centre. These will be, to begin, the B (economic zone management) and C (regional cooperation and development) courses, which will be tailored to the specific regional and language needs of the Caribbean area.

In the first year (1993), only one short (four-week) course will be offered, developed by IOI in the same year (1993). It will be an alumni refresher/advanced course.

Beginning in the second year (1994), this will be supplemented by a ten-week course and a new course. From 1994 onwards a full program of training courses will be offered.

Thus, the schedule of courses will be as follows:

Frequency of Course Offerings	1993	1994	1995+
Alumni Refresher/Advanced Course	1	1	1
Revised B / C Course	0	1	1
New Course for planners	0	1	1
New Course (spanish)	0	0	1
Total	1	3	4

This translates in participants (participant weeks) as follows:

Numbers of Participants	1993	1994	1995+
Alumni Refresher/Advanced Course (4 weeks)	25 (100)	25 (100)	25 (100)
Revised B / C Course (10 weeks)	0	20 (200)	20 (200)
New Course for planners (3 weeks)	0	20 (60)	20 (60)
New Course for decision makers (1 week)	0	0	15 (15)
Total	25 (100)	65 (360)	80 (375)

As the priority is to develop a self-sustaining organization infrastructure, the first courses developed entirely by IOI-Colombia should not be expected before 1995.

Activity 1.1. Construction of a detailed marketing plan specific to the Caribbean and Latin American regions.

Starting Date: July 1993  
 Duration: Two Months  
 Responsible Party: Executive Director  
 Executing Party: Centre Director

Activity 1.2. Implementation of marketing plan.

Starting Date: September 1993  
 Duration: Continuous  
 Responsible Party: Centre Advisory Council  
 Executing Party: Centre Director

Activity 1.3. Securing involvement of faculty for initial courses.

Starting Date: July 1993  
Duration: Three Months  
Responsible Party: Chairman Centre Advisory Council  
Executing Party: Centre Director

2. Research. The planning for the IOI calls for a number of continuing and new research programs. The following are specific to IOI-Colombia.

2.1. Industrial Technology Centre. The studies start from an analysis of the concept of "technology transfer" which must be adjusted to the changed character of "technology" itself, which today is information-and knowledge based and requires an infrastructure of human resources capable not only of absorbing but of further developing the technology to be "transferred." In the Caribbean, the study has been supported by the Government of Venezuela, UNEP, and UNIDO. It leans on "Project Bolivar", a project proposed by Venezuela, adapting EUREKA to the Latin American/Caribbean situation. The subsystem on Marine Technology ("Technocaribe") will relate to Project Bolivar as EUROMAR relates to EUREKA.

A pre-feasibility study has been completed by the IOI for UNIDO in 1991. A full feasibility now needs to be undertaken. This can begin with Phase II and would require six months.

2.2. Environmental Tax Research. Recently pioneered by the IOI, this research recosts resources regionally by identifying and attaching fiscal measures to induce environmentally acceptable behaviour. For example, the IOI recently completed research (funded by the Ford Foundation) on the institution of a tourist tax in the Mediterranean Basin. Similar projects can be extrapolated such as addressing the issues of commercial shipping, recreational yachting, and further work in the tourism sector.

The Caribbean Action Plan of UNEP is underfunded and unable to implement its programs and therefore alternative sources of funding must be developed.

Three of four countries where tourism is a major economic factor as well as a source of growing environmental problems, representative of different types of tourism and tourism infrastructure, will be selected. Then a research procedure similar to the Mediterranean study will be followed.

Much of the work will be done in cooperation with the Dalhousie University School of Public Administration, which did the study in the Mediterranean, under the supervision of the Honorary President.

This will begin with Phase II and require 18 months.

- 2.3. Integrated Ocean Strategy Research. Many governments today are seeking advice to formulate an "integrated ocean policy." In response, IOI-Colombia will develop case studies, including cost/benefit analyses, integrating environmental indicators, simulations, and policy options. Such case studies, focusing on sustainable development, will benefit Colombia and neighboring countries; they will also be utilized in the training programmes and may lead to formulation of new special training programmes.

In April 1992, the IOI-Colombia hosted a three-day seminar which began to open communications and to raise consciousness about the seas. The next step is to focus on the dynamics and quality of communications between the relevant national government departments in Colombia where the Advisory Council is specially prominent in the public sector and then work out to other countries. Through off-the-record one-day briefing/seminars and a few other countries (perhaps four -- Guyana, St. Lucia, Trinidad, Jamaica, or Martinique, for example), then a regional approach to integrated ocean strategy research can be developed in cooperation with UNEP, et al.

The facilitator of the seminars/briefings will be the Honorary President.

These briefings/seminars will begin with Phase II and take the following nine months; at the end of the first year, a detailed project and budget will be composed.

- 2.4. Research for Regional Implementation Strategies. As treaties between and among sovereign states are increasingly technical and an increasing number of treaties and conventions are adopted by international agencies, one result is adjusting national laws to accommodate these treaties is not in itself sufficient for compliance. Instead, regional cooperation and the comprehension of national administrations are required.

The first priority is to develop a few case studies in various countries which can provide the basic data on which to build models.

Research to develop models how technical treaties can be implemented effectively will involve course participants and have direct input into course materials.

This project will involve an informal consortium of institutions such as the Universidad Javerina in Bogota, the Oceanographic Institute of Colombia, the University of the West Indies (Jamaica), among others.

Case studies will be developed beginning January 1994 and the first models can be expected in January 1995.

#### 2.5. Research into Raising Consciousness Among the Youth.

This project is designed to give the tools to education authorities so that the youth can see their own self interests coincide exactly with those of the larger environment. This project is designed to involve university students in the geographic regions in the work of the IOI as well.

This will begin in July 1993 and end two years later.

#### 2.6. Multiple Implications of Unmanned Navigation on the High Seas.

As unmanned (commercial) maritime navigation is clearly coming, this will have profound legal, social, environmental, and technological implications. For example, even more unemployment in the maritime industry could result, and legal impacts of accidents will explore new areas of international jurisprudence, and the use of non-polluting and renewable sources of energy.

This work will be done by an interdisciplinary team involving all the technologies, the professions that will be affected (e.g., seamen's unions), the IMO and the ILO and UNCTAD, Immarsat, headed by a member of the IOI Planning Council. Preparatory work will be done by a graduate student team from the universities in Malta, IIT-Madras, Tadeo Lozano (Colombia).

This project will run in parallel with Project Colon +500, a six meter, unmanned, satellite-controlled, prototype trimarin powered by solar energy sailing from Cadiz to Cartagena.

This work will begin in September 1993 and will produce a preliminary report by the end of 1994.



## 2.7. Spanish Edition of Ocean Yearbook.

A Spanish-language edition of the Ocean Yearbook will begin with the tenth edition (to be released in November 1992), a complete translation of the English-language work, with the addition of a section relevant to the Spanish-speaking reader. Future editions of the Yearbook will also be translated.

Under the academic and financial auspices of the Colombian Association for the Advance of science, this will begin in September 1993 and will involve no direct costs to the IOI.

## 2.8. Heart Research on Wales.

A project to be endorsed by the IOI (i.e., without the IOI's financial or direct academic involvement), this research seeks to understand better the functioning of the whale's heart, with direct implications for the human physiology. At the same time, this will necessarily result in a better understanding of the whale's habitat and habits. Most importantly, this research is a new type of marine scientific research -- non-interfering with the subject matter and in the wild, as it involves high technology darts shot by crossbow superficially into the whales (which remain on the whales for three days), and then tracked telemetrically and by satellite.

This research is being done by the (Colombian) World Heart Satellite Tracking organization under the direction of Prof. Dr. Jorge Reynolds. It is interdisciplinary involving microelectronics, cardiology, zoology and veterinary medicine, and marine ecology. As such, the work and results will be incorporated into appropriate training programmes of the IOI first in Colombia and then in the other centres.

This research is underway and will continue until 1995.

## 2.9. Operating costs (administration) of IOI Colombia are as below:-

	1993	1994	1995
Director (inputed costs)	15,000	30,000	30,000
Administrative Co-ordinator (UNDP)	10,000	20,000	20,000
Secretary	4,500	9,000	9,000
Communications (fax, tel)	5,000	10,000	10,000
Rent (contr. of University)	3,250	6,500	6,500
Supplies	1,000	2,000	2,000
Travel (UNDP)	7,500	2,500	
Travel	2,500	7,500	10,000
Contingency	6,000	12,000	12,000
Total (UNDP)	17,500	22,500	20,000
Total (non-UNDP)	37,250	77,000	79,500
TOTAL	54,750	99,300	99,500

Budget. The budget is as below:

Cash Flow Projections (UNDP funds), 1993-1995

Amounts in US\$.000

ACTIVITY & TITLE	1993	1994	1995	TOTAL
1.1.2b Admin. support	10.0	20.0	20.0	50.0
1.1.3a PR brochures	5.0	2.5	2.5	10.0
1.1.4b Progdev. travel	2.5	2.5		5.0
2.1.1 Dev.research prog.	2.5	2.5		5.0
2.1.2a Curriculum dev.	5.0	25.0	45.0	75.0
2.1.2b Training of train.	5.0	10.0	10.0	25.0
2.1.3a Scholarships	50.0	100.0	100.0	250.0
2.1.3b Alumni courses		12.5		12.5
2.1.3c Leaders seminars			12.5	12.5
<b>TOTALS</b>	<b>80.0</b>	<b>175.0</b>	<b>190.0</b>	<b>445.0</b>

Strategic Operating Plan

1. In the strategic sense, the objective is to make the Madras Operational Centre of I.O.I. the centre of training and research in all matters related to marine affairs in as far as the Indian Ocean area is concerned. The extent to which the Centre can be developed from the year 1996 onwards will depend on the degree of enthusiasm and support that can be mobilised from the Governments and industries of the Indian Ocean region. But at the very least it is expected that from 1996 onwards the activities will be at least as great as what they are projected for in 1994 (there is an apparent fall in output in 1995 due to lack of resources in the UNDP project. In actual fact, including non-UNDP funding, the outputs would be higher).

2. Organisation Structure.

The Operational Centre will be located in the Indian Institute of Technology, Madras, which is one of the premier Institutions engaged in ocean technology in India. It has, in fact, a world wide reputation as a centre of excellence.

The organisational set-up of the IIT-Madras is based on total academic freedom and, therefore, the organisational structure has been so designed as to leave the IIT system free to develop academic matters.

Regarding governance, there will be two bodies, namely a Management Committee and an Advisory Committee to guide the Management Committee. The membership of these committees would be as under:-

i) Management Committee:

Director, I.I.T. Madras ...	Chairman
Convenor of IOI-IIT Madras Cell ...	Convenor
3 Nominees of IOI ...	Members
Chairman, Centre for Continuing Education	Within IIT Madras
Heads of Ocean Engineering Centre and the Department of Humanities and Social Sciences	(ex-officio)
Nominee of Vice-Chancellor, Anna University	

Representative from Fisheries Department

Representatives from Madras Port

ii) Advisory Committee:

This is a body with a view to guide the Management Committee.

Chairman: Chairman, Board of Governors,  
IIT Madras ... Ex-officio

Member: Director, I.I.T. Madras -do-

Members: 3 Representatives of IOI

Member: Nominee of the Secretary, Dept of Ocean  
Development, Govt. of India

Member: Vice-Chancellor, Anna University

Members: 2 Representatives from non-Governmental  
Organisations (e.g.) (a) Dr. M.S.  
Swaminathan Foundation (b) Madras  
Institute of Development Studies

Members: 2 from Private Industry to be decided by  
the Chairman, in consultation with IOI.

Convenor: Coordinator of IOI-IIT Madras Unit.

3. Operational Plan.

The operational plan would consist of the following elements:-

- a) Training.
- b) Policy research.
- c) Net working with IOI alumni.
- d) Involving the private sector and NGOs.
- e) Having technical co-operation among developing countries (T.C.D.C.)

4. Training.

Training would be the main thrust of the Operational Centre under-pinned by the research carried out in the Centre. The brief courses that would be organised would be as follows:

- I) A 10-week C course in which there would be a total of 20 participants, with 15 being from outside India. This would be held in Madras.

- II) A 5-week A course held either in or outside India and in which there would be 20 participants and about 5 participants from within the host country.
- III) A 5-week course on coastal zone management.
- IV) Alumni refresher course of one week duration in India or outside with 25 participants.
- V) A one-week course for decision makers, both from the public and private sectors, to be held in India as well as outside with 20 participants.
- VI) Sensitising seminar which would be used to raise the consciousness about ocean development specially among the top policy makers in Government and the private sector.

The table below summarises the programmes:-

	1993	1994	1995	Particip. per Course	Particip. Total	Particip Weeks (Total)
1. 10 week course (C)	1	1	1	20	60	600
2. 5 week course (CZM)	-	1	1	20	40	200
3. 5 week course (A)	-	1	-	20	20	100
4. Alumni refresher (1 week)	1	2	1	25	100	100
5. 1 week course for decision makers	-	1	1	20	40	40
6. Sensitising 1 Seminar (1-2 days)	1	2	2	50	250	100

#### 5. Costs.

The costs of the courses held in Madras would be \$ 92,500 for the 5-week course and \$ 1,65,000 for the 10-week course held in Madras/India.

This is summarised in the table below:-

	5-week course		10-week course	
	Participants	Costs	Participants	Costs
1. Travel costs (\$2,500 each)	15 (foreign)	37.50	20 (foreign)	50.00
2. Director		10.00		20.00
3. Asst. Director		5.00		10.00
4. Food, lodging etc. (\$250 per week) 20		25.00	25	62.50
5. Reading materials		5.00		8.00
6. Communications, fax, telephone		10.00		15.00
Total	20	92.50	25	165.50

The alumni refresher course would cost \$20,000 and the sensitising seminar would cost \$ 5,000 per seminar.

#### 5. Policy Research.

##### a) Industrial Technology Centres Research.

This is the same as in the Colombian workplan. The study would involve setting a regional centre for the Indian Ocean region.

##### b) Integrated Ocean Strategy Research.

Governments are seeking advice on "ocean policy". IOI India will develop case studies, including cost-benefit analyses, integrating environmental indicators, simulations and policy options. These studies would be utilised in the training programmes.

## d) Curriculum development including text books.

Research would be done on developing course materials including text books, on subject like:-

- Ocean management
- Biodiversity
- Multi-species fishery management
- Ocean economics
- Environmental economics
- Wave energy/OTEC
- Risk analysis and project formulation
- High tech in the oceans
- Seamless transport systems for developing countries, etc.

## e) Course Materials Development

This research would have a wider public than when used in the Madras Centre only.

6. Administrative Costs.

The administration would consist of a Director, his Assistant, and a secretary. There would be associated offices expenses. All this would be the contribution of the IIT-Madras.

The imputed costs are as under:-

	(costs in \$000)		
	1992	1993	1994
	-----		
Personnel			
Director	12	25	25
Assistant	5	10	10
Secretary	-	6	6
Office			
Rent	6	11	12
Electricity	2	4	5
Stationery	4	8	8
Equipment	5	10	2
Others	2	2	2

7. Other costs.

Other Costs will include library acquisition, storage/retrieval equipment, etc. This could be estimated at \$ 30,000 at the very beginning.

8. Conclusion.

Summing up the budget is as below:-

IOI INDIA CENTRE

Cash Flow Projections (UNDP funds) 1993-1995

(Amounts in US\$.000)

ACTIVITY & TITLE	1993	1994	1995	TOTAL
1.1.3a PR brochures	5.0	2.5	2.5	10.0
1.1.4b Prog.dev.travel	2.0	2.0	1.0	5.0
2.1.1 Dev.research prog.	2.0	2.0	1.0	5.0
2.1.2a Curriculum dev.	10.0	47.5	17.5	75.0
2.1.2b Training of train.	4.0	12.5	8.5	25.0
2.1.3a Scholarships	70.0	140.0	40.0	250.0
2.1.3b Alumni courses	3.0	6.5	3.0	12.5
2.1.3c Leadership Sem.	3.0	6.5	3.0	12.5
TOTALS	99.0	219.5	76.5	395.0



Work Plan and Budget  
1993 - 1995

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*DETERMINANTS AND PARAMETERS*

1. With the Exclusive Economic Zone (EEZ), the nation states of the South Pacific together comprise about 10% of the surface of the world and cover some of the richest mineral and petrochemical deposits and some of the wealthiest fishing grounds.
2. Each nation state is sufficiently small in land mass and population that it must cooperate regionally and this most states are doing as evidenced in a number of initiatives such as the South Pacific Commission, the South Pacific Forum (energy and shipping), the Forum Fisheries Agency (legal aspects of fisheries), the South Pacific Geosciences (SOPAC), the South Pacific Regional Environment Programme (SPREP) and the University of the South Pacific (USP: education and training and related research, with a major focus on interdisciplinary Marine Studies) (Annex D contains a more complete list, along with many of the French and Francophone organizations).
3. The work of the International Ocean Institute cuts across a number of the disciplines of the regional organizations - fisheries, economic and social development, energy, shipping - and the education and training aspects are most closely allied to that of the USP.
4. The added values that IOI can bring are the global orientation of its approach and work, the global network, and the policy orientation of its research and training, all of which can enhance the activities of the regional organizations.
5. Because of the financial exigencies afflicting the member countries of the USP and because of the financial exigencies affecting many of the traditional extra-regional funding agencies, the USP has little latitude to assume new responsibilities which may have financial implications; it has, however, identified Marine Studies as a priority area for development over the next few years, in recognition of the importance of this subject to the region. It has in place the necessary administrative and consultative mechanisms to assure the proper integration and development of the programme.
6. USP has developed a number of courses which have been modelled on the basic courses of the IOI, and these have been integrated into the curriculum. These are available to full-time undergraduate students at USP and to part-time students via the network of USP's ten

extension centres (soon to be eleven) scattered throughout the USP region.

7. The USP also has a growing program of short-term courses for part-time participants through its institutes, including the Institute for Social and Administrative Studies (ISAS), the Institute of Applied Sciences (ISAS) and the Institute of Marine Resources (IMR). The venues for these courses are on the Suva campus, and elsewhere in the USP region.
8. The USP has a well developed network of collaboration outside its immediate region, and in Marine Studies networking has been emphasized in view of the need to develop strengths where these are currently lacking; apart from traditional links with Australasia, N. America and the UK, new links are being forged with SE Asian countries.
9. The USP has "resident" status in each of its member countries, that is all income and all salaries are subject to national taxes. Special considerations may be granted on a case-by-case basis, however, with respect to import of goods and personal effects, according to prevailing regulations of the respective Ministries of Finance.
10. The USP has a good track record of offering short courses and workshops, and the proven administrative machinery to service such activities.
11. The private sector is developing significantly in most places in the South Pacific; it is still largely untapped for development cooperation purposes. To tap into it at this early stage would give the IOI a comparative advantage.
12. The recent decision by the Government of France to suspend nuclear testing should mean that the French territories will be more quickly and easily integrated into regional organizations than had been envisaged. Some of the French scientific organizations have reputations for being advanced beyond anything else available in the region. USP has been successful recently in approaches to French officials for financial assistance.

#### CONCLUSIONS

1. The IOI has much to contribute to the region: it can reinforce the existing programs at USP through:
  - providing USP with a "window on the world";
  - providing USP a regular stream of guest lecturers;
  - providing USP with opportunities to develop new areas of teaching and research;
  - providing USP opportunities for collaboration in research;
  - providing extra-regional opportunities to USP faculty.

2. The USP programs can provide much to the IOI through, for example:
  - a testing ground for new IOI programs for distance learning;
  - models for regional cooperation;
  - raw data for research;
  - lecturers for IOI programs in other operational centres.
3. Given the existence of the standard IOI programs already at USP, the IOI can use the opportunity to develop the next generation of courses such as:
  - Leadership policy seminars for regional government ministers;
  - Refresher courses for alumni of the IOI programs.
4. The USP, through its delivery of IOI-based courses since 1986, produced de facto a large body of alumni in the South Pacific region. The pool of graduates is therefore much greater than is evident from the strictly IOI alumni data base.
5. Given the specific nature of the South Pacific, a number of research initiatives will be undertaken, subject to review and revision with existing players in the region, and these could include:
  - regional cooperation and development;
  - customary tenure and traditional ownership of marine resources;
  - technology transfer;
  - technology management;
  - institutional infrastructure for oceanographic research;
  - the role of women in fisheries.

Significantly, most of these areas are already receiving some attention at USP; the presence of the IOI will mean that these efforts will be intensified and in some cases new foci acquired. In particular, the IOI will be able to intermesh with USP in a way that could bring new marine-related activities to existing units currently not engaged in such activities to a large extent (e.g. Business, Management, Economics, etc.).

6. The IOI operational centre for the South Pacific will have a separate corporate identity.

The operational centre will have clearly defined objectives, categorized as "coordination, marketing, and serving", and will focus on:

1. Development of the strongest possible alumni and regional leader network as quickly as possible;
2. Institution of short (one-week) courses to attract alumni, political, and business leaders;
3. Execution of joint research projects with USP faculty as well as other universities of the region e.g. PNG;
4. Work with USP on deepening IOI's expertise in distance learning

5. Work with USP and others on the development of its ocean-related courses and programs.

The IOI South Pacific should be located within the University complex in Suva, while maintaining organizational and financial independence.

The primary relationship would be with the Marine Studies Programme of the USP, with the IOI South Pacific free to develop working relationships with other regional organizations and training institutions as the IOI sees fit.

IOI South Pacific will contract services from University departments and other parties at cost.

IOI South Pacific will be a member of the Marine Studies Programme Management Board, whose members include other regional organizations and funding bodies. The Chairman is the USP Pro-Vice Chancellor (Academic).

IOI South Pacific will have its own advisory board, to be approved by the President of the IOI Board and in consultation with the USP Vice Chancellor. The USP Vice-Chancellor will be its Chairman.

The Director of the IOI South Pacific will be the USP Professor of Marine Studies. He will be responsible to the Executive Director of the IOI.

The on-the-ground operational costs of the IOI South Pacific will be generated in the region, will be partly supplied "in kind" through the USP, and will not be directly dependent on IOI headquarters.

#### *FINANCIAL MODEL*

The financial model is a highly flexible, externally oriented operation, one that has no large overheads and fixed costs and with an academic and research orientation.

The operations will be concerned with bringing people to the activities of the centre through training courses, with oversight of joint research projects (mainly with USP but also capitalizing on existing and new linkages between the South Pacific and SE Asia), and with oversight of course development work done by third parties (mostly USP).

The financial model assumes that:

- Scholarships will be available for the course participants at the levels projected in the project proposal
- Research funding will be flowing through the IOI system to the IOI South Pacific Centre.
- Course development funding will also be flowing through the IOI system and will be directed to the IOI South Pacific Centre.

The initial capital investments (e.g. computers) will be covered by the UNDP grant.

The IOI will cooperate fully with USP to update existing programmes, and to develop new ones with inter-regional components suitable for networking in other IOI Centres. The emphasis will be distance-learning programmes which are accessible in the first instance to all 12 USP member states.

This model appears to meet the UNDP criteria that neither UNDP funds nor IOI headquarter funds are used to support on-the-ground operating costs of operational centres.

The long-term financial viability of this model rests on the IOI being able to establish that:

- IOI training courses have such value added that they are worth the additional price to the participants and their employers so that they are either willing to pay the costs of inscription where possible and, where not, are able to convince third parties to provide scholarships (often coordinated by the IOI staff);
- IOI Coordinated research always produces relevant results on time;
- IOI course structures are worthy of emulation.

The budget gives some preliminary projections based on these assumptions.

## *THE WORK PLAN*

### *Training*

As the USP programmes are themselves based on IOI models and, in this way, more advanced than in any of the other emerging IOI geographic regions (i.e. the Caribbean, the Indian Ocean, and the South Atlantic), it would not be useful to re-introduce the existing IOI programmes. It is more purposeful to cooperate fully with USP to update existing programmes, emphasizing the distance-learning programmes which are accessible to all 12 member states, and to cooperate in the

development of new programmes not only for delivery to USP's members, but also to network these with other IOI centres. In this context, specific attention will be paid to the development of networking with Southeast Asia.

Proposals:

- (a) *Curriculum development.* Preparation of course modules and reading materials for three programmes. Preparation of new models based on region-specific research as outlined below. Preparation of audio-visuals for distance - learning programmes.

Duration: Ongoing  
 Beginning Date: Underway, with intensification beginning in July 1993.

*Example 1.*

Introduction to Marine Science for Pacific Islands

This course will be the foundation of the new Marine Studies Programme Certificate and Diploma Programmes in Ocean Resource Management and Fisheries. The course will be offered through extension.

Proposal Following completion of the course as a Regional Course to be delivered to the USP member countries, IOI will develop and adapt it for use in the other IOI Centres. The course coordinator is G Robin South; the USP Extension Service is overseeing the publication of materials.

Participation of IOI teaching staff will be sought in the development of the course. The course will be delivered to the USP member countries in 1994, and will be available for inter-regional use and marketing in 1995. IOI consultants will be sought in mid-late 1993, to assist in development of regionally specific modifications of the course for delivery in the Indian Ocean and African contexts. One consultant to be secured to each of the other three IOI Centres, to meet in Suva, Fiji for a period of three weeks to complete drafting of the modified versions.

An IOI consultant to be sought, with the responsibility of securing an appropriate publisher for the international version of the course. This task to be commenced in early 1994, with a view to delivery of text by the end of 1994 and publication in 1995.

Duration: Ongoing  
Beginning date: Underway, with completion in mid-1995.

Example 2.  
Introduction to Ocean Law

On a sectoral basis (e.g. fisheries, mineral exploration, environment, surveillance) regional cooperation in the South Pacific is quite advanced. However, integrated marine policy is lacking.

The University of the South Pacific is in the process of establishing a new Law Programme based at its Port Vila, Vanuatu Centre. At the same time, and as part of the process of expanding its offerings in Ocean Resources Management, the USP Marine Studies Programme is developing a new course, Introduction to Ocean Law.

Proposal Research on the development of this course will be coordinated through the IOI Fiji Centre. One consultant from IOI will be required for a three-month term, to assist in the development of the course. The consultant will be based at USP in Suva, and will also consult with the Pacific Law Unit in Port Vila, Vanuatu, for coordination and course development purposes. Consultation with the UPNG Law School will also be encouraged.

Duration: One Year, commencing mid-1993  
Beginning date: Course outline, late 1993  
Course development and approval, completed mid 1994  
First course offering, Semester 1, 1995

Example 3.  
The role of women in subsistence fisheries in developing countries; development of management guidelines and curriculum materials.

