



International  
Ocean  
Institute

RECEIVED JUN 16 1995

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Tlx: 1407 HIEDUC MW  
Attention: IOI  
Cables: INTEROCEAN

8 June, 1995

Dear *Elisabeth*

**Planning Council of the IOI**

At the recent meeting of the Executive Committee in Malta on 27/28 May 1995, it was agreed that I should write to members of the Governing Board about re-activating the Planning Council and asking them to submit to me names of persons they believed would make useful additions to it.

The authorized size is between fifteen and twenty. My advice is to continue the service of fifteen, including the Directors of all IOI Centres, recently added, as set out in the appendix to this letter.

It should be increased in size to twenty because of the undesirable over-representation of Europe and so that more attention can be given to age, gender and the inclusion of more physical scientists. Therefore, nominees should ideally come from South America, Africa, Russia or Australia, be under fifty years of age, women and physical scientists.

The Planning Council is seen primarily as a scientific advisory body, hence the emphasis on a physical scientific background. I should mention that Esther Williams of Brisbane, Australia, was nominated and agreed to serve two years ago, but this was not followed up, for no reason connected with her.

I should be grateful to receive nominations, accompanied by brief C.V.'s and an intimation of willingness to serve, by 31st July 1995. If the proposals in this letter meet with the approval of the Governing Board, a meeting of a revived Planning Council might be possible in Costa Rica in December next.

With best wishes and thanks for your cooperation.

Yours sincerely,

Mr. Maxwell Bruce  
Interim Chairman, Planning Council

Enc.

IOI Planning Council - 6 June 1995

NAME	COUNTRY	COMMENTS
Prof. Elisabeth Mann Borgese	Canada	IOI Centre Halifax
Prof. Silviu Brucan	Romania	
Mr. Maxwell Bruce	Malta	Vice Chairman & Interim Chairman
Prof. Salvino Busuttil	Malta	Ex-officio
Prof. Umberto Colombo	Italy	
Prof. Tsutomu Fuse	Japan	Director IOI Centre
Prof. Norton Ginsburg	U.S.A.	
Prof. Alejandro Gutierrez	Costa Rica	Director IOI Centre
Dr. Sidney Holt	Italy	
Prof. R. Rajagopalan	India	Director IOI Centre
Dr. Krishan Saigal	Malta	Ex-officio
Prof. Robin South	Fiji	Director IOI Centre
Dr. Diafara Toure	Senegal	Director IOI Centre
Prof. Hou Wenfeng	China	Director IOI Centre
	Malta	Director IOI Centre



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20 June, 1995

COPY

Mr. Maxwell Bruce  
Planning Council  
International Ocean Institute  
P.O. Box 3  
Gzira GZR 01  
Malta

Dear Max,

I am glad you are getting things going!

Esther Williams would be excellent.

You might look at the annual report of the Third World Academy of Science. They have all the members listed, and there might be a few that suit your "job description", the terms of which are not easy to match!

There are some good women fisheries experts in the Philippines --most of them our alumnae, and they have the list at the IOI office.

But I think if we have one or two scientists that might even be enough. Usually they are too technical-minded anyway, and not so good at policy.

These are just some thoughts!

All the best, and my love to both of you,

Yours as ever,

*Esther*



Dalhousie University

FAXED

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FACSIMILE TRANSMISSION

To: Max  
FAX No: 356 555 647

From: Elisabeth Mann Borgese  
FAX No.: 1 902 868 2455

Date: 17 February, 1996

Subject: Malta visit, etc.

Dearest Max,

congratulations on the occasion of your joining the 21st century (fax machine!)

It is too bad that we are going to miss each other. I am going to arrive in Malta on February 28, via London where I only have 1;25 hours changing time. I'll be in Malta (at the Saigals) until March 2. From Malta I'll go to Milano and Istanbul and I have to be back home on March 6.

I really wanted to have a good conversation with you, about the future of the **Planning Council**.

Before suggesting anything else, I would like to know from you whether perhaps you thought it over and would accept to be the **permanent Chairman**? It would really be excellent.

If you insist that you don't want to do that, I wanted to consult with you whether you would think it a good idea to invite **Professor Fuse**? He is really a quite extraordinary little man, although it does not appear on first impression. He has depth, and an immense, religiously inspired staying power. If he sets out to do something, he does it. His connections are excellent as well, and he is a great fund raiser.