Women play a key role in the subsistence fishery of all South Pacific Islands, and in tropical developing countries in general. Their role in the fishery is, however, scarcely if at all recognized in current management strategies, and there is a need to develop appropriate course materials and to carry out research to reach a better understanding of their role, and to compare practices among developing countries.

Proposal Through the IOI (Fiji) Centre, research will be carried out with special emphasis on inter-regional comparisons with the Indian Ocean, African Atlantic area, and the Caribbean. The goals of the lead-in research will be:

- Definition of the socio-economic role of women in the subsistence fisheries on a regional and inter-regional (IOI Centres) basis;
- Development of guidelines for the integration of women's issues in resource management strategies at the village, regional and national levels;
- Integration of the materials into the curriculum of a proposed new course on Coastal Fisheries, to be taught in the Ocean Resources Management Programme at USP; this course outline could be a model for development of regionally-specific courses elsewhere;

The research component will involve networking among IOI operational centres through the conduct of surveys and the bringing together of relevant resource materials which will be summarized in an annotated bibliography. The development of management guidelines and the framework for the new USP Course will be conducted. The programme will be organized and coordinated by Ms Vina Ram, Lecturer in Ocean Resources Management at USP.

A Fijian student, Aliti Vunisea, is currently commencing a research programme (Masters degree) focussing on women in Fisheries in the Fiji village situation. Funding for her studies is from the USP/ICOD Scholarship Programme.

IOI will identify individuals at each IOI Centre who will have the responsibility for the research component of the project. IOI Centres will assist in the development of case studies on women in fisheries in their respective countries.

Duration:	Two years
Beginning Date:	July 1993.
Schedule:	<ul style="list-style-type: none"><li>- Research through networking of IOI Centres, 1993-1994 (Coordinator, Ms Vina Ram, USP);</li><li>- Compilation of annotated bibliography, late 1994 (Coordinated and published by the Pacific Islands Marine Resources Information System (PIMRIS, USP Library);</li><li>- Development of modules for use in USP teaching programme, late 1995.</li></ul>

- (b) *Programme Delivery:* Participation of IOI international teaching staff in delivery of especially high-level, policy-oriented programmes (c.f. **Leadership Seminars**, below).



Duration: Ongoing  
Beginning Date: July 1993

### *Policy Research*

Through the Marine Studies Programme Management Board, which includes the relevant regional organizations and funding bodies, the IOI will emphasize those areas where its distinct global reach and policy orientation can add demonstrable value to projects underway and planned. The first priority is to construct a realistic research programme given existing initiatives and regional sensitivities, in consultation with the Marine Studies Programme.

Duration: Three months  
Beginning Date: July 1993  
Completion: September 1993

Some of the areas to be considered are:

- regional cooperation and development
- customary tenure and traditional ownership of marine resources
- technology transfer
- building up infrastructure for oceanographic research
- role of women in fisheries

### *Alumni Networking*

Alumni networking is an integral and important component of the foregoing workplan. The IOI Alumni in the region represent a resource for the IOI in terms of potential course participants, and spokespersons for the IOI in new and expanded audiences. In the South Pacific as in the other areas of the world, they must be "organized" so that they know who they are and so they are kept current about the IOI as well as the challenges facing the marine environment. In the South Pacific, a significant number of students have now completed IOI model courses at the USP: while they are not recognized as IOI alumni, they could bring a substantial additional body of potential participants in the IOI network in the region; a data base on these individuals will be compiled as a specific activity of the IOI South Pacific Centre.

Refresher courses. Periodic refresher workshops for alumni to update their knowledge bases while allowing them the opportunity to renew their networks; organized in association with the IOI alumni office. One refresher course will be held in 1994.

*Leadership Seminars*

Annual policy-study seminars for decision makers in the region (ministers and senior civil-servants), with the involvement of leaders from the private sector, organized by the USP Marine Studies Programme, using the global experts available through the IOI global network. One seminar will be held in 1995.

## BUDGET

TABLE I. Basic Operating Expenses, IOI South Pacific (in US\$)

("In Kind" contributions from the University of the South Pacific presented in brackets.)

	1993 (July-Dec)	1994	1995
Director	(10,000)	(20,000)	(20,000)
Administrative Coordinator (UNDP)	10,000	20,000	20,000
Secretary	(3,500)	(7,000)	(7,000)
Office Rent 30 m	(1,250)	(2,500)	(2,500)
Travel	10,000	20,000	20,000
Communications	6,000	12,000	12,000
Supplies	3,000	6,000	6,000
Accounting & Legal	(2,500)	(5,000)	(5,000)
Subtotal	29,000 (17,500)	58,000 (34,500)	58,000 (34,500)
Basic Operating	46,500	92,500	92,500
Equipment (UNDP)	30,000		
TOTALS	76,500	92,500	92,500

Total basic operating	\$261,500
Total USP contribution (in kind)	\$ 86,500
Total IOI (S. Pac.) contribution	\$ 95,000
Total UNDP contribution	\$ 80,000

TABLE II Cash Flow Projections (UNDP funds) 1993-1995

(Amounts in US\$ 000)

ACTIVITY & TITLE	1993	1994	1995	TOTAL
1.1.2b Administrative supp.	10.0	20.0	20.0	50.0
1.1.3a PR brochures	5.0	2.5	2.5	10.0
1.1.4b Prog. dev. travel	2.5	2.5		5.0
2.1.1 Dev. research prog.	5.0			5.0
2.1.2a Curriculum dev.	10.0	47.0	18.0	75.0
2.1.2b Training of trainers		12.5	12.5	25.0
2.1.3a Scholarships	50.0	100.0	100.0	250.0
2.1.3b Alumni courses		12.5		12.5
2.1.3c Leaders			12.5	12.5
<b>TOTALS</b>	<b>82.5</b>	<b>197.0</b>	<b>165.5</b>	<b>445.0</b>

TABLE III Detail curriculum development activities (UNDP Project 2.1.2a)  
(see project flow chart; funds in US\$ 000).

PROJECT	1993	1994	1995	TOTAL
Introduction to Marine Science for Pacific Islands		20.0	15.0	35.0
Introduction to Ocean Law		5.0	5.0	10.0
Women in Fisheries (Coastal Fisheries Course)	5.0	5.0	3.0	13.0
Customary Tenure Workshop (July 1994)		17.0		17.0
<b>TOTALS</b>	<b>10.0</b>	<b>47.0</b>	<b>18.0</b>	<b>75.0</b>

TABLE IV Summary of projected output (UNDP project plus IOI/USP cooperation), presented as total FDEs (Training Day Equivalents). 1 TDE = 1 person trained for 7 contact hours.

(See table II. UNDP Project 2.12a; 2.13a; 2.13c)

PROJECT	1993	1994	1995	TOTAL TDEs
Introduction to Marine Science for Pacific Islands		120	150	270
Introduction to Ocean Law			120	120
Coastal Fisheries			120	120
Customary Tenure Workshop (2)		225		225
IOI Courses, workshops and seminars (3)	100	200	200	500
Leadership Seminars			28	28
Alumni Courses		28		28
subtotal UNDP output	100	573	618	1291
USP/IOI Courses (4)	210	420	420	1291
GRAND TOTALS	310	993	1038	2341
Participant weeks	78	248	259	

2. Jointly sponsored with the Western Pacific Fisheries Consultative Committee (WPFCC) and the Southeast Asia Fisheries development Centre (SEAFDEC); UNDP contribution projected at 20%, but overall total TDEs presented.
3. Topics to be identified; TDEs based on 14 contributors for an average of one week.

4. USP courses offered through the Ocean Resources Management Program, and based on IOI models. Although these courses are not funded by UNDP, external funding from CIDA has been supporting these programs since 1986. Since the students completing these courses in a fact 'indirect' IOI alumni, they should be listed here.

Workplan and Budget  
1993-1995

An MOU has been signed with the UN African Institute for Economic Development and Planning on 24 May by exchange of faxes (copy of agreement attached).

A workplan has been drawn up by UN IDEP who are of the view that this programme has tremendous potential for Africa since very little work has been done so far in the continent. As the work plan evolves it may be necessary to provide IOI Senegal with administrative support by readjusting the budget. UNDP OPS/DGIP will be approached about this at the appropriate time.

The programme of IOI Senegal depends on the curriculum and courses being developed in 1993. Thereafter in 1994 it is proposed to organise:-

- a workshop on the law of the sea
- course on planning
- course on EEZ management

In 1995, two courses on EEZ management and integrated coastal/marine management would be run. The details are as below:-

	1994	1995
	-----	-----
Workshop on law of the sea (1 week)	1	
Course on planning for coastal zones (2 weeks)	1	
Course on EEZ management (8 weeks)	1	1
Course on integrated coastal/marine management (6 weeks)		1

The cashflow projections are given in Table 1 below.

ACTIVITY & TITLE	1993	1994	1995	TOTAL
1.1.3a Information Dissemination: - Brochures	5.0	2.5	2.5	10.0
1.1.4b Programme Dev. (Travel): - Director	2.5	2.5		5.0
2.1.1 Development of Research Prog.		5.0		5.0
2.1.2 Curriculum Dev.	40.0	40.0	20.0	100.0
2.1.3a Scholarships/ Courses		120.0	130.0	250.0
2.1.3b Scholarships/ Alumni		7.5	5.0	12.5
2.1.3c Scholarships/ Leaders		7.5	5.0	12.5
<b>TOTALS</b>	<b>47.5</b>	<b>185.0</b>	<b>162.5</b>	<b>395.0</b>

Details of curriculum development are given in Table 2 below:-

PROJECT	1993	1994	1995	TOTAL
Law of the Sea: African prospects	10.0			10.0
Planning for Coastal Zones in Africa	15.0	10.0		25.0
EEZ management in Africa	15.0	10.0	10.0	35.0
Integrated Coastal & Marine Management		20.0	10.0	30.0
<b>TOTALS</b>	<b>40.0</b>	<b>40.0</b>	<b>20.0</b>	<b>100.0</b>



The manner in which the scholarship would be utilised is as below in Table 3:-

PROJECT	1993	1994	1995	TOTAL
Workshop on Law of the Sea (2 weeks)		25.0		25.0
Course on Planning for Coastal Zones (2 weeks)		25.0		25.0
Course on EEZ Management (8 weeks)		70.0	70.0	140.0
Course on Integrated Coastal/Marine Management (6 weeks)			60.0	60.0
TOTALS		120.0	130.0	250.0

It needs to be noted, however, that within the overall allocations, some changes would take place during the lifetime of the project.

The trainee outputs (in trainee weeks) is as per Table 4 below:

	1994		1995	
	Trainees	Trainee Weeks	Trainees	Trainee Weeks
Workplan Law of the Sea (2 weeks)	20	40		
Course on Planning for Coastal Zones (2 weeks)	20	40		
Course on EEZ Management (8 weeks)	20	160	20	160
Course on Integrated Coastal Marine Management (6 weeks)			20	120
TOTAL	60	240	40	280

APPENDIX D

INTERINSTITUTIONAL AGREEMENT BETWEEN THE INTERNATIONAL OCEAN INSTITUTE OF COLOMBIA, BRANCH OF THE INTERNATIONAL OCEAN INSTITUTE (HEADQUARTERS IN MALTA), AND THE FUNDACION UNIVERSIDAD DE BOGOTA "JORGE TADEO LOZANO".

Between the International Ocean Institute of Colombia, branch of the International Ocean Institute (headquarters in Malta), the previous named addressed in the city of Santa Fe de Bogotá, Distrito Capital, represented by its Director Doctor Nicolás Salom Franco, senior, lodged in Santa Fe de Bogotá and identified with the official identification card number 162076, issued in Bogotá, that from now on is called El Instituto and the Fundación Universidad de Bogotá Jorge Tadeo Lozano, entity without any lucrative intention, addressed in Santa Fe de Bogotá, with Juridical Personality known by Resolution number 2.163 dated 14 of August of 1959, issued from the Ministry of Justice, represented by its Rector Doctor Juan Hernández Saenz, senior, lodged in Santa Fe de Bogotá, identified with the official identification card number 2.906.368 issued in Bogotá, that from now on is called La Universidad, the agreement of interinstitutional cooperation has been celebrated and contained in the following clauses.

First. OF THE OBJECT: The point of reference of the present agreement is constituted by the mutual compromise to improve the comprehension of the Maritime World, the investigation of its resorts and natural phenomenon, the development of the educational strategy to share training in the peaceful use and protection of the oceans.

In the same form, the parts compromise to realize efforts for the promotion of a national conscience for the importance of the Colombian Pacific for the present and the future of the country and at last, to effect the pursuit of the implementation in Colombia of the Convention on the Law of the Sea of 1982, subscribed by the United Nations. Within the previous general object, the parts can limit their activities in the different specializations of the science and the technology and widen its field of work to other areas of knowledge, consequently, it is needed for each case the suscription of a complementary agreement that contains the operative details of the real program, signed by the legal representant of each entity, observing the formalities of their respective statutes and rules of contracts.

Second: OF THE INTERINSTITUTIONAL CONTRIBUTIONS: La Universidad promises to work together with El Instituto to fulfill with the objectives of this agreement and in particular will do the following contributions: 1) Provide without any cost for El Instituto offices for the function of its operation center, and realize labors of trainings and researches; 2) Facilitate according to its possibilities, in the installations of Bogotá, D.C., Cartagena and Santa Marta, also without any cost, schoolrooms for the development of activities of El Instituto included in the agreement; 3) Facilitate to the personal of El Instituto the access to the Documentation Centers, and Libraries, observing the normal rules of La Universidad, for the utilization of those information sources; 4) Contributing to El Instituto its teaching experience and investigative within the limits of the object of the agreement. El Instituto, by its part, by its reciprocal feeling, promise to realize the activities and the actions referred to the fulfilling of the general object of the agreement and in particular to: 1) Contribute to the donation of the Documentation Centers and Libraries of La Universidad through donation of books, magazines, newspapers, etc., as well as research materials; 2) To joint to its different projects the teaching personal of La Universidad within the specific agreements that will be subscribed in each case; 3) Distribute preferably the international scholarships or the interchange that are disposed, among the professors and the students of the University; 4) The Rector of La Universidad such as other Members of its Directive Personal will form part of the Directive Board of El Instituto.

Third. OF THE ADMINISTRATION. The Directors of the agreement will be: the Director of El Instituto and the Rector of La Universidad or their representants, who will adopt together all the necessary decisions for the entire function of the agreement and to fulfill with its objectives. For such effect, they will meet periodically and at least twice a year. The parts agree to appoint an operative Committee of technical character which will be composed so: for El Instituto, its own Director in Cartagena City and for La Universidad, the Dean of the School of Marine Biology. The Committee will be incharged to impulse and does the permanent pursuit of the activities that are aproved by the Directors of the agreement, and propose the administrative or operative rules to strengthen this agreement and facilitate its normal development.

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Fourth OF THE FINANCIATION: The activities that are completed in the development of the present agreement don't pursue any benefit. However, the concrete programs and activities that are advanced completely, must be financed in advance, and for every additional agreement, the correspondent budget must be indicated and the sources of the same financing.

Fifth. OF THE INFORMS: The operative Committee will subdue to the Directors of the Agreement, the reports that are established in the cronograms of each project, as well as the special informs that are judget convenient. Additionally, an inventory of activities will be delivered to the Directors, indicating the development of each of them and an evaluation of the Agreement.

Sixth. OF THE DURATION: The present Agreement has a duration of five (5) years counted since the date of its celebration. This period will be extended by mutual agreement of the parts whenever one of them manifest to the other desire to continue it, with a precedence not minor than three (3) months of the date of its expiration. Likewise, the parts can end the Agreement before the fixed time of its termination, advising the other part with a precedence not minor than three (3) months of the date he wants to cease it, for which a document will be elaborated which will be called Bilateral Liquidation of the Agreement. For evidance, the present document is signed in the city of Santa Fe de Bogotá, D.C. the seventeenth (17) of June, one thousand nine hundred and ninety two (1992), in two copies of the same text and value with the destination to each one of the parts.

JUAN HERNANDEZ SAENZ  
RECTOR DE LA FUNDACION  
UNIVERSIDAD DE BOGOTA  
"JORGE TADEO LOZANO"

NICOLAS SALOM FRANCO  
DIRECTOR DEL INSTITUTO  
INTERNACIONAL, COLOMBIA

RODRIGO LLOREDA  
PRESIDENTE DE LA FUNDACION  
UNIVERSIDAD DE BOGOTA  
"JORGE TADEO LOZANO"

ELIZABETH MANN BORGESE  
PRESIDENTA DEL CONSEJO  
DE PLANEACION DEL I.O.I.

DECLARACION CON MOTIVO DE LA FUNDACION DE LA SEDE DEL INSTITUTO INTERNACIONAL DEL OCEANO EN COLOMBIA

Santafé de Bogotá, D.C., junio 17 de 1992

DECLARACION CON MOTIVO DE LA FUNDACION DE LA SEDE DEL INSTITUTO INTERNACIONAL DEL OCEANO EN COLOMBIA

La Ministra de Relaciones Exteriores, Noemi Sanin de Rubio y la Presidenta del Consejo de Planeación del International Ocean Institute, Profesora Elizabeth Mann Borgese y el Representante para Colombia del mencionado Instituto, doctor Nicolás Salom Franco, se permiten por medio de la presente Declaración manifestar su complacencia por la fundación del Instituto Internacional del Océano en Colombia.

El propósito fundamental del Instituto, como lo proclama el proyecto de su estatutos, es el de dar educación y entrenamiento en la explotación, uso y manejo de los recursos marinos con fines pacíficos, así como propender por la protección del medio ambiente marino.

La filial Colombiana del Instituto Internacional del Océano se denominará como su principal y tendrá sus oficinas en Bogotá, Cartagena y Santa Marta, en las dependencias de la Universidad Jorge Tadeo Lozano, Institución Universitaria a la cual se asociará el Instituto.

Una vez se obtenga la personería jurídica de la filial colombiana del Instituto Internacional del Océano, se procederá a suscribir un Acuerdo de Fomento de Actividades Científicas y Tecnológicas entre el Ministerio de Relaciones Exteriores y el Instituto Internacional del Océano, dentro del marco de lo dispuesto por el Decreto número 591 de 1991.



*Noemi Sanin de Rubio*  
NOEMI SANIN DE RUBIO  
Ministra de Relaciones Exteriores

*Elizabeth Mann Borgese*  
ELIZABETH MANN BORGESÉ  
Presidenta del Consejo de Planeación del Instituto Internacional del Océano

*Nicolás Salom Franco*  
NICOLÁS SALOM FRANCO  
Director del Instituto Internacional del Océano para Colombia

suscrita por las Naciones Unidas. Dentro del anterior objeto general, las partes podrán concretar sus actividades en las distintas especialidades de la ciencia y la tecnología y ampliar su campo de trabajo a otras áreas del conocimiento, para lo cual se requerirá en cada caso la suscripción de un acuerdo complementario que contenga los detalles operativos del programa concreto, firmado por el representante legal de cada entidad, observando las formalidades de sus respectivos estatutos y reglamentos de contratación. SEGUNDA.- De los Aportes

InterInstitucionales: LA UNIVERSIDAD se compromete a trabajar mancomunadamente con el INSTITUTO para cumplir los objetivos de este Convenio y en particular hará los siguientes aportes: 1) Proveer sin costo al Instituto de oficinas para el funcionamiento de su centro de operaciones, y realizar labores de entrenamiento e investigación; 2) Facilitar de acuerdo con sus posibilidades, en las instalaciones de Bogotá, D.C., Cartagena y Santa Marta, también sin costo, aulas para el desarrollo de actividades del Instituto comprendidas en el Convenio; 3) Facilitar al personal del Instituto el acceso a los Centros de Documentación y Bibliotecas, observando el reglamento normal de la UNIVERSIDAD, para la utilización de dichas fuentes de información; 4) Aportar al Instituto su experiencia docente e Investigativa dentro del marco del objeto del Convenio. EL INSTITUTO, por su parte, con sentido de reciprocidad, se compromete a realizar las actividades y gestiones conducentes al cumplimiento del Objeto General del Convenio y en particular a: 1) Contribuir a la dotación de los centros de documentación y bibliotecas de la UNIVERSIDAD mediante donación de libros, revistas, periódicos, etc., así como con material investigativo; 2) Vincular a sus distintos proyectos el personal docente de LA UNIVERSIDAD, dentro de acuerdos específicos que se suscribirán en cada caso; 3) Distribuir preferencialmente las becas internacionales o de intercambio de que dispusiere, entre los profesores y alumnos de


LA UNIVERSIDAD; 4) El Rector de LA UNIVERSIDAD así como otros miembros de su personal directivo, formarán parte ex officio del Consejo Directivo del INSTITUTO. TERCERA.- De la Administración: Serán Directores del Convenio: El Director del INSTITUTO y el Rector de la UNIVERSIDAD o sus representantes, quienes adoptarán conjuntamente todas las decisiones necesarias para el cabal funcionamiento del Convenio y el cumplimiento de sus objetivos. Para tal efecto se reunirán periódicamente y, al menos dos (2) veces al año. Las partes acuerdan nombrar un comité operativo de carácter técnico que estará integrado así: Por EL INSTITUTO, el Director del mismo en la ciudad de Cartagena y por la UNIVERSIDAD, el Decano de la Facultad de Biología Marina. El Comité será el encargado de impulsar y hacer el seguimiento permanente de las actividades que aprueban los Directores del Convenio, y proponer las medidas administrativas u operativas que fortalezcan este Convenio y faciliten su normal desenvolvimiento. CUARTA.- De la Financiación: Las actividades que se cumplan en desarrollo del presente Convenio no persiguen fines de lucro. Sin embargo, los programas, actividades concretas que se adelanten en su cumplimiento, deberán estar previamente financiadas, y en cada acuerdo adicional se deberá indicar el presupuesto correspondiente y las fuentes de financiamiento del mismo. QUINTA.- De los Informes: EL COMITE OPERATIVO rendirá a los Directores del Convenio, los Informes que se establezcan en los Cronogramas de cada proyecto, así como los Informes especiales que juzgue convenientes. Adicionalmente cada año entregará a los Directores, un Inventario de actividades, indicando el desarrollo de cada una de ellas y una evaluación del Convenio. SEXTA.- De la Duración: El presente Convenio tendrá una duración de cinco (5) años contados a partir de su fecha de celebración. Este término podrá prorrogarse por mutuo acuerdo de las partes siempre y cuando una de ellas manifieste a la otra su deseo




de continuarlo, con una antelación no menor de tres (3) meses a la fecha de su vencimiento. Asimismo, las partes podrán dar por terminado el convenio antes del plazo señalado para su terminación, dando aviso a la otra parte con una antelación no menor de tres (3) meses de la fecha en que se deba levantar un acta que se denominará de liquidación bilateral del convenio. Para constancia se firma el presente documento en la ciudad de Santafé de Bogotá, D.C., a los diecisiete (17) días del mes de junio de mil novecientos noventa y dos (1992), en dos ejemplares de igual texto y valor con destino a una copia de las partes.


POR LA UNIVERSIDAD

  
 JUAN HERNANDEZ SAENZ  
 Rector

  
 RODRIGO FLORENTE MARTINEZ  
 Presidente del Consejo Directivo

POR EL INSTITUTO

  
 NICOLAS SALOM FRANCO  
 Director del T.D.I. Colombia

  
 ELIZABETH MANN BORGES  
 Presidente del Consejo de  
 Planeación del International  
 Ocean Institute

AGREEMENT BETWEEN THE I.I.T. MADRAS  
AND THE INTERNATIONAL OCEAN INSTITUTE

Whereas the International Ocean Institute is desirous of opening an operating centre for the Indian Ocean Region in India and conscious of the fact that India is one of the leaders in ocean technology and bearing in mind that:

- \* The oceans constitute three-quarters of the Earth's surface and
- \* The oceans still represent the single largest unrealized natural resource on the Planet and
- \* The technologies exist and are being further developed to exploit these resources for the benefit of mankind and the planet as a whole, and
- \* The unsustainable and unbalanced development/exploitation of these resources would certainly accelerate the rate of demise of the planet and mankind's ability to survive, and
- \* An essential ingredient in the sustainable and balanced development is research and education of all sectors of society, and
- \* The International Ocean Institute was created in 1972 in Malta to provide a forum for training and education and research of all sectors of society.

Conscious of the lead role that the Indian Institute of Technology Madras plays in education, research and training in the ocean sector.

It is hereby agreed between the I.I.T. Madras and the International Ocean Institute which is an Independent International non-governmental organisation incorporated in the Netherlands as follows:

1. The agreement is for an initial period of three years and is renewable.
2. The Collaboration will be known as "The International Ocean Institute Operational Centre at I.I.T. Madras India."

-2-

3. Governance system: The Governance system of International Ocean Institute Operational Centre will be as under:

i) Management Committee:

Director, I.I.T. Madras ...	Chairman
Convenor of IOI-IIT Madras Cell ...	Convenor
3 Nominees of IOI ...	Members
Chairman, Centre for Continuing Education	Within IIT Madras
Heads of Ocean Engineering Centre and the Department of Humanities and Social Sciences	(Ex-officio)
Nominee of Vice-Chancellor, Anna University	
Representative from Fisheries Department	
Representative from Madras Port	

The Management Committee is responsible for running the Unit.

The Convenor of IOI-IIT Madras Cell will be appointed by the Director, IIT Madras, in consultation with IOI.

ii) Advisory Committee:

This is a body with a view to guide the Management Committee.

Chairman: Chairman, Board of Governors, IIT Madras ... Ex-officio

Member: Director, I.I.T. Madras -do-

Members: 3 Representatives of IOI

Member: Nomines of the Secretary, Dept of Ocean Development, Govt. of India

Member: Vice-Chancellor, Anna University

Members: 2 Representatives from non-Governmental

-3-

Organisations (e.g.) (a) Dr. M.S. Swaminathan Foundation (b) Madras Institute of Developmental Studies

2 from Private Industry to be decided by the Chairman, in consultation with IOI.

Convenor: Coordinator of IOI-IIT Madras Unit

4. The IIT-M will provide infrastructure for the IOI Operational Centre, suitable for its international work and training and research functions.
5. The IIT-M will provide adequate teaching space (normally the availability of one seminar room for 20 participants, computer and other laboratory facilities).
6. The IIT-M will make available its library facilities to the operational centre and the IOI will contribute periodicals, books and research materials.
7. The IOI will endeavour to make use of and compensate the faculty of the Institute, as may be agreed between the IOI and IIT-M.
8. The IOI and the IIT-M will endeavour to undertake joint research projects whenever possible.
9. The IIT-M will assist the operational centre in logistics, such as accommodation for participants.
10. The IIT-M will make available the services of a Convenor to direct the Operational Centre as its contribution.