As our network appears to be growing --it really is quite an interesting phenomenon -  
-I would envisage our **Planning Council** as growing into a kind of IOI Parliament, where



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every IOI Operational Centre is represented, together with a group of people appointed by the Governing Board, and where a common spirit is created and maintained. This Planning Council may establish Committees, e.g., one (already in existence, for curriculum development. Do let me know!

Two of the Vice Chancellors of the host institutions of our Centres will be on the Governing Board, on a rotating basis.

Much love to both of you, and I hope you are going to have a good time in Jordan and Syria. Is it for vacation or for work?

Yours as ever,

*E. Crawley*

RECEIVED SEP 19 1996

FAX COMMUNICATION

From:

Maxwell Bruce Q.C.  
30 Harriet Walk  
London  
SW1X 9JA  
UK

To: Dr Krishan Saigal

International Ocean Institute  
Gzira  
MALTA

Date: 18 September 1996

Fax Number: +356 346502

COPY

& Fax No: (+44) 171 235 8245

Number of pages: 1

Copy to: Elisabeth Mann Borgese  
Dalhousie University,  
Nova Scotia, Canada  
Fax No: +1 (902) 494 2034

Dear Krishan

Here is a draft agenda for a Planning Council meeting in Peijing with an appendix showing what I believe is its present composition, including all Operational Centre Directors. Please check it.

Elisabeth should do the same.

I shall be back in Gozo on Friday morning 20th September, and shall telephone you then.

My tickets to China and Japan are under negotiation and I should soon have details for you.

With best regards,

Yours sincerely

## IOI PLANNING COUNCIL

### Draft agenda for meeting 13, 14 or 15 November 1996 in Peijing, China

1. Present
2. Apologies
3. Composition (15 to 20 authorized) - present members listed in appendix.
4. Election of Vice-Chairman
5. Role respecting:-
  - Operational Centres and Training Programmes
  - Future PIMs
  - Research
  - Other activities
6. Other business
7. Date of next meeting
8. Adjournment

## APPENDIX

Composition of Planning Council as at 13.11.96

Maxwell <b>Bruce</b>	(Canada) Chairman
Salivino <b>Busuttil</b>	(Malta) Ex-officio
Krishan <b>Saigal</b>	(India) Ex-officio
Silviu <b>Brucan</b>	(Romania)
Tsutomu <b>Fuse</b>	(Japan)
Dr. Aldo <b>Chircop</b>	(Canada)
Orio <b>Giarini</b>	(Switzerland)
Norton <b>Ginsburg</b>	(U.S.A)
Alejandro <b>Gutierrez</b>	(Costa Rica)
Sidney <b>Holt</b>	(U.K.)
S.P. <b>Jagota</b>	(India)
Anatoly <b>Kolodkin</b>	(Russia)
Judge Abdul <b>Koroma</b>	(Sierra Leone)
Elisabeth <b>Mann Borgese</b>	(Canada)
Anton <b>Micallef</b>	(Malta)
Arvid <b>Pardo</b>	(Malta)
R. <b>Rajagopalan</b>	(India)
Jun <b>Ui</b>	(Japan)
Robin <b>South</b>	(Fiji)
Hou <b>Wenfeng</b>	(China)





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FACSIMILE TRANSMISSION

To: Dr. Tanya A.S. Bowyer Bower  
Fax: 44 171 436 38 44

From: Elisabeth Mann Borgese  
Fax: 1 902 868 2455

Date: December 27, 1996

Subject: International Ocean Institute

Dear Dr. Bowyer Bower,

Together with my warmest wishes for the New Year, I would like to express my great pleasure about your accepting to serve on our newly reconstituted Planning Council. I do hope you will find this association interesting and rewarding. We are going through a process of growth, and the work is rather exciting -- and very much needed!

I am enclosing a letter I just faxed to Bill O'Neil. It is self-explanatory. I hope you can help us by attending some of their meetings or arranging for somebody to make an act of appearance. I don't think one always has to go through the whole thing, which would be too time devouring. But an official association with IMO is quite useful.

Please do let me know.

All the best,

Yours sincerely,

*Elisabeth Mann Borgese*

**DALHOUSIE UNIVERSITY ARCHIVES DIGITAL SEPARATION SHEET**

**Separation Date:** August 15, 2016

**Fonds Title:** Elisabeth Mann Borgese

**Fonds #:** MS-2-744

**Box-Folder Number:** Box 368, Folder 8

**Series:** Administrative records of the International Ocean Institute

**Sub-Series:** Correspondence

**File:** Correspondence with the International Ocean Institute's planning council

**Description of item:**

File contains Tanya A.S. Bowyer-Bower's CV.