-----  
 Prof. N.V.C. Swamy  
 Director  
 Indian Institute of Technology  
 Madras, India



-----  
 Dr. Krishan Saigal  
 Executive Director  
 International Ocean  
 Institute  
 Malta.

**The University of the South Pacific (USP)**  
Suva, Republic of Fiji

-and-

**The International Ocean Institute (IOI)**  
incorporated in the Netherlands with headquarters in Malta

1. The USP recognises the IOI as an independent, international organization of education, training, and research.
2. The collaboration will be known as *The International Ocean Institute Operational Centre at the University of the South Pacific*.
3. The University will provide offices for the IOI Operational Centre suitable for its international work and training and research functions at cost.
4. The University will make available its library facilities to the Operational Centre and its staff *gratis* and the IOI will contribute periodicals, books, and research materials.
5. Wherever possible, the IOI will make use of and compensate the faculty of the University at the prevailing University rates, as may be agreed between the IOI and the University in writing in advance.
6. As for other IOI operational centres, the Vice Chancellor will be the Chairman of the Operational Centre advisory council.
7. The IOI will be a member of the Marine Studies Coordinating Committee (MSCC).
8. The principal contact between the University and the IOI will be the Professor of Marine Studies and the Director of the Operational Centre, respectively.
9. The University will provide other services and goods as may be required, at cost.

Accepted on behalf of the  
University of the South Pacific

\_\_\_\_\_  
Esekia Solofa  
Vice-Chancellor

Accepted on behalf of the  
International Ocean Institute

\_\_\_\_\_  
Gerard W. Ackers  
Interim Executive Director

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**ANNEX 1**

**ANNEX TO THE MEMORANDUM OF AGREEMENT  
BETWEEN:**

**The University of the South Pacific (USP)**

**-and-**

**The International Ocean Institute (IOI)  
Incorporated in the Netherlands with  
Headquarters in Malta**

1. The finances and budget of the IOI Operational Centre at the University of the South Pacific shall be the responsibility of the IOI.
2. IOI agrees to pay IOI/USP overheads to the amount of 13% of generated income from Project Grants.
3. USP will provide "in kind" support as indicated in Table I, and including financial management and purchasing services, utilities and basic office furniture.
4. IOI agrees to pay IOI/USP quarterly in advance on the basis of cash flow projections and provision of records of expenditures.
5. IOI will maintain a separate bank account.
6. This Agreement may be amended by mutual agreement of both parties.

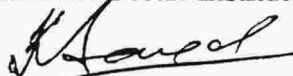
Accepted on behalf of the University  
of the South Pacific



Esekia Sotofa  
Vice-Chancellor

Date 12 May, 1993

Accepted on behalf of the  
International Ocean Institute



Krishan Saigal  
Executive Director

Date 18 May, 1993

# MEMORANDUM OF AGREEMENT

## BETWEEN:

**The United Nations African Institute for  
Economic Development and Planning (IDEP)**

Dakar, Senegal

-and-

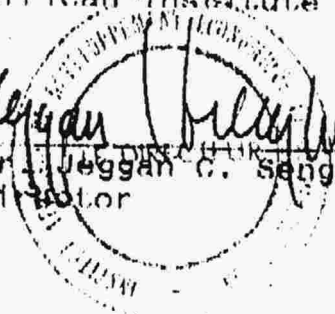
**The International Ocean Institute (IOI)**  
Incorporated in the Netherlands with headquarters in Malta

1. IDEP recognizes the IOI as an independent, international non-governmental organization involved in education, training, and research.
2. Both parties agree to establish collaboration to be known as *The International Ocean Institute Operational Centre at the United Nations African Institute for Economic Development and Planning* in Dakar, Senegal.
3. IDEP will provide offices for the IOI Operational Centre suitable for its international work and training and research functions at cost.
4. IDEP will make available its library facilities and library staff *gratis* to the Operational Centre and the IOI will contribute periodicals, books, and research materials.
5. IDEP will provide adequate lecture rooms and facilities for courses, workshops or seminars organized by the Operational Centre.
6. The IOI and IDEP will endeavour to undertake joint research projects whenever possible.
7. IDEP and IOI will agree as to the cost and modalities of acquiring the material and human resources necessary for establishing and managing the Operational Centre which is a newly created programme at IDEP with specialization on integrated ocean management.
8. In accordance with the statute of IDEP, the Executive Secretary of the United Nations Economic Commission of Africa (ECA) and Chairman of IDEP's Governing Council will be the Chairman of the IOI Operational Centre Advisory Board. The Advisory Board shall be composed of the Chairman, two representatives from IDEP and two representatives from IOI.

- 9. The principal contact between IDEP and the IOI headquarters will be the Director of IDEP who is also Director of the Operational Centre.
- 8. This Agreement may be amended by mutual agreement of both parties.

Accepted on behalf of the United Nations  
 African Institute for Economic Development and Planning

*Jeggan C. Sanghor*  
 Dr. Jeggan C. Sanghor  
 Director



*24 May 1993*  
 Date

Accepted on behalf of the  
 International Ocean Institute

*Krishan Saigal*  
 Dr. Krishan Saigal  
 Executive Director

*26 May, 1993*  
 Date



APPENDIX E

## IOI Organization &amp; Governance

The International Ocean Institute is registered in the Netherlands as a stichting (often translated as foundation but closer to the American concept of a non-for-profit organization as found under Code 501(c)[3]). Dutch law enables a maximum of latitude about governance (there are no nationality requirements of governing board members) and headquarters (which may be wherever the governing board deems most appropriate).

The International Ocean Institute has placed its headquarters in Malta following the terms of a special agreement signed by the Office of the Prime Minister of Malta and the President of the IOI.

Operational centres have been located both in Malta and in the Pearson Institute at Dalhousie University in Nova Scotia.

The consolidated accounts of the IOI are audited annually by Touche Ross.

The International Ocean Institute is governed by a Governing Board and the academic/research policy is determined by a Planning Council.

As of this date [01 June 1993], the members of the Governing Board are:

Ambassador Layachi Yaker President Algeria	Under-Secretary General of the UN & Executive Economic Commission for Africa
Prof. Elisabeth Mann Borgese Canada	Founder International Ocean Institute
Ms. Alicia Barcena Mexico	Executive Director Earth Council Organising Committee
Prof. Salvino Busuttil Malta	Coordinator, Mediterranean Action Plan United Nations Environment Programme
Prof. Umberto Colombo Italy	Minister Universities and Scientific and Technological Research in the new Italian Government
Dr. Ivan L. Head Canada	Former Head of IDRC, Canada

Dr. Alexander King United Kingdom	Co-Founder & Immediate Past President Club of Rome
Ambassador Christopher Pinto Netherlands	Secretary General Iran-US Claims Tribunal
Hon. Jan P. Pronk Netherlands	Minister for Development Cooperation
Dr. Mario Ruivo Portugal	National UNESCO Commission
Prof. Peter Serracino Inglott Malta	Rector, University of Malta as Representative of Head- quarters Host Government
Hon. Danielle Jorre de St. Jorre Seychelles	Minister for Foreign Affairs
Mr. Bhagwat Singh USA	Permanent Mission of the Asian African Legal Consultative Committee to the UN
Mr. Manmohan Singh India	Minister for Finance
Dr. Anton Vratusa Slovenia	Former Minister
Hon. Joseph Sinde Warioba Tanzania	Former Prime Minister
Dr. Alexander Yankov Bulgaria	Professor of International Law

APPENDIX F

Objectives Increase the recognition of the IOI within target markets, in cardinal order ...

1. Appropriate ministries of governments of developing countries with special emphasis on ...
  - \* India
  - \* The Pacific Forum
  - \* Colombia, Venezuela, Jamaica, and Mexico
  - \* Senegal and francophone Africa... so that these ministries will want to send (and pay for!) their best rising civil servants to IOI programs
  
2. Funding agencies of governments of developed countries which provide research grants, scholarships, and other forms of assistance to the IOI directly and indirectly, and specifically ...
  - \* Canada
  - \* The Netherlands
  - \* Italy
  - \* Japan
  - \* Australia
  - \* New Zealand
  - \* The United States
  - \* Sweden
  - \* Finland
  - \* Denmark
  - \* Norway... so that these government agencies know that they can depend on the IOI to execute (cost) effective training programs on budget and on time
  
3. Intergovernmental agencies which provide development assistance, and specifically ...
  - \* World Bank
  - \* UNDP and other agencies of the UN system
  - \* The Commonwealth Secretariat
  - \* The European Community
  - \* The African Development Bank
  - \* BRED/The Bank for European Reconstruction
  - \* UNEP and particularly the Mediterranean Action Plan... so that these agencies look to the IOI as a valuable and valued partner in effective transnational training programs and as an effective NGO in marine studies
  
4. Grant-making foundations which have or are developing programs in developing countries, the marine environment, and/or international law, especially those located in ...
  - \* The United States
  - \* The United Kingdom and on the Continent
  - \* Australia
  - \* Japan

... so that these foundations recognise the avant-garde nature of the IOI work, refer to IOI's strategy as important, and are willing to consider seriously funding proposals (and in fact request the IOI to submit proposals)

5. The academic community involved in marine studies, international (and especially marine) law, international political science and security studies, especially but not exclusively in ...

- \* The United Kingdom
- \* Canada
- \* The United States
- \* France
- \* Italy
- \* Spain, Australia, New Zealand
- \* Germany
- \* The Netherlands

And in developing countries focused on ...

- \* India
- \* Malta (through technically not a 'developing' country)
- \* Colombia

Messages Broadcast of a limited number of distinct, highly-articulated messages, the emphasis of one over the other depending on the medium concerned ...

- \* The IOI as the leading independent authority in the world on marine policy issues; taking the form as, for example ...

The IOI breaks down the apparent contradiction between the development of marine resources and legitimate concerns about the environment

- \* The IOI as the leading authority in transnational training programs particularly for civil servants from developing countries; taking the form as, for example ...

The IOI has training technologies which allow sophisticated and technical data to be transmitted easily and received effectively by civil servants from various cultures and of varying levels of education, both in a classroom setting as well as in distance learning.

- \* The IOI as a pioneer in the management and financing of multinational NGOs especially for those with on-the-ground operations in the developing world, taking the form as, for example ...

The IOI is a model of organization development which is studied and emulated by others, with the deliberations of its Board a paradigm of multicultural decision making.

- \* The IOI as a center for some of the world's most serious "thought craftsmen/artisans;" taking the form as, for example ...

The IOI Planning Council is seen as a senior global body of its kind, with membership invitations considered to be an honor, with membership itself an interesting of the young with the experienced.

Vehicles The IOI already has a number of vehicles available such as

- \* Press releases for each training course
- \* Publicity around the annual Pacem in Maribus conference
- \* Publications such as Ocean Yearbook
- \* A logo now recognized by friend of the IOI
- \* The involvement of a number of colorful personalities
- \* Materials distributed through the training courses

Lacks The IOI seems to lack the following ...

- \* Constant contact with the press both in Malta and in other target markets
- \* Consistent press relations
- \* Recast of IOI stories and messages into "newsbites" and of IOI occasions into "photo ops"
- \* First class presentations
- \* An introductory brochure
- \* An annual report
- \* A directory of "Who's Who" within the IOI
- \* A definitive 'house style' for all external documents
- \* A file of possible human interest stories, such as featuring of Prof. Mann Borgese, the founding of the IOI, the impact of the seas on Mankind
- \* A fact file for instant availability

- \* An analysis of research projects over the past 20 years
- \* An analysis of the impact of the IOI on the alumni and on their professional effectiveness



APPENDIX G

## IOI Alumni

Geographic Distribution by Country and Operating Centre  
Update:

Centre/Country	"A"	"B"	"C"	Total	
<u>Mediterranean/Malta</u>					
Algeria	0	1	6	7	
Bulgaria		1		1	
Cyprus	1	1		1	
Czechoslovakia	1			1	
Egypt	2	2	13	17	
Italy	1		1	2	
Jordan			1	1	
Libya			1	1	
Malta	6	5	5	16	
Morocco			2	2	
Syria			1	1	
Tunisia			1	1	
Turkey	6	3	5	14	
Yugoslavia	4	12	6	22	
	21	25	42	88	13%
<u>Caribbean/Cartagena</u>					
Anguilla			3	3	
Antigua		1	1	2	
Bahamas			3	3	
Barbados		1	2	3	
Belize	1			1	
Brit. Virg. Isl.		1	1	2	
Colombia	10	5	1	16	
Costa Rica		5		5	
Cuba			1	1	
El Salvador		1		1	
Guyana		4	2	6	
Haiti	1	1		2	
Jamaica	2	3	2	7	
Mexico	3	2		5	
Montserrat		1		1	
Nicaragua		1		1	
Panama			2	2	
St. Kitts	1			1	
St. Lucia		1	2	3	
St. Vincent		2		2	
Trinidad & Tobago		11	9	20	
Turks & Caicos Islands		1		1	
	18	41	29	88	13%

Centre/Country	"A"	"B"	"C"	Total	
<u>South Atlantic/Dakar</u>					
Argentina		2		2	
Benin	1	3		4	
Brazil		1		1	
Burundi	1			1	
Cameroon	4	3		7	
Congo	2	1		3	
Cote d'Ivoire		4		4	
Gambia			1	1	
Ghana	1	13		14	
Equit. Guinea		3	1	4	
Liberia		1		1	
Nigeria	1	13		14	
Paraguay		1		1	
Sao Tome		1		1	
Senegal	1	1		2	
Sierra Leone	2	11		13	
	13	58	2	73	11%
<u>Indian Ocean/Madras</u>					
Bahrain			2	2	
Bangladesh	2	2		4	
Comoro Islands	1			1	
Djibouti			1	1	
Ethiopia	3	7	3	13	
India	27	30	14	71	
Iran	3	1	4	8	
Iraq			1	1	
Kenya	4	8	4	16	
Kuwait			1	1	
Lesotho		1	1	2	
Malawi		1		1	
Maldives	1		1	2	
Mauritius	1	5	5	11	
Mozambique			3	3	
Namibia			1	1	
Niue		1	1	2	
Oman	1			1	
Pakistan	2	5	1	8	
Saudi Arabia			1	1	
Seychelles		4	4	8	
Somalia		1	1	2	
Sri Lanka	10	10	8	28	
Sudan		1	1	2	
Tanzania	7	23	7	37	
Thailand	4	11	6	21	
Yemen Arab Rep.		1		1	
Zambai, Rep. of		2	2	4	
Zimbabwe	1			1	
	67	112	71	250	39%

Centre/Country	"A"	"B"	"C"	Total	
<u>Pacific/Fiji</u>					
China	4	41	2	47	
Cook Islands		2	1	3	
Fiji		4	2	6	
Indonesia	1	8	1	10	
Kiribati			1	1	
Korea	1	2		3	
Malaysia	2	4	5	11	
Micronesia			1	1	
Palau		1	1	2	
PNG	2	7	4	13	
Philippines	1	14	4	19	
Western Samoa		1	1	2	
Solomon Islands		3	1	4	
Tonga	1		1	2	
Tuvalu		1	1	2	
Vanuatu			2	2	
Vietnam	1	9	2	12	
	13	97	30	140	22%
	131	333	174	639	

APPENDIX H

TRAINING PROGRAMME

ON

COASTAL ZONE MANAGEMENT AS A  
SUSTAINABLE PROCESS

TO BE HELD AT IIT, MADRAS, INDIA

FROM 11TH OCTOBER - 17TH DECEMBER 1993

ON BEHALF OF

INTERNATIONAL OCEAN INSTITUTE

VALLETA, MALTA

## INTRODUCTION TO SYLLABUS

The world we live in is changing rapidly. Many reasons are adduced to explain this phenomenon. Depending on the background and predictions of the scholar, this development is described as a change from a Production to a Service Society; as the growth of a Knowledge or Information Society; as the emergence of a New International Order; as the development of a Post-Industrial Society; and so on. But one thing that most scholars agree on is that one of the important dynamic change agents is rapidly advancing technology.

In the marine sector, technological advance has triggered political and legal change processes, culminating in the Third United Nations Conference on the Law of the Sea (UNCLOS III) and the adoption of the U.N. Convention on the Law of the Sea in 1982. These have basically transformed the uses of the ocean and increased the salience of marine affairs on both national and international agendas. The development of oceanography as a multi-disciplinary scientific activity has greatly added to the knowledge sector while the penetration of the latest phase of the industrial revolution into the oceans has added a new dimension to national growth strategies. At the same time, the Law of the Sea Convention, signed by 159 States and now ratified by 54, may come into force next year. This Convention, if properly implemented and utilized, could constitute one of the building blocks of a new international order, including a new international economic order.

In June, 1992, one of the greatest conferences ever held, the United Nations Conference on Environment and Development (UNCED), took place in Rio de Janeiro. It adopted a Declaration, two important Conventions, and a detailed plan of action for sustainable development during the next century, "Agenda 21." This agenda contains an important chapter on marine and coastal activities, thus linking the UNCLOS and the UNCED processes, and sustainable development of ocean space and resources with sustainable development on land. In view of the fundamental importance of the world ocean, in its interaction with the

atmosphere, for possible climate change, possibly accompanied by sea-level rise, this linkage is unbreakable.

UNCED has begun to exercise its influence on the wider process of restructuring the 50-year old United Nations system: In accordance with the decisions taken at Rio, the 47th General Assembly created a whole new sector to deal with Sustainable Development, including Sustainable Development in the oceans.

The large dimensions and special characteristics of the oceans has led to the growth of new concepts: "Integrated ocean management," economic theories synthesising growth dynamics and ecological consideration, modern theories of management including concepts like organic structures, matrix systems, etc. All this requires a new type of civil servant, and a new type of manager, capable of interfacing the social sciences with the natural sciences, of law with science and technology, of economics with ecology, of managerial structures with processing systems. Only then will he/she be able to manage high-tech, the environment, and multi-cultural human resources.

It is in this context that this programme has been designed with the emphasis on the felt needs of the developing countries of the India Ocean. The programme is so organised as to give participants an overview of the many and varied aspects of ocean and coastal management and to familiarize them with the broad range of issues encountered in the marine area in the sphere of diplomacy, law, science, technology, economics and management. Particular emphasis is given to the importance of regional cooperation and development in this broad context. The evolution of regional systems, such as the Regional Seas Programme and IOMAC, will play a crucial role in ocean governance for sustainable development.



TRAINING PROGRAMME  
ON  
COASTAL ZONE MANAGEMENT AS A SUSTAINABLE PROCESS  
TO BE HELD AT IIT, MADRAS, INDIA  
FROM 11TH OCTOBER - 17TH DECEMBER 1993

CONTENTS		UNITS
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Theme 10:	Simulation exercise; Presentation by participants; Valedictory function Site visits in line with the Training Programme -Refer Annexure I	138 - 160 161 - 200

Theme 1: CHANGING INTERNATIONAL ORDER: THE NEW INDUSTRIAL  
 REVOLUTION AND ITS IMPACT

UNITS

- 1 Opening Ceremony
- 2 Introduction to the course, its nature, training methodology, expected outputs, administrative arrangements.
- 3 Changing international order, new focus perceptions and expectations of the international community; New International Economic Order and Common Heritage concept.
- 4 Sustainable development and the Service Economy - economic, political, and institutional aspects.
- 5 Impact of the New Industrial Revolution on industrial structures, management systems, institutions. The changing management scene - adaptive organisation - flexible systems - Information networks - importance of interfaces - importance of Research & Development: nationally and for each economic enterprise.
- 6 The United Nations Conference on Environment and Development. The Rio Declaration. The Conventions and their present status. Agenda 21. The Commission on Sustainable Development and supporting measures.
- 7 The Indian Ocean (I.O) in the global context, strategic importance - political forces; great power presence: regional, subregional, littoral; impact of the end of the Cold War. Common and Comprehensive security in the Indian Ocean. Changes in the concept of Security. The U.N. Secretary-general's Agenda for Peace. Common and Comprehensive Security, with its military, economic, and environmental aspects.
- 8 Historical maritime trends in the I.O. from the earliest times, the present position and future prospects.
- 9 IOMAC: Historical overview; present plan of action; future prospects.

- 10,11 Group discussions, Workshop I, Implications of the New Industrial Revolution and the New International Economic Order for developing countries, with special reference to the I.O.
- 12 The Common Heritage of Mankind concept. Legal, economic, and environmental implications.
- 13 Investment appraisal methods. The private sector. Return on Investment, pay-back period, discounted cash flow, internal rate of return.
- 14 Investment appraisal methods: The public sector. Nonlinearities, multiple objective, externalities, shadow prices. New forms of cooperation between public and private sector.
- 15,16 Group discussion - Workshop I continued

Theme 2: THE LEGAL REGIME OF THE INDIAN OCEAN - THE LAW OF THE SEA CONVENTION, THE ANTARCTIC TREATY SYSTEM. THE INDIAN OCEAN AS A ZONE OF PEACE

UNITS

- 17,18 UNCLOS III and the 1982 United Nations Convention on the Law of the Sea. Historical developments, new concepts - negotiating methods developed at the Conference - analysis of new provisions - spaces created by the convention. Territorial Sea; Contiguous Zone; EEZ; Continental Shelf; Archipelagic Waters; Islands; the U.N. Conference on the development of small islands, 1994.
- 19 Convention on the Law of the Sea: International Ocean Space; the High Seas; the U.N. Conference on Straddling Stocks on the High Seas; Coastal Management and Ocean Management; Marine scientific research - conservation of the environment - transfer of technology - linkages with UNCED - principles of cooperation established by the convention - Regional Centres for Science and Technology.
- 20 The International Sea-bed Area. The International Seabed Authority. Structure and Functions. Provisions concerning Technology Transfer. Benefits to Developing

- countries; Principles, procedures and organs of dispute settlement. Joint Development Zones.
- 21 The Preparatory Commission; Structure and Mandate. The Final Reports of the 4 Special Commissions. The Pioneer Regime. Prospects upon the coming into force of the Convention-Group discussion.
- 22 Workshop II: The Law of the Sea Convention and its links with UNCED, the Restructuring of the United Nations, NIR and NIEO.
- 23 The Antarctic Treaty System. Disarmament and Cooperation on scientific research. The Conservation of living resources.
- 24 Policy formulation on Ocean Management.
- Theme 3: MAN AND THE OCEANS: OCEANOGRAPHY: THE SEA-AIR INTERFACE WITH EMPHASIS ON COASTAL ZONE
- 25 Oceanography: an overview. The impact of advancing technology.
- 26 Physical oceanography. The physical and dynamic elements of the oceans.
- 27 Phenomena of Coastal Erosion; their causes, and effects on shorelines and case studies.
- 28 Shallow water effects, wave induced nearshore currents responsible for Sediment transport in the coastal zone. Phenomena of sediment transport and the assessment of sediment transport rates in the nearshore.
- 29 Accretion due to man made structures and natural coastline. Silting up of harbour entrance channels and near intake structures.  
Measures to counteract coastal erosion. Structures for arresting coastal erosion and the effect of its construction on adjacent shoreline.
- 30 The ocean-air interface. Meteorology and its importance for the countries of the I.O.
- 31 Tectonics and continental drift. Implications for metallogenesis and mineral exploration and exploitation.

- 32 Desalination, recovery of elements from sea water-salt  
pan development and their impact on coastal aquifers.
- 33 Chemistry of sea-water - Isotope Oceanography - age and  
rate of sedimentation.
- 34 Chemical oceanography and the chemistry of pollution.  
How to measure, control and reduce pollutants from the  
oceans. Environmental Oceanography.
- 35 Waste water management with emphasis on coastal zone
- 36 Marine geology and geochemistry
- 37 Oceanography of the Indian Ocean - physical and  
geological.
- 38 Biological aspects of the Indian Ocean; comparison with  
other ocean regarding productivity, species composition,  
etc.
- 39 Living resources of Antarctica; the importance of krill  
40,41 Group discussions. Workshop III: The interlinkages  
between oceanography, technology and law in the context  
of NIR and NIEO.
- 42 Implications of the growth of oceanography for  
developing countries; the hardware dimension; research  
vessels; instrumentation; remote sensing; submersibles;  
on-land facilities; computerized systems; man-power
- 43 Soft-ware implications; data collection, collation and  
dissemination.
- 44 Phenomenon of storm surge and their role in coast line  
and climate - sea level flucturations and coastal  
inundation.
- 45 Effects of storms, cyclones and such disasters - causes  
and mitigation - protection of coasts.
- 46 Economics of oceanography; How to minimise costs; use of  
remote sensing buoys, cruise planning.
- 47 Cooperation with the competent international  
organisations in marine science and technology.  
IOC/UNESCO; UNIDO; FAO; UNEP.
- 48,49 Group discussions. Workshop III continued.

- Theme 4: THE MANAGEMENT OF LIVING RESOURCES
- 50 Fisheries biology; population dynamics: age, growth, mortality, recruitment.
- 51 Stock assessment; traditional methods; computer models.
- 52,53 Management strategies; restricted entrance; licensing mesh size control; restricted areas; restricted seasons; effectiveness and deficiencies of existing management systems; participation of fishing communities, fishermen's unions and cooperatives in regulation. Traditional forms of management and conservaton.
- 54 Fisheries technology; detection; aggregation; capture technology; post-harvest conservation; processing; waste-recycling; transportation; marketing.
- 55 Case Study: the management of mangrove swamps.  
Case Study: Coral reefs on the East African coast.
- 56 Effect and impact of flora on the coastal ecosystem. Role of mangroves and other coastal plants.
- 57 Fisheries economics; integration into development strategy; contribution to GNP.
- 58,59 Group discussion. Workshop IV. Fisheries Management.
- Theme 5: AQUACULTURE AND MARICULTURE IN INDIAN OCEAN COUNTRIES AND COASTAL ECHO SYSTEM
- 60 Introduction: Historic overview. India, China, Indonesia, Vietnam.
- 61 Post-World War II development; the FAO Kioto Conference on World Aquaculture, and subsequent development.
- 62 Aquatic plants; farming for industrial and pharmaceutical purposes; genetic engineering of aquatic plants.
- 63 Economic potential for developing countries. Rights and responsibilities under the Biodiversity Convention.
- 64 Aqua culture development through remote sensing techniques and satellite imageries.
- 65 The farming of molluscs and crustaceans. Case Studies.