**Reason for separation:**

7 pages removed from digital copy due to privacy concerns.



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FACSIMILE TRANSMISSION

To: Dr. R. Natarajan  
Fax: 91 44 235 0466

From: Elisabeth Mann Borgese  
Fax: 1 902 868 2455

Date: May 4, 1997

Subject: Your fax of April 30

Dear Dr. Natarajan,

Many thanks for your prompt reply. I am happy this change-over went so well, with complete consensus.

We hope to see you in Malta in November, when all the members of our Board, our Planning Council and all the Directors of our operational centres are going to meet. We will let you know the exact date very soon.

In the meantime I may be coming to India in September. I have not been there in a couple of years, and a visit is overdue!

It would be great to see you on that occasion, and thank you with all my heart for your warm support for our projects. IOI at IIT is doing an outstanding job.

With all good wishes,

Yours sincerely,

*Elisabeth Mann Borgese*

ADM / BOARD / Planning Council

Date: Thu, 29 May 1997 12:42:29 +0200 (MET DST)  
From: ioimla@kemmnet.net.mt  
To: ioihfx@dal.ca  
Cc: houwf@sun.ihep.ac.cn  
Subject: Meetings

To: All IOI Regional Centre Directors  
From: Dr. Krishan Saigal 29.5.97

My dear Director

This is to give advance information to you regarding the **Planning Council Meeting** and PIM XXV which will be held in Malta from 11/12 November, 1997 for a week or 8 days.

**During the meeting:**

- . There will be a Workshop on Ecovillages and Co-management. Discussion papers to be prepared by IOI India and IOI Canada.
- . Finalisation of Workplan of IOI for 1998.
- . Final PPER of the UNDP Project.
- . Training in information gathering on the website created by IOI South Africa by Prof. Derek Keats.

I will be intimating the full programme soon.

Regards,

Yours sincerely,

Dr. Krishan Saigal IOI HQ Malta

EMB:  
Under the circumstances I have asked MSCS/DAM to set up an abeyance file for "Director" related things post - Interim Director. I have suggested that Rudd have a look at them before they go in the file with the advert they need some action.  
Mgw  
03.06.97

PLANNING  
COUNCIL

Date: Wed, 25 Jun 1997 10:09:08 +0200 (MET DST)  
From: ioimla@kemmnet.net.mt  
To: ioihfx@dal.ca, houwf@sun.ihep.ac.cn, ioicos@una.ac.cr, south\_R@usp.ac.fj,  
ioimas@md2.vsnl.net.in, icod@maltanet.net, derek@botany.uwc.ac.za,  
abologa@alpha.rmri.ro  
Subject: PIM XXV, Planning Council meeting, workshop

To: Prof. Elisabeth Mann Borgese  
Prof. Hou Wenfeng  
Prof. Alejandro Gutierrez  
Prof. Robin South  
Prof. R. Rajagopalan  
Prof. Tsutomu Fuse (by fax)  
Dr. Anton Micallef  
Dr. Diafara Toure (by fax)  
Prof. Derek Keats  
Dr. Alexandru Bologna

From: Dr. Krishan Saigal  
Executive Director  
IOI HQ, MALTA

Date: 25 June, 1997

Message:

My dear Director,

1. The Planning Council Meeting has been brought forward to 11-12 November.  
The new dates are as below:

11-12 November: Planning Council Meeting  
13-14 November: Workshop on eco-villages and co-management  
15-18 November: PIM XXV (agenda already sent)

2. The tentative agenda for the Planning Council Meeting (which now  
includes the earlier Director's and Course Development Meetings) is as below:

Item 1: Adoption of agenda

Item 2: Final tripartite review of the UNDP Project GLO/91/G3 by  
IOI/UNDP(OPS)/UNDP(SEED)

Item 3: Workplan of IOI for 1997 including approval of syllabi of new  
courses proposed to be conducted in 1998

Item 4: Reports/suggestions from Centres regarding future role and  
sustainability of the IOI System

Item 5: Report on action taken on recommendations of last meeting

Item 6: Any other matters.