- 66 The farming of fin fish: Cage cultures; sea ranching; fish behaviour conditioning; implications for the future. Genetic engineering of fish.
- 67 Environmental impact of aquaculture and mariculture.
- 68 Aquaculture for export; aquaculture for domestic consumption: food and employment.
- 69,70 International sea-food trade, public health, and integrated coastal management.
- 71,72 Group discussions. Workshop IV continued
- 73,74 Research and report writing.
- Theme 6: MANAGEMENT OF NONLIVING RESOURCES
- 750 Overview of the nonliving resources of the Indian Ocean. Oil and gas. Near-shore minerals. The mining in Malaysia. The minerals of the deep seabed: Manganese nodules, cobalt crusts; polymetallic sulphides.
- 76 The Energy potential of the Indian Ocean: Tides, waves and currents; Ocean Thermal Energy Conversion. Biomass.
- 77 Exploitation of hydrocarbons: offshore structures, past, present, and future trends. Tanker traffic and safety regulation. The oil industry and sustainable development.
- 78 Case Study: The offshore oil industry in India; Technological, economic, and legal aspects. Optimising benefits from foreign participants.
- 79 Polymetallic nodules in the Indian Ocean: India as Pioneer Investor. The Indian programme. The Interests of other Indian-Ocean States.
- 80 Deep-sea mining technology. The different subsystems. The first generation nodule collection system.
- 81,82 Group discussion on non-living resources. 83,84 Financial planning: methods of minimising risk through decision-making analysis, organisational networking, contingency analysis, failure probabilities, etc.
- 85,86 Group discussion. Workshop V. Coastal Zone mining in the Ocean.

- THEME 7: SHIPPING, MANAGEMENT OF PORTS AND HARBOURS; TOURISM
- 87 Post World-War II developments in shipping.  
Containerization Unitization. Multi-modal transport.  
Globalized door-to-door transport. Future trends.
- 88 Port requirements. Main ports and feeder lines.  
Regional cooperation.
- 89 Port management. Impact of new technologies.  
Information and communication. Vessel traffic control.
- 90 Port management and the protection of the Environment.  
The land-ocean interface.
- 91 Port development and conservation of coastal equilibrium  
- Effects and impacts of dredging.
- 92 Coastal Utilization; Proper use of the coastline with  
developmental activities, prevention of misuse,  
protection of the environment.
- 93 Tourism; Development of Coastal Tourist Resorts -  
Hinterland development, Case Studies.
- 94,95 Tourism in the Indian Ocean region. The economics of  
marine parks. A regional tourist tax as a prototype for  
international ocean development taxation.
- 96,97 Group discussion: Interaction between ocean uses:  
positive and negative.
- 98 Integrated coastal management. Institutional  
requirements. Human resource development.
- 99,100 Integrated coastal management in the broader context of  
national resource management on the one hand and  
regional cooperation on the other. Ocean management  
within the commission on Sustainable Development.
- 101,102 Case Studies. National experience in integrated and  
marine management.
- 103 Simulation exercise in the management of conflicting  
uses.
- Theme 8: INTEGRATED COASTAL MANAGEMENT: THE ECONOMICS OF  
SUSTAINABLE DEVELOPMENT
- 104 Standards and indicators



- 105,106 The sea-food industries and Prawn Culture  
 107,108 The pharmaceutical and salt based industries 109,110  
 The energy industries. Cold-water technologies and  
 multi-purpose integrated installations.  
 111 The transport industries  
 112,113 Group discussion. Workshop VI, on the economics of  
 sustainable development.  
 114,115 Report preparation by participants.  
 116,117 Group discussion - Report writing.

Theme 9: AGENDA 21, CHAPTER 17; IMPLEMENTATION BY INDIAN OCEAN  
 STATES

- 118 Overview of Agenda 21. Linkages between Chapter 17 and  
 other chapters. Provide 3 days only  
 119,120 Programme 1  
 121,122 Programme 2  
 123,124 Programme 3  
 125,126 Programme 4  
 127,128 Programme 5  
 129,130 Programme 6  
 131,132 Programme 7  
 133,134 Group discussion. Workshop VII. Implementation of  
 Agenda 21. Conclusions and recommendations on Agenda  
 21, Chapter 17.  
 135 Briefing for simulation exercise  
 136,137 Report writing

Theme 10: SIMULATION EXERCISE; PRESENTATION BY PARTICIPANTS;  
 VALEDICTORY FUNCTION

- 138-149 Presentation by participants  
 150-152 Simulation Exercise - contract negotiation 153-156  
 Discussion and feedback session  
 157-160 Closing ceremony and valedictory function  
 161-200 Site visits in line with Training Programme.  
 (10 days) Refer Annexure I.

ANNEXURE I

- i) Visit to Port/harbour - ship repair industry
- ii) Coastal aquaculture farm near Madras
- iii) Power Project / Wave Energy Project at Trivandrum
- iv) Tourist resorts along coastal belts ex. Kovalam near Trivandrum
- v) Sand bar, coastal erosion and accertional phenomenon near Ennore, North Madras
- vi) Sea water intake system at Kalpakkam, 40 KM South of Madras
- vii) Mangrove and Ecological system - Pichavaram near Chidambaram (in consultation with Dr.M.S.Swaminathan Research Foundation), 150 KM from Madras
- viii) Research vessel/launch at Madras/Cochin/Goa (RV Sagarkanya - Sagar Sampada)
- ix) Visit to National Institute of Port Management, Madras and such other institutions related to Ocean in Madras
- x) Visit to Ocean Engineering Centre and other facilities at Indian Institute of Technology, Madras.

DRAFT SYLLABUS

COASTAL ZONE MANAGEMENT WITH FOCUS ON  
SMALL ISLANDS

Introduction to Syllabus

It is a truism to say that the world is in transition. Growing global interdependence, increased interactions between institutions and individuals, exponentially growing technology and new directions in the processes of development are some of the overriding characteristics of the last decade of this century.

In the marine sector, scientific and technological advances have triggered off political and legal change processes culminating in three major developments: (i) the adoption of the U.N. Convention of the Law of the Sea in 1982; (ii) the World Commission on Environment and Development (the Brundtland Commission) 1987; and (iii) the United Nations Conference on Environment and Development (U.N.C.E.D.) in Rio de Janeiro in 1992.

These have basically transformed the uses of the oceans and increased the salience of marine affairs on both national and international agendas. The development of oceanography as a multi-disciplinary scientific activity has greatly added to the knowledge sector while the penetration of the latest phase of the industrial revolution into the oceans has added a new dimension to national growth strategies. At the same time, the Law of the Sea Convention, signed by 159 States and now ratified by 54, may come into force next year. This Convention, if properly implemented and utilized, could constitute one of the building blocks of a new international order, including a new international economic order.

The Brundtland Commission laid stress on sustainable development and the need for bridging the technology gap between North and South. The United Nations Conference on Environment and Development (UNCED), adopted a Declaration, two important Conventions, and a detailed plan of action for sustainable development during the next century, "Agenda 21." This agenda contains an important chapter on marine and coastal activities, thus linking the UNCLOS and the UNCED processes, and sustainable development of ocean space and resources with sustainable development on land. In view of the fundamental importance of the world ocean, in its interaction with the atmosphere, for possible climate change, possibly accompanied by sea-level rise, this linkage is unbreakable.

UNCED has begun to exercise its influence on a wider process of restructuring the 50-year old United Nations system: In accordance with the decisions taken at Rio, the 47th General Assembly created a whole new sector to deal with Sustainable Development, including sustainable development in the oceans.

The large dimensions and special characteristics of the oceans has led to the emergence of new concepts: "integrated ocean and coastal zone management", economic theories synthesising growth dynamics with environmental considerations, theories of organisation articulating concepts like organic structures and matrix systems. All this requires a new type of civil servant, and a new type of manager or scientist, capable of interfacing the social sciences with the natural sciences, of law with science and technology, of economics with ecology, of managerial structures with processing systems. Only then can she/he be able to manage the ongoing high-tech revolution, the environment, and multi-cultural human resources.

This is especially true of island states supporting as they do small communities. Since small island states cannot maintain all necessary specialists training has to be aimed at producing cadres of managers or scientists, engineers and coastal planners able to integrate the many variables that go into integrated coastal management.

It is in this context that this programme has been designed with the emphasis on the felt needs of island developing countries. The programme is so organised as to give participants an overview of the many and varied aspects of ocean and coastal management and to familiarize them with the broad range of issues encountered in the marine area in the sphere of diplomacy, law, science, technology, economics and management. Particular emphasis is given to the importance of regional cooperation and development in this broad context. The evolution of regional systems, such as the Regional Seas Programme and South Pacific Regional Environmental Programme (SPREP), will play a crucial role in ocean governance for sustainable development.

SYNOPSIS

- Week 1: The International Setting.
- Week 2: Managerial Implications, Information Requirements.
- Week 3: Management of Coastal Zone Resources - Living.
- Week 4: Management of Coastal Zone Resources - Nonliving.
- Week 5: Coastal Zone Activities and Economics.
- Week 6: Policy Making and Project Formulation.
- Week 7: Risk Management.
- Week 8: Practical Exercise.

WEEK 1: THE INTERNATIONAL SETTINGMonday.

- Morning: Opening Ceremony
- Introduction to the course, training methodology, expected outputs, administrative arrangements
- Afternoon: The changing international order: technological, economic, political. New foci, perceptions and expectations of the international community. Islands in the new world order: vulnerabilities and opportunities.

Tuesday.

- Morning: Introduction to the law of the sea. New concepts, analysis of new provisions; spaces created by the Convention; territorial sea, contiguous zone, exclusive economic zone, archipelagic waters, the regime of islands.
- Afternoon: Convention on the Law of the Sea: international ocean space, the high seas, marine scientific research, protection of the marine environment.

Wednesday.

- Convention on the Law of the Sea - contd.
- Morning: Technology, its development and transfer. Regional and subregional considerations: Arts. 276 and 277 - their implementation. Meditech and Technocaribe.
- Afternoon: Workshop

Thursday.

- Morning: UNCED and its links to UNCLOS. Chapter 17 of Agenda 21 and its programmatic content. The Commission on Sustainable Development and supporting measures.
- Afternoon: The longterm implications of UNCED. Sustainability as a process: resources, society and culture. Special application to islands.

Friday.

- Morning: Economic sustainability: public goods and externalities; environmental economics; costs of pollution and how to internalise; sustainable human consumption
- Afternoon: Workshop

WEEK 2: MANAGERIAL IMPLICATIONS, INFORMATION REQUIREMENTS

Monday.

Morning: Managerial implications of extended national zones, especially for islands. Needs for harmonising land use with sea use, natural sciences with the social sciences and of resolving conflicts of multiple-uses.

Information requirements for management: An overview; the intersection of demographic, economic, geographical and natural scientific parameters.

Afternoon: Oceanography and its importance. The impact of advancing technology - electronics, remote sensing, new materials, genetics. The changing research vessel. Oceanography for developing countries: the software dimension, data collection, collation and dissemination.

Tuesday.

Morning: Geophysical oceanography; ocean-air interface; plate tectonics; vulcanism and metallogenesis. Inshore oceanography: currents, waves, tides. Coastal erosion and sediment transportation.

Afternoon: Chemistry of sea-water: isotope oceanography, age and rate of sedimentation. Chemical oceanography and the chemistry of pollution. How to measure, control and reduce pollutants from the oceans. Environmental oceanography.

Wednesday.

Morning: Biodiversity: threats, causes of extinction, need to conserve. Management tools and case studies.

Afternoon: Workshop.

Thursday.

Morning: Coastal area management: planning and siting techniques.

EEZ management: problems of multiple-uses, conflicts and surveillance.

Interlinking and interfacing of coastal area management and EEZ management.

Afternoon: Land use competition: locational concept -  
economic and social, agriculture, extractive  
industry, manufacturing industry, residential,  
touristic, historical/archeological.

Friday.

Morning: Sea use competition: fishing, aquaculture,  
tourism/sport, shipping, offshore oil and gas,  
mining for placers & sands.

Afternoon: Workshop.



WEEK 3: MANAGEMENT OF COASTAL ZONE RESOURCES-LIVINGMonday.

Morning: Management and conservation of living resources: fisheries biology and population dynamics; stock assessment techniques: traditional methods, computer models.

Afternoon: Management strategies; restricted entrance; mesh size control; restricted areas and seasons; effectiveness and deficiencies of existing management systems; participation of fishing communities. Traditional forms of management and conservation.

Tuesday.

Morning: Fisheries technology: detection; capture technology; post harvest; processing; waste recycling; marketing.

Afternoon: Effect and impact of flora on the coastal ecosystem. Role of mangroves and other coastal plants.

Case study: the management of mangroves

Wednesday.

Morning: The fishing industry: employment and output of fishing in islands; human resource development; management of the fish population; species composition; fisherman's cooperatives and unions; conservation.

Afternoon: Workshop.

Thursday.

Morning: Aquaculture and mariculture: FAO Kyoto Conference; aquatic plants; fish, mullusc and crustacean farming; sea ranching; genetic engineering of aquatic plants and of fish.

Afternoon: Monitoring and surveillance in the EEZ. Foreign fishing fleets and their impacts: economic, ecological, political. Access and joint venture agreements.

Friday.

Morning: Workshop on Coastal Zone Resources. Presentation of three papers and discussion.

Afternoon: Field trip to aquaculture station.

WEEK 4: MANAGEMENT OF COASTAL ZONE RESOURCES- NONLIVINGMonday.

Morning: Establishing legal regimes for management of resources: environmental impact legislation, legislation to regulate activities in the coastal zone and the EEZ.

Afternoon: Customary marine tenure systems in the South Pacific. Indigenous systems of environmental viability. Women and traditional artisanal fisheries.

Tuesday.

Morning: Mining: resource exploitation and sustainable development; oil and gas; gravel, sand and near shore minerals; minerals of the deepsea bed.

Afternoon: Mining (cont): mining technology; environmental implications of sea-mining; toxicity, coastal erosion and other hazards associated with mining.

Wednesday.

Morning: Offshore oil and gas: prospecting methods, drilling techniques, exploitation methods.

Afternoon: Workshop.

Thursday.

Morning: Principles of management and planning: management strategies; integrated coastal management: the need, techniques, economics.

Afternoon: Financial planning; project appraisal; institutional and human resource requirements for coastal management.

Friday.

All Day: Field visits: reverse osmosis plant, a tourist complex, a port.

WEEK 5: COASTAL ZONE ACTIVITIES AND ECONOMICS

Monday.

Morning: Criteria for measuring economic development: Gross Domestic Product and Gross National Product; deficiencies of GNP; use of social indicators; vulnerability indicators.

The Human Development Index: The sub-indices of the HDI; education; health; income distribution; HDI scores for island economies.

Afternoon: Characteristics of island economies: small size; diseconomies of scale; high degree of openness; over dependence on trade; narrow range of exports; insularity, remoteness and transport costs; special problems of atolls and archipelagos.

Tuesday.

Morning: Tourism and island economies: over dependence on tourism; impact on the environment; effect on culture; use of coastal space, sustainable tourism; eco-tourism and cultural tourism.

Economics of tourism: multipliers; demand; competitiveness; development of new products.

Afternoon: Shipping developments: technological developments; globalised door to door transport; containerization and multimodal transport; tanker traffic and safety regulations; free-ports, shiprepair and shipbuilding industries.

Sea ports: main ports and feeder lines; regional cooperation; management of sea ports; port regulation; port dues and revenues; traffic control; and land-sea interface.

Wednesday.

Morning: Desalination technologies to meet fresh water demands. Energy from the sea: OTEC, wave energy.

Afternoon: Workshop.

Thursday.

Morning: Technological developments: the electronics and communications revolutions, remote sensing, their impacts on CZM.

Afternoon: Coastal engineering: harbour and port design, preventing coastal erosion and flooding from the sea, ensuring unpolluted water for brackish water aquaculture, outfalls from thermal power plants, waste water discharge etc.

Friday.

Morning: Coastal engineering (contd.)

Afternoon: Workshop.

WEEK 6: POLICY MAKING AND PROJECT FORMULATION

Monday.

Morning: Policy analysis: the multivariate nature of the oceans, the need for multi-level analysis and planning, coordination at both horizontal and vertical levels, need for interagency harmonization.

Afternoon: Integrated policy-making: its parameters, problems of harmonising different policies, how to arrive at a correct policy-mix.

Tuesday.

All Day: Simulation exercise in making policy for an island.

Wednesday.

All Day: Simulation exercise (contd.)

Thursday.

All Day: Coastal zone management in the Maltese islands: human impact on the island ecosystem with special reference to the coastal zone; land-use competition in the coastal zone; planning and environmental management - a historical review; recent developments - integrated planning for sustainable development.

Friday.

Morning: Field Visits.

Afternoon: Coastal zone management in the Maltese islands (contd.)

WEEK 7: RISK MANAGEMENTMonday.

Morning: Environmental risk management: need, types, techniques. Components of risk management strategy: risk identification, estimation, evaluation; risk profiles and contingency plans; economic considerations (cost-benefit and risk-benefit analyses). Regional, national and local responses.

Afternoon: Case studies and discussion.

Tuesday.

Morning: Natural hazards: floods, tsunamis, storm surges, hurricanes, tornadoes, seismic activities, soil and shoreline erosion. Interaction between natural and man-made hazards. Environmental Impact Assessments. Concepts and the management of such hazards.

Afternoon: Two case studies.

Wednesday.

Morning: Review of major contamination risks, including major spills and chronic pollution. Environmental impact of marine contaminants. Island sensitivity profiles. Contingency planning and management of resources.

Afternoon: Site visits to Tank Cleaning Farm at Rinella (one of the first ballast water reception facilities in the Mediterranean), and to MEDSERV / REMPEC, Manoel Island.

Thursday.

Morning: The Intergovernmental Panel on Climate Change; Scientific findings, model predictions and uncertainties. Sea level rise and coastal zone management: multiple vulnerability and sensitivity profiles.

Afternoon: Case Studies (Malta/Pacific atolls/Indian Ocean Islands).

WEEK 8: PRACTICAL EXERCISE

Monday.

All Day: Designing a Coastal Resources Management Programme for Selected Participant Countries.

- issue definition and analysis
- setting objectives
- preparing a policy paper

Tuesday.

All Day: Designing a Coastal Resources Management Programme (contd.)

- selecting resource management strategies
- designing methods of getting public input and support

Wednesday.

All Day: Designing a Coastal Resources Management Programme (contd.)

- designing an organisational strategy for implementing work plan
- preparing projects in the fields of:
  - . fisheries
  - . tourism
  - . transport etc.

Thursday.

All Day: Designing a Coastal Resources Management Programme (contd.)

- writing workplan (s)
- general seminar with faculty to critically examine workplan and policies

Friday.

Closing Ceremony.

APPENDIX I



**DALHOUSIE UNIVERSITY ARCHIVES DIGITAL SEPARATION SHEET**

**Separation Date:** August 10, 2016

**Fonds Title:** Elisabeth Mann Borgese

**Fonds #:** MS-2-744

**Box-Folder Number:** Box 289, Folder 3

**Series:** Administrative records of the International Ocean Institute

**Sub-Series:** Administrative records

**File:** United Nations Development Programme project proposal for "Support for Regional Oceans Training Programs."

**Description of item:**

File contains CVs from the following individuals:

Graham Robin South; Seremaia Kalokalo Tuqiri; Vina Ram; Joell Veitayaki; John M. Murray; Aliti Vunisea; V.S. Raju; S.P. Subramanian; Vallam Sundar; M.R. Pranesh; Dipak Chaudhuri; L.V.L.N. Sarma; R.N. Anantharaman; L.S. Ganesh; V.R. Muraleedharan; Shreesh Chandra Chaudhary; Malathy Duraisamy; M. Ravindran; R. Sundaravadivelu; J.S. Mani; C. Ganapathy; R. Natarajan; S. Narasimha Rao; and Nicolas Salom

**Reason for separation:**

49 pages removed from digital copy due to privacy concerns.

APPENDIX J

Minutes of the Representatives of the  
Operational Centres of IOI  
held at the University of Malta  
on the 17 and 18 May, 1993

Appendix J  
Page 170

Present: Dr. Kevin Aquilina  
Prof. David Attard  
Prof. Salvino Busuttil  
Mr. A. F. Hoque  
Prof. Philip K. Quarcoo  
Prof. V.S. Raju  
Dr. Krishan Saigal  
Ambassador Nicolas Salom  
Mr. I. Schuetz-Mueller  
Fr. Peter Serracino Inglott  
Prof. E. Robin South  
Prof. N.V.C. Swamy  
Dr. Stella Vallejo

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Work plan of IOI - future role of IOI

The agenda note was discussed in the context of:

- defining the future of IOI so that it could still be relevant 20 years from now
- the workplan of IOI

There was a wide ranging discussion on this issue. The consensus view was that:

- IOI needed to work as a think tank and a generator of policy and implementational ideas flowing from the emerging international consensus in marine affairs e.g. UNLOS, UNCED, et. al.
- IOI should remain a lean networking organisation so as to have a cost-effective and competitive delivery system
- IOI may, subject to ratification by the Planning Council and the Board, consider providing packaged consultancy services to developing countries as a natural outgrowth of its research and training activities
- IOI may go into the hitherto neglected areas including, inter alia, small islands, ocean-air interface, sensitising top decision makers, regional and sub-regional networks, integrating the oceans into African development processes
- the Board of Editors of the Ocean Year Book to be enlarged to include representatives of operational centres

Regards the workplan of IOI for the next five years (1993-97) it was the view of the meeting that this could most appropriately be taken up after revising the UNDP document (Item 3) and along with the budget for IOI (Item 7).

Item 2. Management System of IOI

The agenda note was discussed. The broad view that emerged from the discussions was that while greatest possible autonomy should be given to the operational centres, the role of headquarters was also important for ensuring quality of outputs, ensuring maintenance of accounts in a uniform manner, and for avoiding duplication of effort thereby keeping administrative and overhead expenses to the minimum. Most fund-raising activities should also be centrally coordinated so that the same funders were not approached by different operational centres. It was the view of the meeting that within these parameters the management system of IOI should be allowed to evolve over time in a flexible and organic manner.

The meeting also approved the system of financial accounting, namely, the accounting format, the mode of releasing funds and the addition of a small (20%) surcharge on all activities so as to meet administrative expenses (13% to the centre and 7% to headquarters).

Item 3. Revision of UNDP Document.

The agenda note referred to the UNDP document which needs to be discussed and then revised in the aggregate and then revised centre-wise and year-wise.

In the discussions that ensued, it was agreed that:

- (i) more stress should be laid on modular course development
- (ii) syllabi should be produced in-house through collegial functioning and then subject to expert external scrutiny
- (iii) trainers should be trained in how to lecture to a multi-cultural, multi-speciality audience with uneven educational backgrounds
- (iv) libraries should be linked by E-mail

On the basis of the above parameters, the budgetary parameters were finalised

- in the aggregate (Annexure I)
- centre-wise (Annexure II)
- year-wise (Annexure III)

Item 4. Modular Curriculum Development.

Item 6. Research Agenda.

The concept of a module was discussed. It was agreed that a module was not a unit but was:

- a discrete piece of information
- something that could be removed from the syllabus without affecting its structure

It was also the view of the meeting that modules and applied research were interlinked with two-way interactions between them. The two should therefore be considered together.

The applied research agenda was very thoroughly discussed. It was ultimately agreed that the centres should specialise i.e. IIT-M (engineering and technology), USP (fisheries), Senegal (economics), Halifax (law of the sea), Malta (islands) and Colombia (spanish case studies). They should finalise their research agenda so that the matter could be discussed in September, 1993.

Regarding the course modules, it was agreed that the centres would work within their areas of specialisation and draw up a list of modules, subject them to regional peer review and then discuss them with the other centres (through fax/E-mail). The final product would be cleared by a Central Committee consisting of the Honorary President, the Executive Director, a representative of UNDP, a representative of the regional centre concerned and two outside, and recognised experts in the field.

Item 5. Training.

The meeting had before it the following papers:

(i) Advanced Course on the Integrated Management of Coastal and Ocean Areas - Stella Vallejo

(ii) Syllabi of three new courses:

- . coastal zone management as a sustainable process - IOI India
- . coastal zone management with the focus on small islands - IOI Malta
- . sustainable development and implementation of chapter 17 of agenda 21 in the exclusive economic zone - IOI Halifax

(iii) A proposal from the University of Malta of a new M.A. degree course as a joint venture between the University and IOI.

On presenting her paper Ms. Vallejo stressed on the integrated nature of the course, that it would require a regional case study and 3-4 national case-studies. It could serve as an advanced course by itself or form a module in a larger course.

In the discussions that ensued on the paper the following views emerged:

- . it may be better to first ask for national case-studies and to let the regional/subregional study flow from then
- . to use the ideas set forth in the document in three ways:
  - \* in a 2 week course for trainers and for those with some marine knowledge (alumni as well as others)
  - \* in an expanded 4 week course
  - \* in a 1 week module in every IOI course

The other syllabi were approved to be tested and evaluated. It was suggested that the islands course be modified to include the following units:

- . customary marine tenure (2 sessions)
- . economy of distance water fleets
- . women in artisanal fisheries
- . environmental impact legislation

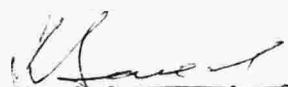
The meeting was of the view that the M.A. degree course for Malta was an idea that needed to be further explored.

#### Item 7. Budget.

The meeting was of the view that the UNDP allocations having been decided, it was necessary to firm up the likely non-UNDP income before drawing up the budget. It was agreed that likely funding sources would be tapped and the budgets drawn up by the centres and submitted by 31.7.93.

A five year plan would have got ready by all centres by September, 1993.

The meeting ended with a note of thanks to the chair.