3. You may suggest any other items but probably most can be covered by Items 3 & 4 which are very broadly conceived.

With best regards,

Yours sincerely,

Dr. Krishan Saigal  
Executive Director  
IOI HQ Malta

International Ocean Institute (IOI)  
 Planning Council Meeting  
 Malta, 11-12 November 1997

**TRAIN-SEA-COAST / IOI PLAN OF ACTIVITIES 1997-1998**

<b>COURSE DEVELOPMENT UNIT</b>	<b>COURSE</b>	<b>PROBLEM ANALYSIS REPORT</b>	<b>DESIGN OF CURRICULUM</b>	<b>VALIDATION</b>
<b>COSTA RICA</b>	<b>“Interaction Between Tourism and Fisheries”</b>	September 1996 TSC/Costa Rica with the CSU	September 1996 (partial) June 1997 (full) TSC/Costa Rica with the CSU	November 1997
	<b>“Law of the Sea”</b>	August/October 1997 TSC/Costa Rica	December 1997	July 1998
<b>FIJI</b>	<b>“Integrating Climate Change Issue into Coastal Management in the Pacific Islands”</b>	June 1997 TSC/Fiji	To be determined	To be determined
<b>INDIA</b>	<b>“Coastal Ecology for Rural Women”</b>	July 1997	Early December 1997	April 1998
	<b>“Engineering Aspects of Exploration and Exploitation of Nearshore and Offshore Non-living Resources”</b>	August 1995 TSC/India	----	December 1998
<b>SENEGAL</b>	<b>“Harmonization of Legislation for the Sustainable Conservation of Fishery Resources in the West Africa Region.”</b>	April 1995 August 1996 TSC/Senegal	April 1997 (Consultant)	December 1998

TRAIN-SEA-COAST Programme  
 Central Support Unit

MEETING OF THE PLANNING COUNCIL  
OF THE INTERNATIONAL OCEAN INSTITUTE  
11-12 NOVEMBER 1997  
AND  
ECO-VILLAGES WORKSHOP  
13-14 NOVEMBER 1997, MALTA

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EXPENSES COVERED BY THE INTERNATIONAL OCEAN INSTITUTE

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Hotel Diplomat

For your information the following expenses incurred by you at the Diplomat Hotel will be borne by the International Ocean Institute:

- . cost of room on B/B basis
- . local telephone calls

You will be responsible for settling other bills.

Taxi service

The following taxi service will be provided by the International Ocean Institute:

- . on your arrival from Luqa airport to Hotel Diplomat
- . 11-14 November at 08.45 hrs from Hotel Diplomat to the University of Malta
- at 16.30 hrs from the University of Malta to the Diplomat
- . 14 November participants will collect any luggage left at the Diplomat Hotel and transport will proceed to the New Dolmen Hotel

Lunches

- . Lunches will be served at the University of Malta between Tuesday 11 and Friday 14 November 1997.
- . Lunches between the 15 and 18 November will be organized by the PIM XXV Committee.

Dinners

- . An amount of LM 10.00 per night is being paid to participants to cover the cost of dinners and other incidentals from date of arrival to 13 November 1997.
- . Dinners between the 14 and 17 November will be organized by the PIM XXV Committee.
- . Dinner on 18 November is being organized by the International Ocean Institute at the New Dolmen Hotel for Board Members and Planning Council Members

Receptions:

- 12 November Reception hosted by Dr. & Mrs. Saigal at their residence in Sliema
- 15 November Reception hosted by the Ministry of Foreign Affairs
- 16 November Reception hosted by the International Ocean Institute for PIM XXV participants at the Coastline Hotel





# International Ocean Institute

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Fax: +356 (-) 346502  
Tlx: 1407 HIEDUC MW  
Attention: IOI  
Cables: INTEROCEAN  
e-mail: ioimla@kemmnet.net.mt

Subject: Meeting of the Planning Council of the International Ocean Institute, 11-12 November 1997 and Eco-Villages Workshop, 13-14 November 1997 - Malta

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Please find enclosed:

- ✓ Programme of the Meeting
- . invitation to Cocktails on Wednesday 12 November 1997
- . Note on the expenses covered by the International Ocean Institute during your stay in Malta

For your information:

- . A taxi from Percius Garage will collect you from the hotel on Tuesday 11, Wednesday 12 November, Thursday 13 November and Friday 14 November 1997 at 08.45 hrs and drive you to the University of Malta for the meetings concerned.
- . Participants should check out of the hotel on the morning of Friday 14 November 1997.

Luggage will be left at the Diplomat Hotel in a room being allocated to us and will be collected in the afternoon on the way to the New Dolmen Hotel in Qawra where the Pacem in Maribus Conference XXV is being organized from 15 to 18 November 1997.

## Reimbursement

Those interested are kindly requested to fill in the enclosed Travel Claim and to submit it to Ms. Anna Micallef Trigona together with a copy of the air ticket and the original of any other supporting documentation.

Should you require further information, you may contact:

Dr. Krishan Saigal on 346 528 - office  
or 317 975 - residence

Anna Micallef Trigona on 317 011 - office  
or 435 010 - residence

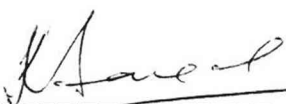
Additional Papers for Planning Council

**AGENDA ITEM 4**

**Towards a Development Strategy for IOI**

In this connection a note from Prof. Alejandro Gutierrez, Centre Director, IOI Costa Rica is enclosed.

The Council may discuss the IOI Costa Rica proposal.

  
-----  
**Dr. Krishan Saigal**  
**Executive Director**

# **Towards a Development Strategy for IOI**

## **Introduction**

In this document, the IOI-Costa Rica proposes a strategy to restructure the International Ocean Institute (IOI), according to the evident and convenient needs of the centre. According to ongoing tendencies on environment changes, IOI's plays an important part in meeting the different regions needs in which it operates; the latter taken from the international experience accumulated in the region.

### **1.1. Necessities and Tendencies of the Environment**

Among the environment's necessities and tendencies in which IOI functions is directly oriented to the sustainability of the oceans and in the improvement of human beings quality of life. Thus, according to IOI's criteria, this proposal justifies the following:

- 1.1.1. The importance of the ocean as a meaningful ground for communication, transportation, entertainment and as a source of indispensable resources for humankind's future.
- 1.1.2. For an effective sustainable development, it must include equality, peace, regional and international co-operation, which must be channelled through joint management projects.
- 1.1.3. To maintain economic and food security.
- 1.1.4. A major progress in the application of the law of the sea to favour a better development of the environment.
- 1.1.5. To exert effective governance of the oceans, every actor in all different scenarios must contribute in all efforts.
- 1.1.6. The urgency of ratifying and implementing the existing international treaties and conventions.
- 1.1.7. Greater incorporation of technical and scientific sectors in planning and decision making.
- 1.1.8. Increase awareness among the officials responsible of the educational systems of the importance of the ocean.
- 1.1.9. Increase an active participation of local community groups in planning and in decision making .

- 1.1.10. To develop an integrated marine –coastal management programme including the impact of the city and their industries.
- 1.1.11. An integrated approach in oceanic affairs.
- 1.1.12. The development of the appropriate technologies.
- 1.1.13. The development of regional networks on environmental control.
- 1.1.14. The establishment of an oceanic regime that respects the new world order, which is just underway.

The IOI constitutional vision demands the joint effort among regional and international organisations. It is necessary to reconcile the different views of these organisations in order to have an integrated, appropriate, profitable and efficient management of oceanic affairs that includes short, medium and long term visions. In addition, the joint venture social science, tech-scientific and governmental dimension is necessary to reach the value of the services offered, as well as duality co-operation Vis a vis competence.

Therefore, before submitting the proposal it is necessary to identify the groups and individuals and the roles they play. The latter, in benefit of the IOI's internal diagnostic which it will lead to the new operative and administrative model. (see annex 1).

## 2.1 Justification:

This is the right moment to promote a deep thought process within the IOI while facing the new world trends that could be outlining a future with characteristics different from those that, in due time, our institution faced successfully.

We say this is the right moment, first of all, because our institutional community itself, specially the leadership, is sensitive to the need to assess our course and to foster the necessary change of actions to fulfill our mission and to strengthen the impact of our task; secondly, the abovementioned trends certainly represent new challenges and opportunities for development in the IOI, but also warn about the urgent need to rethink certain strategic actions so as to strengthen our institutional capability. Lastly, the upcoming events on the institutional agenda (the November meeting of the Steering Committee, the XXIV Pacem in Maribus Conference also in November, and the appointment of the new Executive Director in February) are opportunities to rethink the alternatives for development and to renew commitments regarding the ideals that bring us together.

In this modest contribution, we would like to suggest some things we consider are crucial for the IOI's future developer

## 2.2 The IOI's Management Model:

The global trends referred to above entail a series of challenges as well as opportunities for development in our organization. It is ever more important to adequately face the issue of sustainability of our oceans and to further expand the IOI's mission. Since its inception, the IOI has endeavored to spread its educational and research activities throughout the world, contributing to create a new culture for the sustainable use of oceans, under the principle of oceans as common heritage of humanity, permeating different sectors of society: decision-makers, academia, marine resource users, and communities, both national and transnational.