  
Dr. Krishan Saigal  
Executive Director

UNDP Proposal

## ANNEXURE I

Institutional Infrastructure

	Earlier Proposal	Revised Proposal
1.1.2. Execution Monitoring		
. cost of bringing 4 directors together every year	\$ 60,000	120,000 (1.1.2.a)
. consultants fees	\$ 30,000	100,000 (1.1.2.b)
. consultants travel	\$ --,---	10,000 (1.1.2.c)
1.1.3. Equipping 4 Centres	\$ 120,000	120,000
1.1.4. Institutional identity programme		
. hiring PR bureau	\$ 75,000}	
. consultants fee	\$ 10,000}	- 50,000
. consultants fee	\$ 10,909}	(1.1.3.a)
. consultants travel	\$ --,---	
1.1.5. Non-UNDP financial support		
. consultants fee	\$ 75,000}	- 50,000
. consultants travel	\$ --,---	(1.1.4.)
1.2.1. Convening of Rectors and Directors meeting		
. costs of bringing 12 persons to one site (4x3) once	\$ 25,000	Merged in 1.1.2.a
1.2.2. Library Survey	\$ 0	
. Information consultant (45 days)	\$ 13,500	Merged in 1.1.2.c
1.3.4. Alumni Directory		
. costs of production	\$ 25,000}	
. consultant (40 days)	\$ 4,364}	
1.3.5. Quarterly newsletter		
. cost of printing	\$ 17,500}	- 30,000
. consultant (40 days)	\$ 4,364}	(1.1.3.b)
Training programme production	\$ 4,364}	
	-----	-----
TOTAL	\$ 590,000*	\$480,000
* including consultants travel	\$115,000	

	Earlier Proposal	Revised Proposal
Brought Forward	\$590,000 -----	\$480,000 -----
General responsibilities		
. Consultants fee	\$ 16,000	Merged in 1.1.2.b
<u>Policy Research</u>		
2.1.1. Survey of possibilities		
. Travel costs of Founder (25%) and another member of Planning Council	\$ 10,000}	
2.1.2. Academics Meeting		
. Travel costs of academic leaders of 4 centres to one site	\$ 20,000}	
2.1.3. Research Workshop		
. Cost of hotels and meals	\$ 5,000}	\$23,290 (2.1.1.)
2.1.4. Submission of Research proposals to UNDP and other funding agencies		
. Costs of two transatlantic fares	\$ 5,000}	
. Consultants fees	\$ 15,000}	
. Consultants expenses	\$ 5,000}	
	-----	-----
TOTAL	\$ 666,000 -----	503,290 -----



	Earlier Proposal	Revised Proposal
Brought Forward	\$666,000 -----	\$503,290 -----
<u>Current, Revised &amp; New Training Programmes</u>		
3.1.1. Update of 1984 Report		
. Travel costs of staff to visit 4 centres	\$ 10,000}	-deleted
. Consultants fees	\$ 10,000}	
3.1.2. Convening of workshop for revised programmes		
. On-site cost	\$ 20,000}	-deleted as
. Consultants fees	\$ 30,000}	meeting on
		17,18 May
3.1.3. Revising, Testing and Evaluating courses		
. Training programme costs	\$ 100,000}	\$ 100,000
. Consultants fees	\$ 40,000}	(2.1.4.)
3.1.4. Translation of course materials into Spanish & French		
. External costs	\$ 80,000	Merged in
		(2.1.2.a)
3.1.5. Provision of scholarships to Centres	\$ 330,000	\$1,000,000
		(2.1.3.a)
3.2.1.1. Design of Alumni Advanced Course		
. Development of Course materials, travel costs	\$ 55,000}	\$300,000
. Consultants fees	\$ 20,000}	(2.1.2.a)
3.2.1.2. Testing, evaluation and revision of the course		
. Running 1-week course	\$ 25,000}	
3.2.1.3. Offering the course at other centres		\$ 50,000
. Scholarships for first test course	\$ 75,000}	(2.1.3.b)
	-----	-----
TOTAL	\$1,461,000	1,953,290

	Earlier Proposal	Revised Proposal
Brought Forward	\$1,461,000	1,953,290
	-----	-----
3.2.2.1. Sensitisation workshop for top decision makers		
. Expenses to develop syllabus	\$ 5,000}	Merged in 2.1.3.c
. Consultants fees	\$ 12,500}	
3.2.2.2. Testing and Evaluation of workshop		
. Expenses of one workshop	\$ 25,000}	
3.2.2.3. Holding of workshop in each region with biannual frequency		\$ 50,000
. Funding of initial workshops (3) through scholarships	\$ 80,000}	(2.1.3.c)
3.2.3.1. Design of two new courses		
. 4 persons at \$5,000 per person (including travel costs)	\$ 20,000}	Merged in 2.1.2.a
. Consultancy	\$ 70,000}	
3.2.3.2. Training the trainers		
. Training & lodging costs of 2x4 trainers	\$ 40,000	\$100,000 (2.1.2.b)
3.2.3.3. Testing the two New courses for each of two courses, costs of 20-participant one-week test courses	\$ 80,000	Merged in 2.1.3.a
3.2.3.4. Scholarships		
. Funding of 4 initial courses	\$ 80,000	Merged in 2.1.3.a
3.2.4.1. Masters degree programme		
. Costs of survey	\$ ---,---	\$ ---,--- (2.1.3.d)
3.2.4.2. Masters degree supervision		
. Consultancy fees	\$ 20,000	- deleted
	-----	-----
TOTAL	\$1,893,500	2,103,290

	Earlier Proposal	Revised Proposal
Brought Forward	\$1,893,500	2,103,290
	-----	-----
3.2.4.3. Working party		
. for each member of		
working party (s) at		
\$5,000 each and \$2,500		
for central expenses	\$ 22,500}	- deleted
. Consultants	\$ 12,500}	
3.2.4.5. Masters funding		
. Consultancy	\$ 15,000	-deleted
3.2.5.1. Decision maker course		
survey		
. Costs of survey	\$ 20,000}	Merged in
. Consultants	\$ 20,000}	2.1.2.a
3.2.5.2. Decision maker testing		
. Testing 4-day course		
in 2 centres	\$ 40,000	Merged in
		2.1.3.c
3.2.5.3. Non-UNDP funding		
. Consultant	\$ 10,000	Merged in
		1.1.4.
<u>Add.</u> Consultants fee: contingency	\$ 32,500}	- deleted
<u>Add.</u> Consultants travel expenses	\$ 70,000}	
	-----	-----
TOTAL	\$2,136,000	2,103,290
	-----	-----
Revised proposal is less by	\$ 32,710	
Difference is explained by		
. preparatory assistance	\$ 110,000	145,000
. IOI overheads	\$ 141,120	138,830
	-----	-----
	\$ 251,120	283,830

Annexure II  
Page 179

SUMMARY (centre-wise)

	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
<u>1. Institutional Networking</u>						
1.1.1. Appointment of Centre Directors						
1.1.2. Implementation Monitoring						
a. Vice chancellors/ directors meeting	120,000	120,000				
b. Administrative Support	100,000		50,000			50,000
c. Library Networking	10,000	10,000				
1.1.3. Information Dissemination						
a. PR brochures	50,000	10,000	10,000	10,000	10,000	10,000
b. Quarterly newsletter/alumni directory	30,000	30,000				
1.1.4. Programme Development (Travel)						
a. Executive Director and Honorary President	30,000	30,000				
b. Regional directors	20,000		5,000	5,000	5,000	5,000
Subtotal	360,000	200,000	65,000	15,000	15,000	65,000
<u>2. Training Programmes</u>						
2.1.1. Development of Research Programme						
a. Regional directors (travel)	20,000		5,000	5,000	5,000	5,000
b. Submission to funders (travel)	3,290	3,290				
2.1.2. Curriculum Development						
a. Course Development	300,000		75,000	75,000	75,000	75,000
b. Training of Trainers	100,000		25,000	25,000	25,000	25,000
2.1.3. Scholarships						
a. Courses	1,000,000		250,000	250,000	250,000	250,000
b. Alumni	50,000		12,500	12,500	12,500	12,500
c. Leaders	50,000		12,500	12,500	12,500	12,500
2.1.4. Course evaluation	100,000	100,000				
Subtotal	1,623,290	103,290	380,000	380,000	380,000	380,000
Running total	1,983,290	303,290	445,000	395,000	395,000	445,000

## SUMMARY (centre-wise) Cont:

	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
Running total	1,983,290	303,290	445,000	395,000	395,000	445,000
Add						
IOI Overheads (@7%)	138,830	138,830				
GEF evaluations	50,000					
Preparatory assistance	145,000					
Equipment(through UNDP OPS)	120,000					
GEF service charges (@6%)	146,227					
Grand total	<u>2,583,347</u>					

SUMMARY (year-wise)

	TOTAL	1993 (6 mos)	1994	1995
<b>1. Institutional Networking</b>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting	120,000	24,000	48,000	48,000
b. Administrative Support	100,000	20,000	40,000	40,000
c. Library Networking	10,000	10,000		
1.1.3. Information Dissemination				
a. PR brochures	50,000	25,000	15,000	10,000
b. Quarterly newsletter/alumni directory	30,000	7,500	15,000	7,500
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President	30,000	10,000	15,000	5,000
b. Regional directors	20,000	9,500	9,500	1,000
Subtotal	360,000	106,000	142,500	111,500
<b>2. Training Programmes</b>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	20,000	9,500	9,500	1,000
b. Submission to funders (travel)	3,290	1,290	2,000	
2.1.2. Curriculum Development				
a. Course Development	300,000	55,000	149,500	95,500
b. Training of Trainers	100,000	19,000	45,000	36,000
2.1.3. Scholarships				
a. Courses	1,000,000	170,000	460,000	370,000
b. Alumni	50,000	3,000	39,000	8,000
c. Leaders	50,000	3,000	14,000	33,000
2.1.4. Course evaluation	100,000	25,000	50,000	25,000
Subtotal	1,623,290	285,790	769,000	568,500
Running total	1,983,290	391,790	911,500	680,000

## SUMMARY (year-wise) Cont:

	TOTAL	1993 (6 mos)	1994	1995
Running total	1,983,290	391,790	911,500	680,000
Add				
IOI Overheads (@7%)	138,830	27,766	55,532	55,532
GEF evaluations	50,000		40,000	10,000
Preparatory assistance	145,000	145,000*		
Equipment(through UNDP OPS)	120,000	120,000		
GEF service charges (@6%)	146,227	41,073	60,422	44,732
Grand total	2,583,347	725,629	1,067,454	790,264

\* \$60,000 released in 1992

APPENDIX K



List of Equipment (Fiji)

NOS.	ITEMS	SUPPLIER	APPROX. COST (Fiji \$)
1.	Photocopier & Suppliers	Nashua	16,630.00
2.	Fax Machine, Toner & Paper	Nashua	3,120.00
3.	Standard System, Malifax Computers (2)	USP Computer Centre	5,492.00
4.	Software (lotus 123, wp51 and windows)	USP Computer Centre	540.00
5.	Laser Printer & Toner	USP Computer Centre	4,700.00
6.	Notebook (Computer) 486DL + 60MB HD	USP Computer Centre	3,278.00
7.	Diskettes (3.5" 5 boxes of 10=50)	USP Computer Centre	125.00
8.	Computer Table (2)	Rup's Furniture	640.00
9.	Easy Chairs (4)	Rup's Furniture	600.00
10.	Board Room Chairs (6)	Rup's Furniture	720.00
11.	Coffee Table	Rup's Furniture	220.00
12.	Board Room Table	Rup's Furniture	750.00
13.	Office Desk	Rup's Furniture	500.00
14.	Desk Lamp	Vinod Patel	40.00
15.	Executive Chair	Office Equipment	300.00
16.	Paper Tray	Office Equipment	40.00
17.	Hole Punch	Office Equipment	20.00
18.	Stapler, Remover and Pins, and Paper Clips	Office Equipment	30.00
19.	Helix Clear up (Pens, pencil holders)	Office Equipment	8.00
20.	Diskette Holders	Office Equipment	24.00

NOS.	ITEMS	SUPPLIER	APPROX. COST (Fiji \$)
21.	Book Shelves	Suncourt	200.00
22.	Floor Covering	Suncourt	505.00
23.	Cabinet (2)	Interpacific Trading	600.00
24.	Cabinet Files (4 boxes)	Interpacific Trading	240.00
25.	Dictaphone & Trans- cribing Unit (Sanyo)	Tappoo Co. Ltd.	650.00
26.	2 x Motorola UDS 3225 Modems @ \$ 1500	UPS Computer Centre	3,000.00
27.	2 x 4 channel multi- plexors (used equip- ment, from Computer Centre)	UPS Computer Centre	1,000.00

\$43732.00

[US\$ 29300.00]

List of Equipment (Madras)

EQUIPMENT			APPROXIMATE COST
HP Laser Jet	1 No.	@ \$ 1,500	\$ 1,500
Epson 24-pin dot matrix	1 No.	@ \$ 300	\$ 300
AT/486 @ 25 MHz with 200 MB hard disk VGA Monitor	1 No.	@ \$ 3,000	\$ 3,000
AT/386 SX @ 20 MHz, mono VGA monitor, No hard disk	6 units	@ \$ 1,000	\$ 6,000
AT/386 SX @ 80 MB, and colour VGA	2 units	@ \$ 1,500	\$ 3,000
Ethorant cords	2 Nos.	@ \$ 100	\$ 200
Novell Software (Novell Life)	1 No.	@ \$ 1,000	\$ 1,000
Modem 2400 Laud (eg. Multitech) (US Robotics/Hages)	1 No.	@ \$ 200	\$ 200
CD-ROM drive	1 No.	@ \$ 500	\$ 500
Scanner	1 No.	@ \$ 300	\$ 300
VCR of standard make to play both PAL & NTSC Tapes			\$ 700
Overhead Projector			\$ 300
Air-conditioning for the computer room split system 1.5 ton capacity each	2 Nos.		\$ 2,000

FURNITURE

- a. Computer Tables & Chairs 4 each )
- b. One big office table 6' x 4' size with )  
a chair and 3 guest chairs )
- c. Two small office tables of size 3' x 2' )  
with a chair and two guest chairs ) @ 5,000
- d. A conference table of 12' x 6' with )  
8 chairs )
- e. Filing cabinets with 4 com )

Equipment lists of Senegal and Colombia would be similar to the lists for Madras and Fiji.

APPENDIX L

1. It is absolutely essential to ensure that the courses and modules produced by each operating centre are of the highest quality and meet IOI standards. The Courses Development Committee would consist of the following persons:
  1. Professor E.M. Borgese Chairman
  2. Executive Director, IOI Member
  3. Centre Directors/Vice Chancellors Members
  4. UNDP Representative Member
  5. Pedagogical Expert Member
  6. Subject matter specialists  
(drawn up from a pool of experts) Members
2. The meeting of the Course Development Committee could be held twice annually to coincide with the meeting of Directors/Vice Chancellors. This would save on travel costs.
3. The processing system would be as follows:
  - the course structure would be approved by the Course Development Committee so that it becomes a standard course structure which can be used by all the Centres. This approval would have to be in the context of the overall needs of IOI
  - the Committee would also, after consideration of the pedagogical expert's opinion, lay down the standards to be met by the course modules to be developed
  - proposals of the centres for developing new courses (including course modules) would in their outline form be circulated to the subject matter specialists for their comments
  - the Committee would lay down the procedure by which the approved courses (including modules) are tested, verified and revised
  - the Committee after it is satisfied about the quality of the course would certify it as an IOI course

4. The pedagogical expert to be contracted by IOI is Mr. Venkatachalam of the National Institute of Port Management, Madras, who is a course developer in TRAINMAR. Mr. Venkatachalam has been highly recommended by Mr. Michel Couroux, Principal Advisor on HRD and Training with UNCTAD.
5. Mr. Venkatachalam will work in tandem with a pedagogical expert in IIT Madras and who will later on be the IOI expert to similarly train pedagogical experts in Fiji, Dakar and Colombia. This expert would be Prof. V.S Raju whose CV is at pages 143-166.
6. The approximate costs of the pedagogical development would be as under:
- costs of Mr. Venkatachalam/IOI Madras course developer 8 weeks (40 days) at US\$ 200 per day  
US\$ 8,000
  - DSA for three trips to Fiji, Dakar and Colombia (2 weeks each = 45 days) at US\$ 150 per day by the pedagogical expert  
US\$ 6,750
  - travel costs at US\$ 5000 per trip (x3)  
US\$ 15,000
  - travel costs of pedagogical expert to attend 4 sessions of the Course Development Committee (at US\$ 3000 per trip)  
US\$ 12,000
- |       |             |
|-------|-------------|
| TOTAL | US\$ 41,750 |
|-------|-------------|
7. The rest of the money would be used for trips of subject matter specialists (where necessary) and of headquarters staff to centres to oversee testing and validation of courses.
8. The 5 course developers (1 in HQ and 4 in the Centres) would be asked to attend training courses in course development methodology. Funds for their travel and DSA etc. would come from funds earmarked for the training of trainers.

**INTERNATIONAL OCEAN INSTITUTE  
UNDP Project Reference GLO/91/G33**

**Support for Regional Oceans Training Programme**

**PROJECT PERFORMANCE EVALUATION REPORT  
28 January 1992 - 31 March, 1994**



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## INTRODUCTION

The International Ocean Institute (IOI) submitted a project brief to the Global Environmental Facility providing an abbreviated description of a global project conceived in response to the need to train increasing numbers of mid-level civil servants from developing countries in marine resources management consistent with long-term sustainability. This was followed by a full blown project submitted to UNDP/OPS. The project proposed to extend and deepen the training programmes through the establishment of self-sufficient operational centres in Colombia, Fiji, India and Senegal.

The first and essential step in the development programme being to establish formal working relationships with the governments/institutions concerned, UNDP/OPS entered into a contract with IOI in the form of preparatory assistance for \$ 110,000 to secure these agreements and to refine further aspects of the project, such as region-specific training programmes (contract at Annex 1).

The obligations of IOI under the Contract included but were not limited to the following:

- Explore candidate sites for operational centres, discuss with governments, local authorities, regional and local institutions and centres for advanced learning and experts living in the region to confirm that the necessary conditions are present to establish a centre.
- Develop, negotiate, and formalize the agreements with the four host countries on the status, policy, strategy, and funding of each operational centres. These were to be a prerequisite for continuation of funding and activities.
- Develop a strategic plan for the establishment of a new operational centre for each of the planned sites.
- Develop agreements of cooperation and support with regional universities and other institutions of training and research.
- Appoint an operational centre director for each of the four operational centres. The directors to be executive and operating officers of the respective centres.
- Prepare the strategic plan for the establishment of the four new operational centres including (a) appointment of the regional advisory committee, and (b) development of a five-year plan of detailed activities for each centre.
- Finalize the project document, based on the draft dated 6 December 1991.

The outputs were expected to be:

- "agreements with governments of Fiji, India, Senegal and Colombia.
- agreements with a collaborating / cooperative scientific / educational institution in each of these countries.
- composition of centre-specific strategic and operating plans for each proposed operational centre.
- appointment of a centre director in each such operational centre in consultation with the host institution.
- appointment of the initial voluntary members of the operational centre advisory council, involving alumni in the region.
- composition of a global identity / communications strategy focused on funding sources and governments.
- a full and definitive version of the project document based on the draft dated 6 December 1991."

The contract for preparatory assistance was amended on 23 April 1993 (amended contract at Annex 2) in order to achieve a more equitable distribution of funds between the four centres and to redraft the Project document as under:

"a)	Consultancy fees	
	Travel	
	Office and Meeting Expenses	
	Miscellaneous Expenses	60,000
b)	Project Formulation Mission	27,506
c)	Consultative Meeting/Activities	
	i) India IOI Alumni Meeting	12,000
	ii) Meeting of Directors & Rectors	25,000
	iii) Quarterly Newsletter	5,000
d)	Policy Research - Survey of Policy Research Methods	10,000
e)	Submission Research Proposal	5,000
		-----
	<b><u>TOTAL</u></b>	<b>144,506"</b>

On 21 June, 1993 the contract was again amended to provide \$ 20,000 for the Sardinia workshop by deleting c(iii), d, and e above (amending letter at Annex 3).

During the preparatory period, the IOI had finalised agreements with the governments of Fiji, India and Colombia on the status, policy, strategy and funding of operational centres to be located in Suva, Madras and Bogota. An MOU had also been entered into with IDEP, an institute of UNECA, for establishing an operational centre at Dakar.

Centre directors were appointed for all the four centres and strategic plans developed for their establishment. Plans detailing multi-year activities for each of the four centres were also developed. Agreements with the collaborating institutions, viz., University of South Pacific, Indian Institute of Technology, Tadeo Lozano University and IDEP were also entered into. CVs of all professional people involved with the project were also collected for the Operational centres at Fiji, Madras and Bogota. A meeting of operational centre directors was also held at Malta from 17-18 May, 1993 along with representatives of UNOALOS and UNDP/OPS to refine the final plan (Minutes of the meeting at Annex 4).

On the basis of the above, IOI submitted a revised project document in June 1993. This was finalised after discussions with UNDP/OPS and UNDP/DGIP. A contract for the project for \$2,583,347 was entered into by UNDP/OPS with IOI with effect from 1 September, 1993. Flow of funds to the operational centres in India and the South Pacific started with the signing of the contract while funds for centres in Colombia and Senegal were dependent on approval by UNDP/OPS of their final operating plans (contract at Annex 5).

#### **Project Implementation up to March 1994**

The main objectives of the Project Document are to:

- set up four new self-sustaining operational centres in South Pacific, Asia, Africa and Latin America;
- revise and update the existing programmes of IOI, as well as develop new ones, to bring them in line with the latest developments in instruction technologies and for entering into niche areas like courses for planners, policy makers, leaders etc.

To this end the project has two components: Institutional Networking and Training Programmes.

### **Networking**

Institutional Networking is dependent on regular meetings of directors/vice chancellors, information dissemination and programme development. The directors/vice chancellors meetings are attended by representatives of UNDP and have recently been extended to include meetings of the courses development committee (which are to be held back to back with the directors/vice chancellors meeting) so as to cut down on costs.

In the field of information dissemination an alumni directory, a quarterly newsletter and some PR brochures have been issued. The directors meetings have been very useful to the development of the project as would be evident from the minutes appended at Annex 6.

These meetings have helped in activating both formal and informal networks linking the different centres and the headquarters in a synergistic manner. There has been division of work in the network so as to build on the differing strengths of the centres and also to link the IOI system with the broader UN and non-UN systems.

Links have been established by USP with IIT Madras in the sphere of technical training so that a combined B Tech programme would be conducted by the two Universities. This was made possible through the links that IOI Fiji had with IOI India.

### **Programme Development**

In the area of programme development there has been significant advance in attracting new sources of funding: from Japan, Australia, Colombia, India and the South Pacific. Sasakawa Foundation has agreed to fund one programme in Fiji and another in Madras; it will also consider an endowment of \$ 2.5 million; United Nations University has budgeted \$ 50,000 for joint projects with IOI and is considering budgeting \$ 50,000 for scholarships; Australian International Development Assistance Bureau (AIDAB) will fund a joint programme taken up by IOI South Pacific and the Australian Maritime College, Tasmania; the IOI Colombia is raising funds for IOI Colombia thereby releasing UNDP funds for another centre in Latin America (to be located in Costa Rica); the Government of India has decided to fund two courses - one for policy makers and another for coastal managers - for Indian participants; in the South Pacific WPFCC, a regional organisation, is giving \$ 33,000 to IOI South Pacific for a workshop on customary tenure (reports of programme development missions at Annex 7 and 8).

### **Training Programmes**

Training Programmes account for the major funding in the Project Document (over 80%). The main instrumentalities to keep the programme on course are:

- the meetings of the courses development committee
- the provision of adequate course materials
- training of trainers
- proper evaluation to ensure the quality of the courses.

The courses development committee, which includes UNDP representatives, has been doing a good job of keeping the courses on track (minutes at Annex 9). 9 course developers were trained at a workshop held in Geneva from 22-26 November (list of participants at Annex 10). The workshop was conducted by Mr. Michel Couroux of UNCTAD and was attended by Mr. Philip Reynolds of UNDP and Ms. Stella Maris Vallejo of UN. The Executive Director and the Honorary Chairman have also evaluated the two new courses held in Madras and China (reports at Annexes 11 & 12).

During 1993, two trainers (IOI India) and nine course developers (Honorary Chairman, Executive Director, Vice Chancellor IIT Madras, Directors of IOI India and South Pacific, Head of Training IDEP, Senegal and 3 others from Fiji) went through the training of trainers programme. This would provide a very good base for expanding the trainers network of IOI and developing more course developers.

During 1993 the following training programmes were conducted:

Name of Course	Conducted by whom and when		Revised/New
1. Alumni Refresher	IOI Madras	4-7 March	New
2. Leaders Sensitising workshop	IOI Madras	10 December	New
3. Coastal Zone Management as a Sustainable Process	IOI Madras	11 Oct-17 Dec.	Revised C
4. For Managers and Planners of the Enterprise	IOI HQ	04 Oct-05 Nov.	Revised A
5. Leaders Sensitising Workshop	IOI South Pac.	17 Nov.	New

### Work plans for Costa Rica and Senegal/Africa

As already mentioned, IOI Colombia has decided to raise its own money so that UNDP funds can be applied to another Latin American operational centre. The first three months of 1994 have been utilised to establish a workplan acceptable to UNDP. A draft workplan has been worked out and is under discussion with the Costa Rican authorities. In the initial stages IOI Costa Rica will conduct programmes developed by the IOI network. From 1995 it should be in a position to conduct programmes in Spanish.

The Work Plan for Senegal has already been submitted to UNDP. IDEP, Dakar, will take some time to organise itself and get equipped with appropriate personnel. In the first instance, therefore, a programme on law of the sea was conducted by IOI Headquarters at Addis Ababa in association with UNECA from 28 March to 2 April, 1994. Soon IDEP, or if not IDEP some other African Institution, should be ready to take over the full responsibility.

The details of work done, along with budget lines, is as under:

### Vice Chancellors/Directors/Courses Development Meetings

1.1.2. a. It is necessary to closely monitor the project as it develops and evolves through the life of the project since changes are inevitable with the project covering areas not yet fully developed. So two meetings of the President, Executive Director, and representatives of the operational centres, and of UNDP, were held to monitor the implementation of the centre operational plans, to guide future development, to approve courses and lay down guidelines for the preparation of training modules during 1994 (Annexes 6 and 9).

The main decisions/guidelines emerging from these meetings related, inter alia, to:

- the establishment of mechanisms for proper reporting, monitoring and evaluation of the project
- the manner in which workplans and budgets are to be prepared by each centre
- the laying down of relevant physical targets
- the manner in which IOI was to be projected to donors and the general public
- the raising of non-UNDP funds both globally and locally
- the procedure for approving courses/modules.



### **Administrative Support - South Pacific**

1.1.2. b. The operational centres in the South Pacific and Latin America need administrative support. In South Pacific a coordinator was appointed to assist the Director in day to day work. His CV is at Annex 13.

### **Library Networking**

1.1.2. c. To integrate the knowledge base of the IOI system it was decided to develop software so as to link all the libraries of the collaborating institutions through E-mail. IOI Madras was responsible for the project and they have come up with an interim system which is being tested by the other centres. The project is expected to be completed and in place by July, 1994. Details at Annex 14.

### **Information Dissemination**

1.1.3.a For implementation of the IOI institutional identity program per the strategy already developed, and as per regional programs developed by the operational centres, a number of brochures were brought out in 1993.

1.1.3.b Information was also disseminated by establishing regular links with IOI alumni in India and Malaysia.