The strength of the Institute has been its ability to nurture this new culture with global facts. Nine operating centers strive to make the Institute grow qualitative and quantitatively. The organization continues to follow its original vision in all its doings and, using the modern principle, seeks to "think globally and act locally." \*

The vision that the IOI was founded with, to be a worldwide strategic organization to develop a new awareness for the sustainable use of the oceans, is the prototype of a new organization, in consistency with the advances of modern management sciences, and characterizing institutional and organizational development at the doors of the 21st century. Below are some of the trends in organizational development, which we feel are consistent with IOI's image-objective (vision)\*\*:

### TRENDS OF CHANGE IN THE ORGANIZATIONAL DEVELOPMENT

#### ORGANIZATIONAL TREND:

Inter-disciplinary, inter-institutional and inter-sectorial approaches to issues. The evolution of knowledge and the complexity of the social problems we face, together with a fragmented growth of functions within the institutional structure created to solve these issues, have lead to a new, more integral approach to matters and issues.

#### RELATIONSHIP TO THE IOI AND COASTAL-MARINE MANAGEMENT:

The sustainable management of oceans and the development of Integrated Management Plans implies inter-disciplinary, inter-institutional and inter-sectorial actions, regarding both research and the necessary institutional reorganization.

**ORGANIZATIONAL TREND:**

**A more horizontal, simple, flexible and integrated organization. Convergence between the decision-makers and the beneficiaries of said decisions; ability to respond to the growing demands of users resulting from growing needs.**

**RELATIONSHIP TO THE IOI AND CMM:**

The sustainable development of oceans with a planetary vision demands the horizontal integration of protagonists at the national, regional and global levels to establish important communications links.

**ORGANIZATIONAL TREND:**

**More emphasis on policy management than on a formal restructuring. More than a formal organizational structure to solve the problems of control and impact, what is needed are mechanisms to regulate and self-regulate the essential processes.**

**RELATIONSHIP TO THE IOI AND CMM:**

Coastal-marine management requires new management styles to formulate pertinent mechanisms and policies from within the institutional structures of the States and the international organizations, instead of relying on the creation of new regulatory bodies.

**ORGANIZATIONAL TREND:**

**Autonomy, decentralization and empowerment. Individual and collective enabling are needed, giving power and faculties, instead of fostering dependency on a central power.**

**RELATIONSHIP TO THE IOI AND CMM:**

Local development and citizen participation are the cornerstone of a new ocean management culture.

**ORGANIZATIONAL TREND:**

**Greater transparency and accountability. Participation should be encouraged through greater citizen control and access to information.**

**RELATIONSHIP TO THE IOI AND CMM:**

The accountability by all actors and users of marine-coastal resources, and the existence of relevant information, and access to it by all citizens, is an important foundation for the new culture.

**ORGANIZATIONAL TREND:**

**Emphasis on a long-term view, on foreseeing more than on reacting. The need to build a long-term view and a strategic approach to development is stressed in order to face changes at all levels; by anticipating the consequences of trends in development, then threats can be foreseen and opportunities can be leveraged.**

**RELATIONSHIP TO THE IOI AND CMM:**

**The consubstantial value of a new ocean governance culture.**

**ORGANIZATIONAL TREND:**

**Outgoing, non-bureaucratic and customer-focused organization (users and civil society participating in the program). The users' needs can be better understood if they participate in the services offered to them, thus encouraging self-development.**

**RELATIONSHIP TO THE IOI AND CMM:**

**Integrated ocean- and coastal-management plans are possible only if the institutional structure involved in their design and implementation incorporates and helps the key players, that is, the marine resource users.**

**ORGANIZATIONAL TREND:**

**Emphasis on teamwork and process organization. A process organization, with task forces or a matrix organization, is favored over functional and hierarchical divisions.**

**RELATIONSHIP TO THE IOI AND CMM:**

**Important tasks in ocean management cannot be understood nor cared for with fragmented, specialty or sectorial views.**

**ORGANIZATIONAL TREND:**

**More importance to and change of focus from leadership. Leadership is essential to build a vision and to enable the organization; this leadership is seen more as a transformer than as a conductor.**

**RELATIONSHIP TO THE IOI AND CMM:**

**To transform the current situation of sustainable development, it is crucial and decisive to create personal and institutional "leaderships" to facilitate the shift towards this new strategy**

**ORGANIZATIONAL TREND:**

**The appearance of strategic alliances and networks between companies and institutions. Mutual complementation as an alternative to competition and exclusion.**

**RELATIONSHIP TO THE IOI AND AMM:**

All efforts to attain ocean sustainability must be united.