The alumni data base was also consolidated and verified while a survey has been made of the IOI alumni's perceptions of the usefulness of IOI programmes.

An "alumni directory" has been prepared and disseminated to all alumni.

A single, dedicated and periodic (quarterly) alumni newsletter, following Issue #1 in November 1992, has been developed and issued in December, 1993.

### **Programme Development**

1.1.4. Development of non-UNDP financial support for operational centres was considered very necessary. A lot of progress was made in 1993 as already described (Annexes 7 and 8).

### **Output 1.2 - Institutional Links with Associated Institutions**

A key element in the IOI strategy is to reinforce existing institutional capabilities through providing active networks for ocean affairs. To this end MOUs have been signed with the United Nations University, Tokyo, with IOC/UNESCO, Paris and the International Centre for Public Enterprises, Ljubljana. More such MOUs are expected to be signed in 1994.

**Output 2.1 - Current, Revised and New Programmes.****Development of Research Programme**

2.1.1.a. Policy research on a regional basis is essential if IOI regional centres are to be relevant to the perceived needs of the region. A preliminary survey of research possibilities has been made but more work needs to be done to link them with ongoing regional research. It was decided, therefore that the operational Centres should discuss this matter with other institutions in the region and come up with detailed proposals.

**Curriculum Development**

2.1.2. Current course programmes need to be adapted and translated for mid-level civil servants, private sector employees and persons from NGOs. The programmes need to take note of the new instructional technologies, especially distance learning, as well as develop instruction material in new concepts like sustainable development, and the impacts of the third industrial revolution, the growing service economy etc. IOI is in the process of developing some new courses for entering into niche areas like courses for planners, advanced courses for those with a fundamental marine knowledge base, coastal management as a sustainable process, special focus on islands and so on.

**Course Development**

2.1.2.a. In regional and international training programmes a major expense is the cost of bringing trainees to the course. This generally precludes short courses, especially in a regional context, since the costs of travel tend to make the course cost ineffective. The development of self-contained modules which could be used to run the course in sub-regions, would be cost effective. Besides the modules could also be used to configure different types of courses. It has been decided, therefore to develop training modules region-wise in such a manner as to also have global relevance. The development of these modules would in the very process of development also produce regional resource personnel. The selection of modules and approval of courses has been done by a Committee headed by the Honorary President. The modules/courses being developed are as below:

NAME OF COURSE	EXECUTING PARTY
Course for leaders in Africa	IOI Headquarters
Course for decision makers on ocean policy (1 week)	IOI Madras - Prof. V.S.Raju (Centre Dir.)

NAME OF COURSE	EXECUTING PARTY
Course on coastal zone management (5 weeks)	IOI Madras - Prof. V.S.Raju (Centre Dir.)
Management and Development of fisheries	IOI South Pacific - Prof. Robin South (Centre Dir.)
Management Issues in Environmental and Resource Economics	IOI South Pacific - Prof. Robin South (Centre Dir.)

### Training of Trainers

2.1.2.b. The participants in IOI training programmes are generally middle level executives involved with ocean policy and organisation of ocean development programmes, environmental issues etc., ocean scientists and engineers and representatives of non-governmental organisations. Their academic background, and professional experience, is varied while the subjects covered in the training programmes are very extensive in scope.

Lecturing in IOI training programmes, is very different from normal sectorally oriented courses and there exists the possibility of a mis-match between the expertise available and the training situation.

The training of trainers scheme was used to orient subject matter/sectoral specialists in how to lecture to a multi-cultural, multi-disciplinary group. Also for developing resource persons in pedagogy and course development techniques based on the TRAIN-X system.

### Courses

2.1.3.a. The project provides the seed funding for testing, evaluating and revising the existing training programmes of IOI. It also provides the seed funding for testing, evaluating and revising four new courses, of which the syllabus for two, namely, the islands course and a course for policy makers have already been developed and will be tested in 1994. Two other courses/workshops for decision makers (a 1-week course and 1-day workshop) would also be tested in 1994. Courses relevant to Africa, the Caribbean and Latin America would be developed in 1994 and tested in 1994/1995.

### Courses for Alumni

2.1.3.b. The importance of IOI alumni has been highlighted (para 1.1.3.b). Special courses were run for them so as to update their knowledge bases and reinforce their links with IOI. One such programme was run by IOI Madras in March 1993. This would form the base for future programmes.

### Workshops for Decision Makers

2.1.3.c. Sensitising of leaders and decision makers is a necessary pre-requisite for the success of the training efforts aimed at mid-level public servants. Workshops to this end were organised in India and Fiji.

### Evaluation of Courses and Workshops

2.1.4. Evaluation of the training programmes and workshops is most essential. In any globalisation scheme the programmes have to meet two criteria: they have to have a global applicability while being capable of being adapted to the regional and sub-regional contexts. Flexibility is being introduced through the development of course modules which would enable variety through different course configurations. The courses should also, however, have applicability outside the IOI system. The Courses Development Committee consisting of representatives from the IOI as well as the non-IOI systems would approve, evaluate and test new courses. One such meeting was held in 1993. The Executive Director and Honorary President carried out spot evaluations of two new courses in 1993.

### Implementation by IOI's India and South Pacific

The achievements of the two IOI Centres have been given above by budget line. Details may be seen at Annexes 15 and 16.

### Evaluation of Performance

The project can be conceived as being in two phases: the preparatory phase from January, 1992 - June, 1993 and the implementation phase from September, 1993 - March, 1994.

The preparatory phase was initially programmed to be completed in a period of six months, that is, by July, 1992. In the event this proved to be based on somewhat optimistic assumptions. Also the project document as submitted in December, 1992 was found to need adjustment as between the centres and this coupled with the fact that a new Executive Director had taken over meant a further delay. This delay was, however, put to good use. During the extended preparatory phase syllabi were developed for courses on:

- coastal zone management as a sustainable process
- coastal zone management with focus on small islands

Also an alumni refresher course was held in Madras, India and this gave opportunity for generating ideas through interaction with IOI alumni, who had not only intimate knowledge of IOI courses but also their relevance to the broader outside world.

The extended preparatory phase, therefore, meant that in the implementation phase the two centres of IOI, viz. India and South Pacific were off and running leading to considerable progress being achieved by these centres in the last seven months in:

- conducting programmes
- training trainers in pedagogy and the methodology of lecturing to a multi-disciplinary multi-cultural group
- initiating the process of developing course modules of relevance to both the IOI and non-IOI systems.

There were delays, however, in establishing the centres in Latin America and Africa from the project funds (IOI Colombia is going to raise its own funds). In Africa, IDEP needed time to organise itself so that it could initiate the process towards attaining sustainability. IOI Costa Rica, however, is well on the way to being established so that ultimately IOI will have two centres in Latin America - one in Colombia and one in Costa Rica. The delay in setting up these centres may, therefore, ultimately prove to be a blessing in disguise.

Project No. : GLO/91/G33/A/1G/31  
Project Title : Support for Regional Oceans Training  
Programme  
Contract no. : C-92017 A  
Account no. :

27 January 1992

Dear Sir,

**Ref: GLO/91/G33 - Support for Regional Oceans Training Programmes**

The United Nations Development Programme, acting through the Office for Project Services, (hereinafter referred to as "UNDP/OPS") wishes to engage the services of your organization, (hereinafter referred to as the "Contractor") in order to establish a formal working relationship with the Government and an educational/scientific institution in Colombia, Fiji, India and Senegal and to this end, UNDP/OPS proposes for your acceptance the following contract.

**1.0 Terms of Reference, General Conditions, Appendices**

1.1 The Contractor and the UNDP/OPS agree to be bound by the provisions herein set forth, in pages 1 to 4, Terms of Reference (Annex 1), Preparatory Assistance Project Document (Annex II). General Conditions for UNDP/OPS Contract Professional Services (Annex III) as well as the rules of UNCITRAL (Annex IV).

**2.0 Additional Responsibilities of Contractor**

2.1 The services to be rendered by the Contractor in the performance of this Contract shall mean all services necessary for the carrying out of the attached Terms and Conditions necessary in respect of the project referred to above, as well as all necessary technical and administrative backstopping support as required and authorized in writing by the Director, Office for Project Services.

Dr. Gerard W. Ackers  
Interim Executive Director  
International Ocean Institute  
P.O. Box 524  
Valletta, Malta

2.2 The Contractor shall deliver to UNDP/OPS progress reports every six weeks and a final report which shall set forth in detail all the services performed under the Contract. All reports shall be made in the English language. All the reports shall be transmitted by the Contractor by airmail. The report shall be forwarded to the address as indicated in paragraph 4.2.

### 3.0 Remuneration and Payments

3.1 As full compensation for the services performed under this contract by the Contractor, the UNDP/OPS shall pay the Contractor a total amount not to exceed US\$ 110,000 broken down as follows:

a)	Consultant (4 Person/Months)		\$ 40,000
b)	International Travel *		
	1. Consultant		20,000**
	2. Chairman, Planning Council		15,000**
	3. President, Board		15,000**
c)	Total Meeting expenses in the four countries *	up to	10,000
d)	Miscellaneous (Telephone, Fax, Communications, Reporting Costs)*	up to	10,000
	<b>Total</b>		<b>\$ 110,000</b>

**(ONE HUNDRED AND TEN THOUSAND U.S. DOLLARS)**

3.2 The Contractor shall not do any work, provide equipment, materials or supplies, or perform any other services which may result in any charges in excess of the above mentioned amounts without the prior written agreement of the Director of UNDP/OPS. In case that the agreements with the governments and the local institutions are concluded and other outputs realized in less than six months, actual expenses incurred will be charged.

To be reimbursed at cost. Invoiced amounts for these items must be accompanied by original receipts.

Travel costs include return air fare (most direct route, economy class) between Halifax, Canada; Paris, France; Valletta, Malta and Cartagena, Colombia; Suva, Fiji; Madras, India and Dakar, Senegal.

3.3 The Contract amount referred to in Section 3.1 above shall be paid in accordance with the following schedule:

a)	Upon signature of the Contract by the Contractor	\$ 30,000
b)	Mid-Term (April 1992)	\$ 30,000
c)	Upon receipt and approval by the UNDP/OPS of the final version of the project document, the final report and expenditure statement (up to)	\$ 50,000
	<b>Total</b>	<b>\$ 110,000</b>

3.4 Invoices shall be paid within thirty (30) days of the date of their receipt and acceptance by UNDP/OPS. All payments shall be made to the Contractor's bank account No. 85 504 1243 at the Mid Med Bank Ltd, Msida Branch, 52 Msida Sea Front, Msida, Malta. The final payment shall be made after submission by the Contractor and following acceptance by UNDP/OPS of a final report and of a detailed final statement of expenditures. Such payment by UNDP/OPS shall not be deemed to relieve the Contractor of its responsibility under this contract.

#### 4.0 Special Provisions

4.1 The Contractor shall take the necessary steps to commence the services not later than the 29 January 1992 and shall complete the services not later than the 28 July 1992.

4.2 Any notice, request or approval required or permitted to be given or made under this contract shall be in writing in the English language. Such notice, request or approved shall be deemed to be duly given or made when it shall have been delivered by hand, mail, telex or cable to the party, which it is required to be given or made at such party's address specified below, or at such other address as the party shall have specified in writing to the party giving such notice, or making such request.



**For the UNDP/OPS:**

Director  
United Nations Development Programme  
Office for Project Services  
220 East 42nd Street, 14th Floor  
New York, N.Y. 10017  
United States of America

Ref: GLO/91/G33

Telex No.: 662293 OPS UNDP  
Fax No.: (212) 906-6501

**For the Contractor:**

Elisabeth Mann Borgese  
Chairman, Planning Council  
International Ocean Institute  
Pearson Institute  
1321 Edward Street  
Halifax, Nova Scotia  
Canada B3H 3H5

Tel.: (902) 494-2034  
Fax.: (902) 494-1216

- 4.3 If the above terms and conditions meet with your approval please signify your acceptance by returning one copy of this Contract and attachments, duly signed and dated.

Yours sincerely,

Dean Everts  
Assistant Administrator and Director

Agreed and Accepted:

Signature : \_\_\_\_\_

Name : \_\_\_\_\_

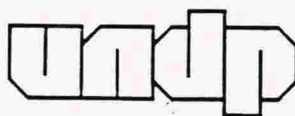
Title : \_\_\_\_\_

Date : \_\_\_\_\_

United Nations  
Development Programme

Office for Project Services

RECEIVED APR 26 1993



World Development

Amendment to Contract No. C-92017-A

23 April 1993

Dear Sirs,

Ref: GLO/91/G33/ - Support For Regional Oceans Training Programmes

In order to achieve a more equitable distribution of funds between the four centers (the beneficiaries of the project), and to finalize arrangements/agreements with such centers, more time will be required to effect these changes and to redraft the Project Document accordingly. Therefore, the Contract of 27 January 1992 between the International Ocean Institute (the "Consultant") and UNDP/OPS for Consulting services for the above referenced project is hereby amended as follows:

1. Section 3.1

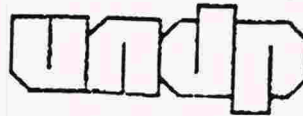
As full compensation for the services performed under this contract by the Contractor, the UNDP/OPS shall pay the Contractor a total amount not to exceed US \$144,000 broken down as follows:

a)	Consultancy fees	
	Travel	
	Office and Meeting Expenses	
	Miscellaneous Expenses	60,000
b)	Project Formulation Mission	27,506
c)	Consultative Meeting/Activities	
	i) India IOI Alumni Meeting	12,000
	ii) Meeting of Directors & Rectors	25,000
	iii) Quarterly Newsletter	5,000
d)	Policy Research - Survey of Policy Research Methods	10,000
e)	Submission Research Proposals	5,000
	<b>TOTAL</b>	<b>144,506</b>

Dr. Krishan Saigal  
Executive Director  
International Ocean Institute  
P.O. Box 524  
Valletta CMR 01, MALTA



United Nations  
Development Programme  
Office for Project Services



World Development

21 June 1993

Dear Dr. Saigal,

Subject: GLO/91/G33 - Project Budget.

Thank you for your fax of 18 June, which indicated to us that your must have misunderstood our 17 June communication. Please find below the corrected budget taking into consideration the adjustments described in our 17 June fax:

BL	Description	US \$
1600	Mission costs	50,494
2101	Prep. Assist. Subcontract (No.1)	124,506*
2102	Full Subcontract (No. 2)	2,122,120*
3200	Workshop (Sardinia)	20,000
4600	Equipment	120,000
9300	OPS Support cost (6%)	146,227
9900	GRAND TOTAL	2,583,347

As mentioned earlier, we have 'reduced' the Preparatory Assistance Subcontract by US \$20,000 (three items which are either covered under the new full contract or have been deleted), and have used these funds for the Sardinia Workshop which has been administered directly by OPS. Any unspent amount of this Workshop will be added to BL 1600.

I trust this clarifies this issue.

\* Incl. IOI overheads.

Yours Sincerely,

Ingolf Schuetz-Mueller  
Chief, Division for  
Special/Interregional Programmes  
and Europe

Dr. Krishan Saigal  
Executive Director, IOI  
Presently on Mission in Sardinia



Minutes of the Representatives of the  
Operational Centres of IOI  
held at the University of Malta  
on the 17 and 18 May, 1993

Annex 4  
Page 18

Present: Dr. Kevin Aquilina  
Prof. David Attard  
Prof. Salvino Busuttil  
Mr. A. F. Hoque  
Prof. Philip K. Quarcoo  
Prof. V.S. Raju  
Dr. Krishan Saigal  
Ambassador Nicolas Salom  
Mr. I. Schuetz-Mueller  
Fr. Peter Serracino Inglott  
Prof. E. Robin South  
Prof. N.V.C. Swamy  
Dr. Stella Vallejo

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Work plan of IOI - future role of IOI

The agenda note was discussed in the context of:

- defining the future of IOI so that it could still be relevant 20 years from now
- the workplan of IOI

There was a wide ranging discussion on this issue. The consensus view was that:

- IOI needed to work as a think tank and a generator of policy and implementational ideas flowing from the emerging international consensus in marine affairs e.g. UNLOS, UNCED, et. al.
- IOI should remain a lean networking organisation so as to have a cost-effective and competitive delivery system
- IOI may, subject to ratification by the Planning Council and the Board, consider providing packaged consultancy services to developing countries as a natural outgrowth of its research and training activities
- IOI may go into the hitherto neglected areas including, inter alia, small islands, ocean-air interface, sensitising top decision makers, regional and sub-regional networks, integrating the oceans into African development processes
- the Board of Editors of the Ocean Year Book to be enlarged to include representatives of operational centres

Regards the workplan of IOI for the next five years (1993-97) it was the view of the meeting that this could most appropriately be taken up after revising the UNDP document (Item 3) and along with the budget for IOI (Item 7).

### Item 2. Management System of IOI

The agenda note was discussed. The broad view that emerged from the discussions was that while greatest possible autonomy should be given to the operational centres, the role of headquarters was also important for ensuring quality of outputs, ensuring maintenance of accounts in a uniform manner, and for avoiding duplication of effort thereby keeping administrative and overhead expenses to the minimum. Most fund-raising activities should also be centrally coordinated so that the same funders were not approached by different operational centres. It was the view of the meeting that within these parameters the management system of IOI should be allowed to evolve over time in a flexible and organic manner.

The meeting also approved the system of financial accounting, namely, the accounting format, the mode of releasing funds and the addition of a small (20%) surcharge on all activities so as to meet administrative expenses (13% to the centre and 7% to headquarters).

### Item 3. Revision of UNDP Document.

The agenda note referred to the UNDP document which needs to be discussed and then revised in the aggregate and then revised centre-wise and year-wise.

In the discussions that ensued, it was agreed that:

- (i) more stress should be laid on modular course development
- (ii) syllabi should be produced in-house through collegial functioning and then subject to expert external scrutiny
- (iii) trainers should be trained in how to lecture to a multi-cultural, multi-speciality audience with uneven educational backgrounds
- (iv) libraries should be linked by E-mail

On the basis of the above parameters, the budgetary parameters were finalised

- in the aggregate (Annexure I)
- centre-wise (Annexure II)
- year-wise (Annexure III)

- Item 4. Modular Curriculum Development.  
Item 6. Research Agenda.

The concept of a module was discussed. It was agreed that a module was not a unit but was:

- a discrete piece of information
- something that could be removed from the syllabus without affecting its structure

It was also the view of the meeting that modules and applied research were interlinked with two-way interactions between them. The two should therefore be considered together.

The applied research agenda was very thoroughly discussed. It was ultimately agreed that the centres should specialise i.e. IIT-M (engineering and technology), USP (fisheries), Senegal (economics), Halifax (law of the sea), Malta (islands) and Colombia (spanish case studies). They should finalise their research agenda so that the matter could be discussed in September, 1993.

Regarding the course modules, it was agreed that the centres would work within their areas of specialisation and draw up a list of modules, subject them to regional peer review and then discuss them with the other centres (through fax/E-mail). The final product would be cleared by a Central Committee consisting of the Honorary President, the Executive Director, a representative of UNDP, a representative of the regional centre concerned and two outside, and recognised experts in the field.

Item 5. Training.

The meeting had before it the following papers:

- (i) Advanced Course on the Integrated Management of Coastal and Ocean Areas - Stella Vallejo
- (ii) Syllabi of three new courses:
  - . coastal zone management as a sustainable process - IOI India
  - . coastal zone management with the focus on small islands - IOI Malta
  - . sustainable development and implementation of chapter 17 of agenda 21 in the exclusive economic zone - IOI Halifax
- (iii) A proposal from the University of Malta of a new M.A. degree course as a joint venture between the University and IOI.

On presenting her paper Ms. Vallejo stressed on the integrated nature of the course, that it would require a regional case study and 3-4 national case-studies. It could serve as an advanced course by itself or form a module in a larger course.

In the discussions that ensued on the paper the following views emerged:

- . it may be better to first ask for national case-studies and to let the regional/subregional study flow from then
- . to use the ideas set forth in the document in three ways:
  - \* in a 2 week course for trainers and for those with some marine knowledge (alumni as well as others)
  - \* in an expanded 4 week course
  - \* in a 1 week module in every IOI course

The other syllabi were approved to be tested and evaluated. It was suggested that the islands course be modified to include the following units:

- . customary marine tenure (2 sessions)
- . economy of distance water fleets
- . women in artisanal fisheries
- . environmental impact legislation

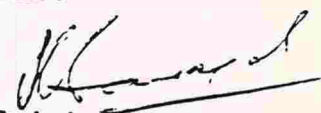
The meeting was of the view that the M.A. degree course for Malta was an idea that needed to be further explored.

#### Item 7. Budget.

The meeting was of the view that the UNDP allocations having been decided, it was necessary to firm up the likely non-UNDP income before drawing up the budget. It was agreed that likely funding sources would be tapped and the budgets drawn up by the centres and submitted by 31.7.93.

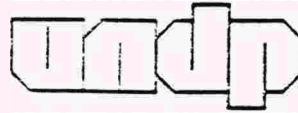
A five year plan would have got ready by all centres by September, 1993.

The meeting ended with a note of thanks to the chair.

  
Dr. Krishan Saigal  
Executive Director

United Nations  
Development Programme

Office for Project Services



World Development

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UNDP (OPS) CONTRACT NO.: C-93617  
AMOUNT OF CONTRACT: US\$ 2,583,347

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UNITED NATIONS DEVELOPMENT PROGRAMME

CONTRACT FOR:

The development of an institutional infrastructure through the establishment of four operational centres for the support of regional oceans training involving implementation of training programmes to further policy research in marine affairs.

PROJECT REFERENCE:

GLO/91/G33  
Support for Regional Oceans  
Training Programs

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CONTRACT BETWEEN

UNITED NATIONS DEVELOPMENT PROGRAMME  
OFFICE FOR PROJECT SERVICES and  
220 East 42nd Street, 14th floor  
New York, N.Y. 10017  
United State of America

INTERNATIONAL OCEAN  
INSTITUTE (IOI) A BODY  
CORPORATE CONSTITUTED IN  
ACCORDANCE WITH THE CODE  
OF THE LAW OF THE  
NETHERLANDS 501 (C) (3) IS  
A NOT FOR PROFIT  
CORPORATION WITH  
HEADQUARTERS LOCATED IN  
GZIRA, MALTA,  
P.O. Box 3, GZIRA GZR 01,  
MALTA

The Undersigned duly authorized representatives of the parties hereby agree to the following terms and conditions and all attachments as indicated in Section 1.01.

Starting Date: 01 September 1993 Completion Date: 29 February 1996





THE DULY AUTHORIZED REPRESENTATIVES OF THE PARTIES HEREBY AGREE TO THE FOLLOWING TERMS AND CONDITIONS:

WHEREAS the United Nations Development Programme (UNDP) has accepted to provide, through its Office for Project Services (UNDP/OPS), its cooperation in the implementation of the Project entitled " Support for Regional Oceans Training Programs " (Project No. GLO/91/G33, hereinafter referred to as the "Project");

WHEREAS UNDP/OPS desires to obtain the services of the International Ocean Institute (IOI), headquartered in Malta, (hereinafter referred to as the "Contractor") to carry out the activities required for the implementation of the Project as described hereafter.

WHEREAS the Contractor represents that it is qualified, willing and able to provide such services on the terms and conditions set forth herein;

NOW THEREFORE, UNDP/OPS and the Contractor (hereinafter referred to collectively as the "Parties") hereby agree as follows:

#### 1.00 General

##### 1.01 Scope of Contract

The Parties agree to be bound by the provisions herein set forth in the Contract as well as in the General Conditions for UNDP/OPS Contracts for Professional Services (Annex I), the UNCITRAL Arbitration Rules (Annex II), the Project Document and its appendices (Annex III), and the Budget for Project Services (Annex IV and Annex IV-A), all of which are hereinafter referred to as the "Contract". In the event of any conflict or inconsistencies between the above referenced documents, they shall be interpreted and will prevail in their respective order.

##### 1.02 General Objective

The immediate objectives of this programme are first, for IOI to develop an institutional infrastructure by establishing four operational centers to be located in India, the South Pacific (Fiji), Colombia and Senegal; and second, through these centers, IOI will implement training programmes in furtherance of policy research and development in marine affairs. The centers will serve as vehicles for providing training and management of exclusive economic zones and will initiate research programmes to handle local and regional concerns.

The strategic approach of IOI is to improve the ability of developing countries to manage their own ocean resources.

## 2.00 Contrator's Services

### 2.01 Services

- a) The Contractor shall perform, in accordance with the Contract, all services necessary for the implementation of the Project as described and presented in both the Project Document and its appendices, Annex III and the Budget for Project Services, Annex IV and Annex IV-A (such services are hereinafter referred to as "Services"), and all other obligations of the Contractor hereunder.
- b) The Contractor, in performing Services, will comply in particular, with Parts C, D, E, G, H, I and J and appendices A, B and C of the Project Document, Annex III. All subsequent changes and revisions to the workplans and budgets for Project Services will be subject to the prior approval of UNDP/OPS.
- c) The Contractor shall provide personnel, materials and supplies, and the appropriate administrative and technical support necessary for the full and complete performance of Services. The Contractor shall be obligated to ensure that the prerequisites for the implementation of this Project are met which require cash and in kind contributions by host governments and associated institutions, of the physical location, facilities and support required to establish the four operational centers described in the Project Document. Such inputs are as set forth in Part E, Sections 2 and 3, of the Project Document, Annex III, in the amounts of US\$1,000,000 and US\$875,000 or more, respectively. The Contractor shall also coordinate the implementation of Project activities with participating research institutions and universities.
- d) Upon signing of the Contract, the operational centres in India and the South Pacific (Fiji) will receive funding to begin training programmes as per the Project Document, Annex III. The Contractor will keep UNDP/OPS apprised of progress in the development of realistic operating plans for centers in Colombia and Senegal the funding of which may begin upon UNDP/OPS receipt and approval of such final operating plans. Until such approval by UNDP/OPS, the Colombia and Senegal centers will receive partial funding as set forth in Annex IV-A.

### 2.02 Contractor's Personnel

- a) The Contractor shall provide, to the satisfaction of UNDP/OPS, suitably qualified and experienced expert personnel to perform Services. The list and resumes of the Contractor's key personnel proposed for assignment to the Project shall be submitted to UNDP/OPS for review and approval before

recruitment by the Contractor.

- b) All contracts and agreements to be entered into between the Contractor and third parties such as institutes, universities or other entities, for the purpose of this Project, shall be submitted to UNDP/OPS for prior approval and shall not include terms and provisions which are not in accordance with this agreement.