**ORGANIZATION TREND:**

**The paradigm of accordance and negotiation (win-win) must prevail over the paradigm of confrontation (win-lose) in order to settle disputes.**

**RELATIONSHIP TO THE IOI AND AMM:**

The complexity of protagonists, interests and situations involved in coastal management calls for a new culture and for skills to consent to a sustainable strategy.

The above is the basis of a revolution in concepts, methodologies and axiologies that change our idea of how to undertake, in our contemporary society, any human endeavor of a certain size and complexity. This is not only mandatory in the present world of organizational development but also coincides with the organizational principles pursued by the IOI, either as part of its own organizational nature or as the quest of some key actors for the sustainable management of oceans.

This means our institution is, ever since its original vision, truly identified with the changing trends in development, enabling it to aspire to a greater projection locally, regionally and globally. The aforementioned bearings shape a demand within influential groups and institutions, and therefore, new opportunities for development. However, steps are needed to transform diverse facets of our development strategy and management systems to better leverage the opportunities and needs the future may bring.

According to Mann (1995), the nature itself of the integrated ocean management process implies the appearance of new management traits characterized by:

- a permanent and integrated decision-making processes
- the ability to move from policy making to policy implementation
- a horizontal integration and management (in geographic, sectoral and disciplinary terms)
- the ability to establish accordance processes
- a long-term vision
- the need to determine a common le



The need to determine the corresponding managerial styles within our own organization must be therefore recognized. It is precisely these desirable management traits that form our express culture (the values and practices we say we follow) that must be consistent with our way of being or culture in use. Without going into great detail, perhaps unnecessarily, we would like to propose the analysis of our objectives about the following: \*\*\*

- a) **In the context of global development, and specifically of ocean management, what are the assumptions in our institution to project the IOI's mission now and in the future? Arising from this key question, a prospective and proactive vision is needed regarding the following matters:**
- The nature of the concrete contributions and services that the IOI gives to the different sectors involved in the sustainable use of oceans and the degree of impact we are having, considering our mission and social expectations.
  - **The emerging demands** and new opportunities to contribute to social needs.
  - The appearance of new players in the coastal and ocean management issue.
  - The unfolding of new institutional competencies in facing the new need to project ourselves.
- b) **What core organizational and management style features must the IOI have, assuming it is a network organization?**

It is worth mentioning some words about a network organization, which we feel is the model existing in the IOI. Considering the mission of the IOI, the creation of nine operating centers, with a central office that helps foster development inside each of these Centers (defining policies, providing resources) and the growing number of Centers in different parts of the world, this means:

- The existence of a substantive **identity**, defined by the Mission and Values shared in the IOI, that determine the existence of common goals for all the operating centers, which, in turn, have their individual goals and enjoy a needed autonomy in organization and in actions.
- The need to develop management systems (communications, planning systems, managerial styles, organizational culture, etc.) within the organizational network that will generate a synergy among the Centers to comply with the common Mission and the individual Center goals that are also complementary. This is the essence of a horizontal network organization that is strong because of its members' ability to **complement each other**.

- The possibility to face, with a common stance and language, and with due scientific rigor, the specific ocean and coastal differences across the globe, integrating experiences, and systematizing and disseminating knowledge.
- The search for new opportunities and partners to enter into **strategic alliances** with organizations having values and objectives similar to our own.

We feel these conditions illustrate some of the basic features of the IOI's original vision which must be taken forward for the institution to prevail. We believe it is crucial at this point of our development to clearly express ideas and opinions related to this, looking for new ways to project our Mission, that is, **revitalizing our strategy**.

### 2.3 Making a Strategic Development Plan:

We have outlined only some of the matters that could be relevant to our organization at this point in time. These clearly are matters of essence that must be dealt with and must be solved successfully by a team from the institution's directing level. They must review and analyze the possibility of opening up to change and of renewing commitments regarding the IOI's essential values and the best road to take in the forthcoming years, that is, our best strategy.

For this, we would like to propose, as "methodology", the implementation of a **Strategic Planning\*\*\*\*** process, the most important tool that management sciences have given modern organizations to precisely follow through a purpose thinking process like the one described above. The following are specific aspects of the S.P. process and their relevance to our needs:

It is a **process** (more than a product) that allows to create the necessary "subjective" conditions in the organization, to gear the energy and ideas of the directing team towards the desired development goals, thus overcoming the common existence of assumptions and clashing stand points among its members about the organization's substantive objectives and necessary strategies. The synergy resulting from this process is much more than a mere intellectual exercise to making a "Plan." The successful strategic planning experiences always make the members of the organization come up with new ideas and motivations to renew the commitment and to better understand the meaning of what is being done, even in the "day by day."