#### 2.03 Training and Research

The Contractor shall organize and ensure the delivery of in-house and overseas research and training programmes as described in Part D of the Project Document, Annex III entitled "Immediate Objective 2 - Training Programmes".

#### 2.04 Equipment

- a) The Contractor shall not purchase any equipment on account of the project. Any equipment required shall be directly procured by UNDP/OPS. However, it shall be the Contractor's responsibility to provide UNDP/OPS with specifications of all equipment to be used for the Project together with the estimated costs of such equipment.
- b) The Contractor shall use all equipment for the purposes intended in the Project Document and workplans, and the disposition of all equipment at the end of the Project will be decided by UNDP/OPS in accordance with the UNDP financial rules and regulations.

#### 2.05 Time Table

The Contractor shall adhere to the timetable set forth in the workplans in Appendix B of the Project Document, Annex III, or as subsequently amended and agreed upon by UNDP/OPS and the Contractor.

### 3.00 Reviews, Required Information and Reports

#### 3.01 Reviews and Required Information

- a) This Project will be subject to annual joint review by the IOI, the centers' directors and UNDP/DGIP and OPS, to assess and evaluate the progress of research, policy and training objectives, networking and achievement of Project objectives and outputs. The IOI Executive Director shall prepare and submit for each review a Project Performance Evaluation Report (PPER). Additional PPERs may be requested by UNDP/DGIP and OPS during the Project.

- b) UNDP/DGIP and OPS, will undertake an evaluation mission during the second year of the Project, independent of the joint Project reviews described above. To facilitate such evaluation, progress on the work will be reported in accordance with Section 3.01 a) above.
- c) In addition, the Contractor shall be required to submit to UNDP/OPS the following information which will assist in the implementation of the Project:
- CVs of all professional personnel financed under the Project;
  - semi-annual international travel schedules (for meetings, consultations, research collaboration and similar activities);
  - annually revised workplans accompanied by supporting budgets with appropriate budget explanations. (These should include descriptions and budgets for workshops, conferences and seminars anticipated for each year and in-kind and cash contributions to be made by the Contractor, by the operational centres and by host governments).

### 3.02 Reports

- a) The Contractor shall ensure that the Project is coordinated and reported in a manner which will allow for proper and effective review and evaluation by UNDP/DGIP and OPS.
- b) The Contractor shall submit to UNDP/OPS, within 30 days of the end of each twelve month period, an annual report in three parts, as follows:
- i) Part One shall consist of a PPER.
  - ii) Part Two shall consist of a financial report providing information on all expenditures made by the Contractor under the Contract, including a detailed statement of the cash and in-kind contributions made by the Contractor, by the operational centres and by host governments. Annually, UNDP/OPS shall require a certificate from the Contractor's external auditors certifying the propriety of such financial reports after annual audits have been performed by the Contractor's auditors. The Contractor's files shall be made accessible to UNDP/OPS or its representatives for audit at any time. Where appropriate, each financial report shall include an updated equipment inventory list.
  - iii) Part Three will provide complete information, for the upcoming 12 months, on an updated annual work plan, annual travel schedule, including information on any

workshops and conferences planned, as well as budgets with appropriate explanations.

- c) The Contractor shall submit to UNDP/OPS, not later than 30 days after the completion of Services, a Final Report (combined with the terminal report referred to in the Project Document, Annex III) in two parts. Part One, the PPER, shall describe all Services performed, discussing whether the Services have been completed in accordance with the Contract and the Contractor's conclusions and recommendations regarding the Project. Part Two shall be prepared in accordance with sub-paragraph (b) (ii) above.
- d) All PPERs and annual reports, from the Contractor as described in paragraphs a), b) and c) of this section are subject to the approval and acceptance of UNDP/OPS who shall communicate its acceptance, or otherwise, of a submission to the Contractor within 30 days of receipt. In the event that UNDP/OPS shall find any submission unsatisfactory for the purposes intended, the Contractor shall be required to correct the unsatisfactory condition or matter within 30 days of notification by UNDP/OPS.
- e) All submissions shall be made in the English language and shall be transmitted to UNDP/OPS by the Contractor by airmail, addressed to:

Director  
UNDP - Office for Project Services  
220 East 42nd Street, 14th floor  
New York, N.Y. 10017  
U.S.A.  
Ref. GLO/91/G33

#### 4.00 PAYMENT FOR CONTRACTOR'S SERVICES

##### 4.01 Contract Price

- a) As compensation for the full and complete performance of Services and all other obligations of the Contractor hereunder, UNDP/OPS shall pay to the Contractor a contract price of up to two million five hundred eighty three thousand three hundred forty-seven US dollars (US\$ 2,583,347) the breakdown of which is given in the Budget for Project Services attached hereto, Annex II and Annex II-A. In any event, payments to the Contractor shall not exceed the amount set forth in the budgets of any annual workplans submitted by the Contractor and approved by UNDP/OPS.
- b) The Contractor shall not provide any additional services, equipment, materials or supplies which may result in costs in excess of the Contract price specified in paragraph 4.01 a)

without the prior written agreement of the Director of UNDP/OPS expressed through an amendment to the Contract in accordance with Article 18 of the General Conditions, Annex III.

#### 4.02 Payments

- a) The Contract price referred to in section 4.01 above shall be paid by UNDP/OPS as follows:
- i) Upon signature of the Contract by both parties, UNDP/OPS shall make an advance payment of Ninety Thousand US dollars (US\$90,000) to the Contractor to cover all headquarter and operational centres expenditures for the month of September.
- ii) Beginning with the first quarter, starting 1 October to 31 December 1993, and for each quarter thereafter, the Contractor shall submit to UNDP/OPS an invoice detailing:
- actual expenditures incurred during the previous quarter (by budget lines) and supported by economy class ticket stubs for all travel plus other documentary evidence, as appropriate;
  - plus an estimate of expenditures (by budget line) to be incurred during the upcoming quarter and to be advanced by UNDP/OPS;
  - minus the amount advanced by UNDP/OPS in the previous quarter.

Upon examination and acceptance, UNDP/OPS shall effect the appropriate payment which shall not exceed one quarter of the budget programme approved by UNDP/OPS for the relevant annual budget set forth in Annex IV, the Budget for Project Services.

- b) In addition to the provisions set forth in subsection a, ii, above, UNDP/OPS shall retain 20% of the final quarter estimated expenditures, the amount thus retained will be released subject to:
- i) certification by the Contractor's external auditors that all contracted services have been rendered, and that all contributions, in cash and in-kind, have been made by the Contractor, by the operational centres and by host governments, as per Part E, Sections 2 and 3 of the Project Document, Annex III; and
- ii) receipt and acceptance by UNDP/OPS of the Final Report referenced in Section 3.02 c) above.

In the course of Project implementation, UNDP/OPS may engage firms or individuals to independently confirm that the Contractor has professionally and reasonably accomplished all

required Services.

- c) Such payments by UNDP/OPS shall not be deemed to relieve the Contractor of its responsibilities under this Contract. All payments by UNDP/OPS shall be made in U.S. Dollars to the following bank account of the Contractor:

Bank : Bank of Valleta International

Address : \_\_\_\_\_

Account No.: 119 185 46 014

5.00 MISCELLANEOUS

- 5.01 The Contractor shall commence the Services on 1 September 1993 and shall complete Services not later than 29 February 1996.
- 5.02 Any notice, request or approval required or permitted to be given or made under this Contract shall be in writing in the English language. Such notice, request or approval shall be deemed to be duly given or made when it shall have been delivered by hand, mail, telex or cable to the party to which it is required to be given or made at such party's address specified below, or at such other address as the party shall have specified in writing to the party giving such notice, or making such request.

For the UNDP/OPS:

Director  
 UNDP - Office for Project Services  
 220 East 42nd Street, 14th floor  
 New York, New York 10017  
 U.S.A.  
 Ref. GLO/91/G33  
 Telex No. 662293 OPS UNDP  
 Fax: (212) 906-6903  
 Cable: UN/OPS NEW YORK

For the Contractor:

Director  
 International Ocean Institute  
 P.O. 3  
 Gzira GZR 01  
 Malta  
 Fax: 356 346502  
 Telex: c/o University of Malta attn: IOI  
 1407 HIEDUC MW

IN WITNESS WHEREOF, the representatives of the Parties have signed this Contract.

SIGNATURE: Ivo Pokorny  
NAME : Ivo Pokorny  
TITLE : Officer-in-Charge, UNDP/OPS  
DATE : Sept 3, 93

Krishan Saigal  
Krishan Saigal  
Executive Director  
Sept 3, 93



Minutes of the Meeting of the Representatives  
of  
The Operational Centres of IOI  
on  
5 September 1993  
at  
United Nations University, Tokyo

**Present:**

Prof. Elisabeth Mann Borgese, IOI Halifax  
Dr. Anton Vratusa, Vice-President, IOI  
Mr. Maxwell Bruce, Vice-Chairman, Planning Council IOI  
Prof. N.V.C. Swamy, IOI India  
Prof. V.S. Raju, IOI India  
Dr. Kevin Aquilina, IOI Malta  
Dr. Jeggan Senghor, IOI Senegal  
Prof. Vijay Naidu, IOI South Pacific  
Prof. E. Robin South, IOI South Pacific  
Mr. Philip Reynolds, UNDP/DGIP  
Ms. Chinwe Dike, UNDP/OPS  
Dr. Krishan Saigal, Executive Director IOI

Prof. Elisabeth Mann Borgese presided over the meeting.

**Item 1: UNDP Project: General**

The meeting considered the documents before it. After discussions the Meeting came to the following conclusions:

- (a) the efficient execution of the UNDP Project required proper reporting, monitoring and evaluation so that mid-course corrections, if any, could be made. This would also help in timely and adequate flow of funds;
- (b) for successful implementation of the project it was necessary to:
  - carefully draw up workplans and the related budgets centre-wise (including CVs of key personnel);
  - lay down the relevant milestones and physical targets to be achieved;
  - provide details of equipment required to UNDP/OPS with latest price quotations.
- (c) a tripartite review of the project be done at the next Meeting of Representatives to be held in Malta in the last week of April, 1994. This review would be based on the first Project Progress Report due in April 1994 and which will cover all activities starting with the preparatory phase.

**Item 2: UNDP Project: Library Networking**

The Meeting noted the progress made by IOI India in this regard. Mr. Reynolds offered to make available details of UNDP's Sustainable Development Network to IOI so that the same could be used by the IOI System for global networking.

**Item 3: UNDP Project: Information Dissemination**

The matter was generally discussed. The Meeting was of the view that IOI needed to be projected as a network of operational centres collaborating with other international institutions on ocean management and other ocean matters. Salient features to be stressed could include:

- . the global reach of the IOI System
- . the wealth of expertise available in the IOI System
- . IOI's ability to provide non-profit making consultancy services.

Mr. Reynolds offered to ask UNDP/DOI to advise on or prepare a final version of a folder in which information sheets on the mandate and activities of all Centres and the Headquarters could be appropriately disseminated.

Alumni directories and newsletters needed to be published and disseminated on a regional basis so that the valuable resource represented by IOI alumni could be suitably tapped.

**Item 4: UNDP Project: Training Programmes**

The Meeting noted the courses which are organised, namely, the small islands course, the managers of the Enterprise course and the coastal zone management course in the context of sustainable development. The Meeting decided that the courses for which outline curricula had been submitted should be taken up by the Courses Development Committee.

**Item 5: Research Agenda Centre-wise**

After extensively discussing the subject the Meeting came to the following conclusions:

- (i) the research activities to be undertaken by the IOI System should be secondary policy research driven by the requirements of the different regions - as indicated by the trainees and others;
- (ii) the IOI Centres should act as foci for information dissemination on research undertaken in the region as well as globally in the domain of marine technology - a Technology Watch system on the lines of what is at present being done in IOI India.

**Item 6: Accounting System and Budget Calendar**

The Meeting approved the system as suggested as well as the budget calendar.

**Item 7: Consultancy System on a Cooperative Basis**

It was noted by the Meeting that the IOI Board was cautious about commercial consultancy services being provided by the IOI System but would consider consultancy where the IOI System and the concerned developing country could work together on a cooperative basis. The Centres were directed to give more thought to the matter and come up with concrete proposals.

**Item 8: Non-UNDP Funding**

The importance of local funds being raised was emphasised while the Meeting was also informed about the efforts of the Headquarters in this regard. All the Centres agreed to explore the possibility of getting UNDP Res Reps on their Advisory Committees to help with non-UNDP Fund Raising on the patterns of what had been done by IOI South Pacific. The Committee was informed by Mr. Philip Reynolds of the possibility of utilising Mr. Ziad Shekadeh, SIFR Executive Secretary to help in bilateral funding.

**Item 9: Private Sector, NGO's and others**

The Meeting noted the steps taken by IOI India to hold a Seminar/Workshop for leaders in the private and public sectors and the manner in which they had managed to enlist the support of private industry in its endeavours. The Centres were requested to explore modalities of involving the private sector with the IOI System.

**Item 10: Annual Workplans and Budgets 1993 and 1994**

The Centres were requested to send their workplans for the remaining part of 1993 and for 1994, along with the international travel proposed, so that the same could be submitted to UNDP/OPS.

**Dr. Krishan Saigal  
Executive Director**

Summarised Account of the Fund Raising Activities  
of  
Ms. Elisabeth Mann Borgese, Founder and Hony. Chairman  
Dr. K. Saigal, Executive Director  
and  
Prof. R. South, Director, IOI South Pacific

The Founder, the Executive Director and Director, IOI South Pacific spent four days in Japan meeting various people for raising an endowment fund for IOI. A brief description of what happened is as follows:

The activities started with a meeting with MR. ATSUSHI SHIMOKOBE, President, North Pacific Region, Advanced Research Centre, NORPAC who is also the Chairman and Chief Executive Officer of Tokyo Marine Life Insurance which is the largest Insurance Company in Japan with a turn over of over US Dollars 12 billion. Mr. Shimokobe was very much impressed with the work being done by IOI and promised all help in raising the endowment fund. A paper was prepared on the background of IOI and the need for an endowment fund of US Dollars 16 million and the same was sent to him.

The delegation then met MR. YOSHITARO FUWA, Director, The Overseas Economic Cooperation (OECF). Mr. Fuwa informed us that the OECF funded loans to developing countries to an amount equivalent to one third of the amount given by the World Bank and IDA put together and greater than what was being advanced by the combined efforts of the Asian Development Bank, the African Development Bank and the Inter American Bank. For least developed countries loans were at 1% Interest with 28 years repayment period. OECF gave loans socio-economic infra-structure projects which led to economic development. OECF also helped self help efforts for environmental conservation in the developing world including alleviation of poverty.

Mr. Fuwa informed the Delegation that Japan was providing US Dollars 9 to 10 billion in the 5 year period from 1992 to 1997 for environment related assistance for both low income and middle income countries. It includes funds made available for transfer of technology in the field of pollution abatement like water pollution control and waste disposal. Further OECF also provided funds for human resource development for training personnel in environmental assessment, monitoring and research.

OECF did not sanction projects of less than 40 million dollars and that also after being approached by the Governments of the countries concerned. IOI could perhaps in association with some countries develop programmes in:

- i) Wave energy systems
- ii) Training in environmental assessment, monitoring and research.

The delegation met MR. TAKESHI KOBAYAKAWA, Manager, Sasakawa Foundation and discussed with him the question of providing US 100 thousand dollars to IOI South Pacific for running a training programme in 1994. He promised to consider favourably if the full details were sent to him. He also informed the Delegation that US 90,000 were likely to be sanctioned for the China Course.

The Delegation also raised the question of the endowment fund. Mr. Kobayakawa asked for a more detailed account of IOI's activities including the financial status of IOI to be sent to him. He also mentioned that since the Founder of IOI has won the UN Sasakawa Environment prize, the request of IOI would be looked at sympathetically by Mr. Sasakawa.

The Delegation met MR. KOZO TSUKADA AND TAKESHI KAGAMI of Japan International Cooperation Agency (JICA) which is the technical agency of the Official Development Agency (ODA) of Japan and gives aid in the form of training of personnel, capital grants and technical assistance. They also give help by running training programmes for persons from developing countries in Japan.

The Delegation raised with Mr. Kagami the question of grant of money for building up hostels in Fiji and Senegal. He advised that the request for this should come from the concerned government or, as a special case, from UNECA. He also informed that the local Ambassador of Japan would give grants up to US 50 thousand dollars for such purposes.

Prof. Robin South will be looking into the question of sending such a request for the IOI South Pacific.

The Delegation met MS. AKIKO DOMOTO who is a Member of the House of the Representatives of Japan and a member of the House Committees on the environment and foreign affairs. She has considerable influence on ODA. This was on the recommendation of Ms. Alicia Barcena, Member of the Board who had mentioned IOI to her.

The Delegation briefed Ms. Domoto about the activities of IOI. Ms. Domoto advised that the best thing would be for IOI to set up an NGO in Japan and she would give all help in ensuring that funds were transferred to the Japanese Branch of IOI. She acutioned, however, that the Japan Government had not so far funded NGOs but she would help IOI to the maximum.

The Delegation met MR. SHIRO HORI, Director, Promotion Division of Department of the Japan Fund for Global Environment. This was also on the recommendation of Ms. Barcena. The Japan Fund for Global Environment is meant for funding NGOs for environmental

activities in developing countries. They have a fund of US 10 million dollars for the purpose but preferred to give money by and large to Japan NGOs.

A meeting took place with MR. FUKUDA, former Prime Minister of Japan.

Mr. Fukuda is mainly interested in population control but on hearing about the activities of IOI, he promised all help. He advised that a preparatory committee for the setting up of IOI Japan may be established of which he could act as a Hony. Adviser.

The Delegation could not meet Mr. Hironga Hirano of the Asahi Glass Foundation due to a sudden bereavement in Mr. Hiramoto's family. During telephonic talks, however, it transpired that the Asahi Glass Foundation gave an annual award of US\$ 500,000 and for which IOI qualified. It was decided to get IOI nominated for the award.

The Delegation decided tentatively to set up an Organising Committee for IOI, Japan as follows:

- 1) Chairmanship .. HIH Prince Tomohito of Mikasa  
(if possible)
- 2) .. Mr. Shimokobe
- 3) .. Ms. Akiko Domoto
- 4) .. Ms. Fuliko
- 5) .. Prof. Fuse
- 6) .. Ms. Otsuka Masako
- 7) .. Mr. Ota, Hony. Consul General  
of Malta in Japan

It was also decided that the Founder and Executive Director would visit Japan again between 25 October - 4 November to consolidate the position and hold the first meeting of the Organising Committee for IOI Japan. This would be an extension of the visits that both were making to China.

#### MOU with UNU

During the visit to Japan a memorandum of understanding was signed by the Founder on behalf of IOI with the Rector of United Nations University for mutual cooperation and collaboration.

Report on the visit of the Honorary Chairman  
and the Executive Director to Japan  
in October-November, 1993

The Honorary Chairman of IOI and the Executive Director visited Japan from 25 October - 3 November 1993. The purpose of the visit was to:

- build on the results of PIM XXI;
- explore the possibility of setting up IOI Japan;
- establish contacts to raise money for IOI including the Endowment Fund.

Strategy sessions were held with Mr. Shimokobe, President NORPAC, Prof. Fuse, Coordinator of PIM XXI, Ms. Fujiko Hara, President Diplomatt Transcultural Training, Ms. Masako Otsuka, President INTERCOM, and Mr. Hitoshi Kondoh, Executive Director of the Institute of Better Public Relations. After prolonged discussions the strategy that was considered optimal for IOI was:

- to respond to the request of the Mayor of Takaoka City to take up a programme for establishing contact between the cities and communities located on the Sea of Japan in China, the two Koreas, Russia and Japan. This programme, which was at the moment very topical due to the dumping of nuclear wastes by Russia in the Sea of Japan, would be wholly funded by the City of Takaoka and could act as a trigger to generate momentum for IOI Japan in particular and IOI in general.
- to study the feasibility of incorporating IOI Japan at the Prefecture and National levels after studying the various laws and procedures. Discussions should also be initiated with Universities and Research Organisations so that IOI Japan could be located suitably. In any case a Preparatory Committee needed to be established so that IOI Japan could start functioning de facto while steps for making it a de jure entity could run in parallel.
- to actively pursue the nomination of IOI for the Asahi Blue Planet Prize (worth \$ 500,000) as that would give credibility to IOI's fund raising activities.
- to have a well articulated and developed Public Relations exercise so that would help in getting IOI 'recognition' as an active international NGO.
- to establish contact with key Government and Private Sector sources as that was a precondition for any fund raising exercise to succeed.

### Programme for Sea of Japan

A proposal for a four phase programme for a Project to Promote Regional Cooperation in the Management and Conservation of the Sea of Japan, with particular emphasis on the participation of municipalities, fishing communities and port authorities was prepared and submitted to the Mayor of Takaoka. The project has been estimated to cost US\$ 1 million over a three year period. The proposal is attached as Annex 1.

### IOI Japan - feasibility of establishing

Discussions with the authorities of Takaoka, Yokohama University and various other persons including the Japanese Minister for the Environment, Mrs. Wakako Hironaka and members of the ruling Social Democratic Party of Japan (Mr. Yuzuri Shimazaki, Mr. Yoshikazu Ishida and Mr. Nukui Hiroshi) gave the impression that the time was ripe for an IOI Japan especially in view of nuclear dumping by the Russians in the Sea of Japan and the recent stress of the Government of Japan on NGOs. Takaoka and Yokohama both were offered as sites for hosting IOI Japan and the final decision was left to Japanese colleagues. A core group of Prof. Fuse, Ms. Fujiko Hara and Ms. Masako Otsuka was formed and they were to coopt more members including, if possible, HIH Prince Tomohito, who was related to Ms. Fujiko Hara.

IOI Japan could come on stream early in 1994 and would be a good pipeline for raising funds for IOI.

### Asahi Blue Planet Prize

Due to the efforts of the Honorary Chairman IOI was nominated for the Asahi Prize (worth US\$ 500,000 approx.) by:

- the Government of Malta (through the good offices of the Treasurer);
- Senator Pell of USA;
- Mr. Maurice Strong, former S.G. UNCED;
- Lord Clinton-Davis of ACOPS;
- Mr. Shimokobe, President NORPAC;
- Mr. Gurgulino de Souza, Rector UNU,

and some others. The Minister for Environment of Japan was very helpful and her officer Mr. Kazou Matsushita, Director of Control and Cooperation Division promised to follow up. The competition, according to Mr. Matsushita, was keen but we are hopeful.



### Public Relations

Discussions were held with Mr. Takao Shimizu, Mr. Hiromichi Kubota (Universal Public Relations Inc.), Mr. Tetsuro Nishizaki (International Public Relations Co. Ltd.), Mr. Hitoshi Kondoh (Institute for Better International Relations) and Mr. Katsura Kuno (Editor in Chief Japan Update).

As a result of all these discussions:

- an article was written by Mr. Kondoh after interviewing Prof. Fuse as to the future IOI Japan;
- the Honorary Chairman was interviewed by Japanese TV as well as by Kyodo News Service, a premier news agency of Japan.

### Contacts established in Japan

The delegation established contacts with the following:

- Mr. Shigetsugu Tateyama, Director Mitsubishi Public Affairs Committee who looks after the funds given by the Mitsubishi Group to further their PR image. Environment is an area of interest to the Group as well as shipping (Mitsubishi Heavy Industry). Prof. Fuse was to follow up.
- Mr. Takeshi Kodama of Suntory who is the Senior General Manager and performs a similar function for Suntory that Mr. Tateyama performs for Mitsubishi.
- Keidenren (the Japan Federation of Industry) through Mr. Toshimitsu Shinohara (Science and Technology) and Mr. Michio Sasaki (dealing with Ocean Industry). The response was positive but at the moment due to recession Keidenren has very little money. Japanese colleagues would be following up.
- Dr. Sachio Semmoto, Senior Vice President of DDI Corporation who was very positive and helpful. Knows many people and would be most helpful in future.
- Mr. Mariko Nishizaki, Manager Japan International Development Organisation Ltd. This is a Government Organisation which would be able in future to help IOI Japan.
- Mr. Kazo Kato, Director General, Department of the Japan Fund for Global Environment. This is a special fund created by the Government of Japan for NGOs, especially Japanese NGO's. Both IOI and IOI Japan would be applying to it for the year 1994. Their fund for 1993 was exhausted.

- Mr. Seizo Ota, President Toho Mutual Life Insurance Co. and Consul General of Malta. The Treasurer suggested we meet him. Mr. Ota is very rich and influential and we are hopeful that he will be of considerable help to IOI and IOI Japan. He will most probably be on the Governing Board of IOI Japan. He promised to establish contact with Mr. Matsumai who funded Tokai University.
- Mr. Yuzura Shimizaki, Mr. Yoshikazu Ishida and Mr. Nukui Hiroshi of the ruling Social Democratic Party of Japan (SDPJ). The SDPJ is very interested in ocean matters and Prof. Fuse is their legal adviser in ocean matters. They were very supportive of IOI and we expect political support from them.
- In the Government of Japan we met Mrs. Wakako Hironaka, Minister of Environment. She was very supportive, is an ardent ecologist and will be a tower of strength for IOI Japan. We also met Mr. Ito, Head Ocean Affairs in the Foreign Ministry. He is a good friend of Prof. Fuse and meets the Honorary Chairman regularly at Prepcom Meetings. Will support IOI Japan.

#### **Funds promised**

**Sasakawa Foundation:** Promised \$ 100,000 for IOI Fiji and \$ 90,000 for IOI India for two courses. Also promised to consider favourably US\$ 2.5 million for the endowment fund for PIM if we could get US\$ 2.5 million from some other source. Our Japanese colleagues are confident of raising this money.

**UNU:** They have included US\$ 50,000 for joint programmes with IOI and promised to consider including US\$ 50,000 for training programme scholarships.

Minutes of the Courses Development Committee  
held on  
5 & 7th September, 1993  
at  
Tokyo and Takaoka, Japan.

**Present (Tokyo on 5th September):**

Prof. Elisabeth Mann Borgese, IOI Halifax  
Dr. Anton Vratusa, Vice-President, IOI  
Mr. Maxwell Bruce, Vice-Chairman, Planning Council IOI  
Prof. N.V.C. Swamy, IOI India  
Prof. V.S. Raju, IOI India  
Dr. Kevin Aquilina, IOI Malta  
Dr. Jeggan Senghor, IOI Senegal  
Prof. Vijay Naidu, IOI South Pacific  
Prof. E. Robin South, IOI South Pacific  
Mr. Philip Reynolds, UNDP/DGIP  
Ms. Chinwe Dike, UNDP/OPS  
Dr. Krishan Saigal, Executive Director IOI

**Present (Takaoka on 7th September):**

Prof. Elisabeth Mann Borgese, IOI Halifax  
Dr. Anton Vratusa, Vice-President, IOI  
Mr. Maxwell Bruce, Vice-Chairman, Planning Council IOI  
Prof. N.V.C. Swamy, IOI India  
Prof. V.S. Raju, IOI India  
Dr. Kevin Aquilina, IOI Malta  
Dr. Jeggan Senghor, IOI Senegal  
Prof. Vijay Naidu, IOI South Pacific  
Prof. E. Robin South, IOI South Pacific  
Mr. Philip Reynolds, UNDP/DGIP  
Ms. Chinwe Dike, UNDP/OPS  
Amb. Nicolas Salom, IOI Colombia  
Dr. Garcia, IOI Colombia  
Dr. Krishan Saigal, Executive Director IOI

Prof. Elisabeth Mann Borgese presided in both the meetings.

**Item 1: Laying down the procedure by which courses and modules are approved.**

The Meeting considered the documents circulated, including Appendix L of the UNDP Project Document and after discussion came to the following conclusions:

- (i) while the IOI courses conducted so far had proved their worth, with the expansion of its activities the IOI System had now to shift IOI courses from:
  - . centrally prepared to regionally prepared courses;
  - . instructor dependent to material dependent course;

- . from ad hoc to systematically prepared courses;
  - . from unique courses to exchangeable course modules;
- (ii) while the systems approach to decentralise course development as exemplified by the TRAIN-X system was good, the IOI lacked the time and money to develop courses through a formal TRAIN-X Programme. The meeting came to the view that a good way would be for UNDP and IOI to organise a Workshop in Geneva from 22-26 November, 1993 where participants can be briefed on TRAIN-X and give their reactions (2 days) and receive preliminary training on accepted elements of TRAIN-X.

**Item 2: Selecting Pedagogical Experts from Each Centre**

It was decided that the following will attend the Geneva Workshop:

IOI Colombia : Dr. Garcia

IOI India : Prof. Swamy  
Prof. Raju

IOI Senegal : Dr. Philip Quarco

IOI South Pacific: Prof. Robin South  
+  
2 to 3 others

IOI Halifax : Prof. Elisabeth Mann Borgese

IOI Headquarters: Dr. Krishan Saigal

UN DOALOS : Ms. Stella Vallego  
(to be funded by IOI)

UNDP/DGIP : Mr. Philip Reynolds.

**Item 3: Consideration of Course Structures (Takaoka 7th September)**

IOI Fiji presented 10 course proposals. Two were in collaboration with the Australian Maritime College, Tasmania and would go ahead with or without IOI. All were considered to be acceptable but priority might be set on the basis of the following criteria:

- perceived need in the IOI network and beyond;
- transferability;
- complementarity with existing IOI courses.

On this basis priority was given to the following Fiji proposals:

Course 4: Fisheries Economics and Management

5: Resource and Environmental Economics

7: Management of Coastal Fisheries

Number 5 was top priority. For numbers 4 and 7 there could be consultation with Mr. Rolf Willmann (FAO) and Chua Thia Eng (ICLARM). Mr. Philip Reynolds promised to establish contacts.

IOI Madras presented only one course (modified 10 week) for which they will use modules of 90 minutes presented through workshops, case studies, site visits and lectures.

IOI Senegal will send their training officer to Geneva in November and will develop a leadership workshop or alumni course within 6 months. In terms of organization, they will limit their core staff and will engage outside personnel for each course as is done for the Arusha, Tanzania based Eastern and Southern African Management Institute (ESAMI).

IOI Colombia has recently obtained collaboration with a well respected academic, Dr. Garcia, who will help Ambassador Salom choose and develop a course over the next 6 months.

Dr. Saigal agreed to pay special visits to the Senegal and Colombia Centres, if necessary.

Dr. Krishan Saigal  
Executive Director

**MEETING ON TRAINING FOR OCEAN AND COASTAL MANAGEMENT  
22-26 NOVEMBER, GENEVA**

**LIST OF PARTICIPANTS**

Mr. Michel B. COUROUX  
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African Institute for Economic  
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UN Economic Commission for Africa  
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Dakar  
Senegal

Prof. V.S. RAJU  
Director IOI (Madras)  
Ocean Engineering Centre  
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Mr. Philip REYNOLDS  
Senior Programme Officer  
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Prof. G. Robin SOUTH  
Director IOI - South Pacific  
Office of Marine Studies  
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Prof. N.V.C. SWAMY  
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Mrs. Ruby VA'A  
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Ms. Stella VALLEJO  
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Division for Ocean Affairs and Law  
of the Sea - Office of Legal Affairs  
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Mr. Joeli VEITAYAKI  
Office of Marine Studies  
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P.O. Box 1168  
Suva  
Fiji



Evaluation of the Training Programme for  
Managers, Policy and Project Planners  
for  
the Enterprise of the International Sea-bed  
Authority

Hangzhou, China 4 October - 6 November, 1993

During the 12th Session of the Preparatory Commission in Kingston, Jamaica, 1993, the International Ocean Institute submitted a proposal to the Commission for a training programme for managers, policy and project planners for the Enterprise of the International Sea-bed Authority, upon the coming into force of the United Nations Convention on the Law of the Sea. A Memorandum of Understanding of Joint Sponsorship of Training Courses for this programme was reached between the China Ocean Mineral Resources Research and Development Association and the International Ocean Institute. The two sides agreed that, as part of the training programme, training courses on deep sea-bed mining would be held in China once every other year and further agreed that, the first training course would be held from October 4th to November 6th, 1993 in China.

The purpose of the course was to provide opportunity for individuals from the developing countries to obtain the basic knowledge concerning the legal, technical, economic and environmental aspects of deep sea-bed mining and to increase the possibilities of selecting qualified personnel for managers, policy and project planners from the developing countries for the Enterprise of the International Sea-bed Authority, upon the entry into force of the LOS Convention, so as to reflect the principle of the international sea-bed and its resources as a **Common Heritage of Mankind**.

The course was designed to cover the following:

- Legal background for international sea-bed activities;
- Progress in the Preparatory Commission for the International Sea-bed Authority and for the International Tribunal for the Law of the Sea;
- Technical development on deep sea-bed mining; and
- Economic evaluation for exploration, exploitation, transportation, processing and metal market of sea-bed resources.

Dr. Joseph Warioba, the former Chairman of the Preparatory Commission and former Prime Minister of Tanzania, was the Course Director. His experience and knowledge on the Law of the Sea Convention, as well as his understanding and patience made a great contribution to the course. There were also two lecturers from the Group of Technical Experts of the PrepCom, Dr. Luis Preval from Cuba and Dr. J.P. Lenoble from France.

There were fourteen participants in the course with seven being from China and the rest from India, Kenya, Korea, Oman, Saudi Arabia, Seychelles and Thailand. The disciplines represented related to Geology and Geophysics, Meteorology and Environment, Industrial Engineering and Management, Mining Engineering, Marine Chemistry, International Law, Cybernetics and Automation and Foreign Affairs.

The Course Syllabus was designed to provide the background to the functioning of the Enterprise by going into the Law of the Sea Convention and further developments in the Preparatory Commission. The selection of the first mine site of the Enterprise, development of the deep-sea mining technology, technology options for the Enterprise, underwater technology and submersibles development were part of the technology section. The management section comprised economics, funding strategies, capital budgeting, modern organisation methods, joint ventures and environmental considerations. Case studies of China, France and India rounded off the course (the course syllabus is at Attachment A).

### **Evaluation of the Course**

The course was the first one of its kind and was funded by the Sasakawa Foundation. This is a revised IOI A Course and needed to be evaluated. The evaluation was done by the Honorary Chairman and the Executive Director in consultation with the Course Director and the Associate Course Director. There were also discussions with the participants.

The course broadly fulfilled its objectives. The output from the trainees in the form of workshop and individual research reports were of a uniformly high standard with some being of outstanding quality. The interactive type of lecturing was very effective and the discussion mode was very much appreciated by the participants particularly in view of the very high level of expertise that the Course Director and the International Experts (Dr. Preval of Cuba and Dr. Lenoble of France) brought to bear on all issues.

There were, however, some matters which needed to be taken note of for the next course. The time allocated to environmental and managerial concerns needs to be enhanced by reducing the time allocated to the Convention and the work of the PrepCom. Also those weak in English should be put through the language laboratory in Madras for a week so that their lack of ability in spoken English does not inhibit their full participation in the programme.

Evaluation of the Training Course  
on  
Coastal Zone Management as a Sustainable Process

Madras, India 11 Oct. - 17 Dec., 1993

The training course organised by IOI, Madras is a revised C Course. It was organised round 9 themes and a simulation exercise to integrate the nine themes into an integrated whole. The themes, along with the time spent on each theme, were as follows:

<b>Theme 1:</b> Changing international order and the contemporary concept of development	24 hours
<b>Theme 2:</b> The Law of the Sea Convention, Antarctic treaty system, international organisations	12 hours
<b>Theme 3:</b> Man and the oceans: oceanography, sea-air and land-air interfaces	37.5 hours
<b>Theme 4:</b> Management of living resources	36 hours
<b>Theme 5:</b> Management of nonliving resources	15 hours
<b>Theme 6:</b> Ocean Services: shipping, ports, tourism	31.5 hours
<b>Theme 7:</b> Integrated coastal management: the economics of sustainable development	19.5 hours
<b>Theme 8:</b> Management concepts and principles	22.5 hours
<b>Theme 9:</b> Agenda 21, chapter 17: implementation by Indian Ocean states	16.5 hours
Simulation Exercise	21.5 hours

The programme also include 60 hours of site visits to important oceanographic institutions and projects. The full course syllabus is at Attachment A.

There were eighteen participants in the course with six being from India and the rest from Egypt, Fiji, Kenya, Malaysia, Sri Lanka, Tanzania, University of South Pacific and Vietnam. The Course Director was Prof. V.S. Raju, Director IOI Madras. It was decided to make a mid-term evaluation of the course so that necessary mid-course corrections, if necessary, could be made.

The course had been extensively discussed by the faculty before it was started so it was very well integrated. It was noticed by the evaluators, however, that the themes were not being run consecutively but were being mixed up. The Course Director explained that this had been done deliberately so as to integrate the subject matter from the very beginning. It was decided to await the result of this "experiment" and to await the end of course evaluations by the participants.

The evaluators also noted that the lecturers were all from India. Though this was in some ways advantageous in reducing costs the evaluators advised the Course Director to try and "regionalise", if not "internationalise" the faculty by inviting some faculty from outside India. These could be representatives of FAO, UNEP, UNDP etc. located in India. Also appropriate faculty could be invited from within the region e.g. Malaysia, Sri Lanka, Mauritius, Kenya, Tanzania etc.

CLAM/DOS: Library Automation Package

CLAM/DOS is a comprehensive, easy-to-use Library Information Management System designed by DONLab, I.I.T, Madras to serve the needs of small to medium-sized libraries, documentation centres, etc. With minimal investment in hardware, most functions of the library can be automated. CLAM/DOS tracks circulation of books, receipt of journals, information on members and printing of Catalogue cards and various reports. A sophisticated search facility allows even computer-naive members to rapidly locate books and articles. A password mechanism is provided to control operations such as circulation and acquisition. CLAM/DOS runs under MS-DOS on a standard PC/XT or PC/AT. The hard disk is the only limitation on library size (allow 1 MB per 1000 books). Response time is adequate on a PC/XT with holdings of several thousand books. For larger collections, a PC/AT is recommended.

**Highlights:**

. **Circulation**

Issue and return of books, membership details.

. **Acquisition**

Addition, deletion or modification of book details. Generation of catalogue cards. Details include: accession number, call number, author, title, subject headings, keywords, publisher, ISBN, LCN, price (Indian and foreign), pagination, and location.

. **Journal**

Logging of journal issues on receipt, entry of details on articles contained in the journal. Printing of article cards.

. **Enquiries**

Fast, flexible search based on call number, Author, Title, Subject and Keywords. Permits AND/OR combinations, requires no expertise.

. **Reports**

Printing of catalogue cards, lists of books, journals, members, articles, etc.

. **Miscellaneous**

Menu-driven, fully integrated package with context-sensitive, on-line help. User authorization using passwords. Automatic coding of repetitive fields to minimize data entry efforts and errors.

### **Customization**

CLAM/DOS is sufficiently flexible to meet the needs of many libraries. The librarian can customize the base package by choosing among various options. Further customization such as importing of data from existing databases such as CDS/ISIS can be undertaken to the base system to meet specific requirements on request.

### **Ongoing Development**

Development of a networking version of CLAM/DOS is currently on. With this, an institution having several locations can run CLAM/DOS at each location and automatically share data through electronic mail or postal service. Changes to a database at any location are automatically sent to all other locations. Thus members at any location can access the union catalogue of the entire institution. A reliable protocol is used to handle loss of data during transfer.

### **Installations**

Current installations include I.I.T., Madras (Department of Computer Science & Eng.), International Institute of Ocean Technology, Malta (six centres worldwide), and M.S. Swaminathan Research Foundation, Madras.

**CURRICULUM VITAE**

**Seremaia Kalokalo Tuqiri**

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**DATE OF BIRTH:** 12 February, 1965

**PLACE OF BIRTH:** Suva, Fiji

**MARITAL STATUS:** Single

**HOBBIES:** Lawn tennis, squash, reading, sketching,  
watching sports movies and listening to  
music.

**EDUCATION**

B.A. (History/Politics and Administration)  
University of the South Pacific (USP), Suva, Fiji

Post-graduate Diploma in Marine Affairs  
Dalhousie University, Halifax, Canada

**WORK HISTORY**

**February 1990 - present**

Programme Assistant, Canadian Cooperation Office, Suva.

Work Description

- Conduct research and write reports on particular subject areas as requested by the Field Representative. Reports compiled include:

\* "A General Overview of Inshore Fisheries in the South Pacific";

- \* "Mariculture Development in the South Pacific";
- \* "Commercial Fisheries Development in the South Pacific and the Role of the Private Sector: An Overview"
- gather data as requested by the Field Representative to assist him in his work or when preparing for meetings;
- organize a small reference library and compile and store documents of relevance and interest to the work of the Canadian Cooperation Office and the International Centre for Ocean Development;
- assist in general administration duties that include answering public enquiries, arranging travel and meeting itineraries for project ICOD officers, ICOD-hired consultants and Canadian High Commission (Wellington) personnel and reception.

August 1989 - February 1990

Tutor/Acting Programme Officer  
Ocean Resources Management Programme, USP, Suva

Work Description

- lectured and conducted a few tutorials for UU301 (Ocean Resources Management) students on the role and profile of the regional organizations in the South Pacific;
- assisted the Coordinator of the Programme in organizing the 3-week Ocean Resources Management In-service Course held in Rarotonga, Cook Islands from 4-24 December, 1989;
- assisted the Coordinator in preparing the UU301 course outline for the first semester of 1990.

December 1987 - May 1988

Research Assistant  
Ocean Resources Management Programme, USP, Suva

Work Description

- compiled a bibliography of all resource material available at the ORMP library;
- member of the ORMP support staff, assisting in the preparation of the 3-week Ocean Resources Management In-service Course held in Port Vila, Vanuatu from 23 January - 12 February, 1988.



**OTHER SKILLS**

- Competent in the use of Word Perfect.
- Bi-lingual (English and Fijian)

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Ministry of Primary Industries  
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IOI - Madras, India

Achievements in the First Year of Operation - March 1994

INTRODUCTION

The major activities under review are:

- A. I.O.I. Course on Coastal Zone Management as a sustainable process, 11th October - 17th December 1993 at I.I.T., Madras.
- B. Alumni refresher course 4th to 7th March 1993 at I.I.T., Madras.
- C. Course on Coastal Zone Management as a sustainable process 27th June - 29th July, 1994.
- D. Alumni refresher course at Kualalumpur, Malaysia 4th to 8th July, 1994.
- E. Training of Trainers.
- F. One day seminar on oceans - Investment opportunities.

**A. I.O.I. Course on Coastal Zone Management as a sustainable process, 11th October - 17th December 1993 at I.I.T., Madras**

This 10 Week course was organised for Scientists, Technologists and Administrators of the Indian Ocean Region. The main objective of the course was to disseminate knowledge and provide training on issues related to coastal zone management as a sustainable process. The programme was structured on an inter-disciplinary basis and was intended to give an overview of the subject.

The following resource personnel were responsible for course direction: Prof. V.S. Raju, Dr. S.P. Subramanian, Dr. L.S. Ganesh, Dr. J.S. Mani. The faculty for the course was drawn from IIT and other institutions.

The course consisted of lecturers, field visits, group discussions, simulation exercises, presentation of country reports and theme papers by the participants. Out of the total 200 units each of 90 minutes duration for the course, 100 units were devoted for lectures; 25 for group discussions, weekly reviews, summary and discussions; 30 units for presentation by participants; and 45 for 12 field visits in and around Madras and parts of South India.

18 participants from 8 different countries namely Egypt, Fiji, Malaysia, Philippines, Sri Lanka, Tanzania, Vietnam and India attended the Course.

All the participants presented their country reports on specific themes related to coastal zone. During the last 2 weeks of the course each participant chose a topic related to coastal zone management and presented his theme paper. The presentations were followed by useful and lively discussions, contributing to the overall objectives of the course. Some of the presentations were excellent. The important themes covered were: management of living and non-living resources, coastal processes, phenomena and activities. Management of various coastal zone activities and aspects related to law of sea were also discussed.

**B. Alumni refresher course 4th to 7th March 1993 at I.I.T., Madras**

The above course was conducted to provide information on recent developments with particular reference to India in the fields of (1) Ocean Energy with reference to Wave Energy, (2) Fisheries Development, (3) Mangroves and Ecological System (4) Offshore Oil and Gas and (5) Government plans. Twenty three participants attended the course and took active interest in all the proceedings. There were panel discussions on (a) I.O.I. Training Courses and (b) Course modules.

**C. Course on coastal zone management as a sustainable process  
27th June - 29th July 1994**

This will be a condensed version of the 10 week course held in October - December 1993 (refer A) and will cover the same topics. Emphasis has been laid on practical applications of the recent technologies.

The course consists of lectures by experts, weekly reviews, discussions, field visits etc. The participants will be required to present country reports on coastal zone management plans of the respective country. To further the effectiveness, co-ordinators have been identified for each theme. They will interact with the various speakers in their theme and plan the deliberation of each theme.

A course development group has been formed. This group is meeting frequently to discuss on all issues related to the course. The course content has been updated and the course material is under preparation.

**D. Advanced, Alumni refresher course on coastal zone  
management at Kuala Lumpur, Malaysia 4th to 8th July, 1994**

The course will be held in Kuala Lumpur. Important issues to be considered are: 1. Oceanography - an overview, 2. Coastal processes, phenomena, 3. Coastal aquaculture & Mariculture, 4. Ocean Energy, 5. Coastal pollution, 6. Coastal Tourism & Management plans, 7. Law of sea. Eminent personalities have been identified and requested to deliver lectures. A site visit to a nearby coastal area is also planned. A panel discussion is being organised to discuss the results of the recently held world coast conference in the Netherlands.

**E. Training of Trainers**

- (1) Dr. S.P. Subramanian of I.I.T., Madras attended the I.O.I. course at Halifax, Canada for 4 weeks during June/July 1993 and also supported in the organisation of the course.
- (2) Dr. L.S. Ganesh of I.I.T., Madras attended the I.O.I. course on Deep Sea Bed mining in Hangzhou, China for 3 weeks in October 1993 and also supported the course Director in the conduct of the course.
- (3) Dr. J.S. Mani will attend the I.O.I. course at Malta in April-May 1994 and also lecture to the course participants on coastal processes and related aspects.

**F. One day seminar on Oceans - Investment opportunities**

The above programme was scheduled for 11th December 1993 at Ahmedabad, India. Organisational efforts were undertaken to conduct the seminar and a background paper was prepared by Prof. V.S. Raju. However, the above seminar programme could not be conducted due to certain unforeseen circumstances. However it is likely to be conducted in Bombay. Objective of the seminar is to stress importance of fisheries potential, desalination technology, oil exploration, drugs and chemicals from the sea, energy from the ocean, and aquacultural development.

IOI - South Pacific

Achievements in the First Year of Operation - March 1994

1. June 1992: MOA signed between the University of the South Pacific and IOI (Vice Chancellor, Esekia Solofa and Tom Harris).
2. May 1993: Annex to the MOA signed (VC Solofa and Dr. Krishan Saigal).
3. August: MOU signed between IOI and the Government of the Republic of Fiji.
4. August: First meeting of the IOI-South Pacific Advisory Board under the Chairmanship of Vice Chancellor Solofa.
5. September: VC Solofa, Pro VC Naidu, Joeli Veitayaki and Prof. South attended the meeting of Directors and Vice Chancellors in Tokyo, the Curriculum Development Committee in Tokyo and Takaoka and PIM XXI in Takaoka.

At PIM XXI, Prof. Robin South and Seremaia Tuqiri presented a paper titled "South Pacific Regional Organization in the Marine Sector: An Overview", and Prof. South and Joeli Veitayaki assisted at the meeting as rapporteurs.

6. October: Two participants from Fiji (Fiji Fisheries and USP) were awarded scholarships to attend the 10-week course on Coastal Zone Management run by IOI-Madras at the Indian Institute of Technology, Madras. The two scholarships were provided by IOI-Madras and IOI-South Pacific. The course will end on 18 December.
7. : IOI-South Pacific brochures have been produced and are currently being distributed.
8. : First satellite outreach programme via PEACESAT to IOI alumni and other interested participants from around the South Pacific region. IOI-South Pacific was invited by the Principal Fisheries Extension Officer (an IOI alumnus) to prepare a monthly outreach programme as a service of PEACESAT at Fiji Fisheries. We were able to link up with the Cook Islands, Kiribati, Palau, Solomon Islands, Tonga and Western Samoa. Hopefully the Federated States of Micronesia

(FSM), Vanuatu, Papua New Guinea (PNG), Niue and Nauru will link up to the next teleconference scheduled for mid December.

9. November:

Ran a 1-day Leaders' Seminar for senior officials of the Fiji Government at the Institute of Social Administrative Studies, USP. The main paper was presented by Professor Elisabeth Mann Borgese titled "Regional Seas Governance in the 21st Century". The Seminar focussed specifically on the need for an integrated multi-sectoral approach to ocean management. There was a positive outcome in that the Fiji Government through the Ministry for Foreign Affairs agreed to consider the setting up of a National Maritime Authority within the already existing bureaucracy.

A total of 15 participants attended from the following departments and sections: Foreign Affairs, Solicitor General's Office, Ports Authority, Fisheries, Mineral Resources and Energy, Marine Department, Fiji Navy, Native Lands and Fisheries Commission, Finance and Economic Planning, Office of the Prime Minister and the Pacific Fishing Company Ltd.

10. November:

Four delegates from the USP under IOI-South Pacific sponsorship attended a 1-week training workshop on developing course materials and teaching capabilities under the UNCTAD Train-X system. They were: Professor Robin South, Director, IOI-South Pacific and Professor of Marine Studies; Joeli Veitayaki, Coordinator, Ocean Resource Management Programme (ORMP); Vina Ram, Lecturer, (ORMP) and; Ruby Va'a, Coordinator, Instructional Design and Services, USP Extension.

11. Ongoing:

Course Development

IOI-South Pacific is working in collaboration with USP (Ocean Resources Management Programme and the Department of Economics) in developing courses to be considered as potential IOI courses. It was agreed at the Directors' meeting in Japan that three of the nine courses proposed by IOI-South Pacific would be further developed. These include; Fisheries Economics and Management, Resources and Environmental Economics and, Management and Development of Coastal Fisheries.

An MOA was signed with the Australian Maritime College and IOI-South Pacific in August to collaborate in developing courses promoting maritime transport safety and the operation of ports and shipping in the Pacific region: Three courses were identified for development each running for either one or two weeks. It should be noted that after the UNCTAD TRAIN-X Workshop November, it became evident that our collaboration with AMC would have to be reviewed since UNCTAD already had a number of courses that would serve the training needs of IOI-South Pacific.

12. February 1994: Professor N.V.C. Swamy visited USP and IOI-South Pacific from 13th-16th February, 1994. He held a number of meetings at USP and included the following:

- . USP Vice Chancellor
- . Pro Vice Chancellor
- . Director of Planning and Development
- . Head of School of Pure and Applied Sciences
- . Head of the Department of Technology
- . Head of the Department of Biology
- . USP Energy Group
- . USP Marine Pollution Group
- . IOI-South Pacific Course Developers

Prof. Swamy also conducted an internal seminar on "Energy from Waves" based on the Trivandrum Project and a public lecture on "Technical Training in India" focussing on the Indian Institute of Technology in Madras.

- : Comments on the Government of Fiji Leaders'; Seminar Draft Report were received from Fiji Foreign Affairs and the Forum Secretariat.
- : Brochures for the Customary Marine Tenure Workshop (4th-8th July, 1994) have been printed and distributed. A total of 40 participants from ASEAN and the South Pacific (including the French speaking territories) will attend. The Workshop will be held at the University of the South Pacific and is being coordinated by the Ocean Resources Management Programme (for the South Pacific) and the Western Pacific Fisheries Consultative Committee (for ASEAN). Funding for the Workshop has been sourced from the IOI-South Pacific, WPFCC and the Government of France.



It should be noted that although CMT courses have been conducted previously, this is the first that is specifically intended to disseminate CMT knowledge to trainers who are expected to incorporate the concepts learned into their training.

- : Commencing February, weekly Action Reports have been issued and distributed to UNDP/OPS, UNDP-Suva and members of the IOI-South Pacific Advisory Board.
- : Development of the IOI-South Pacific course on Resources and Environmental Economics commenced (Dr. R. Grynberg and Prof. D. Forsyth, Department of Economics, USP). The course will be developed using the TRAIN-X system and some transfer of the training received at Geneva was made. Dr. Grynberg visited the UN TRAINMAR office in Geneva.

Arrangements were completed for the visit of Dr. D.W. Keats, University of Western Cape, South Africa who will be assisting with the development of the course on Coastal Fisheries.

13. March:

The Report of the Government of Fiji Leaders' Seminar has been published and distributed to the participants. Fiji Foreign Affairs requested to have six extra copies for further distribution and records. They also agreed that the Report could be distributed to other IOI centres.

- : The first IOI-South Pacific newsletter, "PASIFIKA" has also been published and distributed.
- : The IOI-South Pacific Advisory Board is scheduled to meet on March 21st. Two new members are expected to join the Board, one representing the private sector and the other from a women's interest group.