- It is the best way for an organization to assess its achievements and limitations, its current situation, its desired future situation, and the forces and tendencies moving around it.
- It provides the best conditions to determine which strategies, actions and methodologies must be created to foster the future desired by the organization and to determine what is needed to implement them.

Concretely, we propose the creation of a process to define the IOI's strategy, headed by the Steering Committee and involving the different Operating Centers, so as to meet the following goals:

- To attain a **shared vision** in the organization regarding the areas of strategic interest to the IOI for the upcoming years (medium and long term).
- To reach consensus about the **actions** needed to make the corresponding changes of direction.

The new need for development seen worldwide, the accumulation of experiences, concerns and ideas within the IOI's international network organization and that call for fertile ground where to germinate and grow, and where respectful and constructive dialogue may strengthen the bonds and commitments, lead us to think of the need to begin a process to, together, build our future. **The process, while respecting the autonomy needed by the regional centers, that are the foundation of the IOI's institutional structure, must offer the conditions to create a synergy that may strengthen the system as a whole.**

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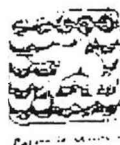
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Additional Agenda for Planning Council

**AGENDA ITEM 7**

**IOI's Observance of the Year of the Oceans in 1998**

In this connection a note from Prof. Rajagopalan, Centre Director, IOI India is disclosed.

The Council may discuss how the Year of the Oceans should be observed throughout the IOI System.



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**Dr. Krishan Saigal**  
**Executive Director**



INTERNATIONAL OCEAN INSTITUTE  
OPERATIONAL CENTRE (INDIA)



Prof. R. RAJAGOPALAN  
Centre Director

AGENDA ITEM 7  
Attachment 1

October 17, 1997

Dr. Krishan Saigal  
Executive Director  
International Ocean Institute - HQ  
Room 115, block B  
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University of Malta  
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Fax No. +356 346502

Dear Dr. Saigal,

I would like the Planning Council to discuss the ways in which IOI could observe 1998 as the International Year of the Oceans. (Who has declared the IYC?) IOI India has been getting enquires from institutions and government departments in the region asking for our programme for the Year of the Oceans. It is desirable to chalk out a plan at the November meeting.

IOI India plans to observe the Year through the following activities:

1. Publication of a reader in coastal and ocean management;
2. Publication of a book on a suitable topic like ICZM, coastal zone regulation, aquaculture or coastal communities with contributions exclusively from IOI alumni in the region. This would be a forum for sharing experience and also to an indirect feedback on the effectiveness of IOI training course. I am sending out soon a Call for Papers;
3. A 1-day programme for school children with the objective of increasing their awareness of oceans and related environmental problems (Possibly also a book for children).

IOI could take the initiative in getting a specific day of the year as the World Oceans Day. I believe that the 8th of June is observed in Canada as Oceans Day and this could be extended to all the countries.

With regards

Yours sincerely,

(R. RAJAGOPALAN)

Additional Agenda for Planning Council

**AGENDA ITEM 8**

**Observance of the Year of the Oceans in 1998**

Prof. R. Rajagopalan, Centre Director IOI India has suggested that the council discuss how the IOI System would observe the Year of the Ocean in 1998. He proposed the following for IOI India:

- Publication of a reader in coastal and ocean management;
- publication of a book on a suitable topic like ICZM, coastal zone regulation, aquaculture or coastal communities with contributions exclusively from IOI alumni in the region. This would be a forum for sharing experience and also to an indirect feedback on the effectiveness of IOI training courses. Prof. Rajagopalan will soon be sending out a Call for Papers; and
- a 1-day programme for school children with the objective of increasing their awareness of oceans and related environmental problems (possibly also a book for children).

The Council may discuss how the IOI proposes to observe the Year of the Ocean in 1998.

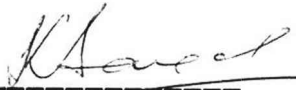
  
-----  
**Dr. Krishan Saigal**  
**Executive Director**

Additional Agenda for Planning Council

**AGENDA ITEM 9**

**Checklist for holding IOI courses at non-IOI Centres**

A note from Prof. R. Rajagopalan regarding the conduct of courses in non-IOI centres is enclosed for the consideration of the Planning Council.

  
-----  
**Dr. Krishan Saigal**  
**Executive Director**



**From:** ioi!Sat@cs.iitm.ernet.in, @shiva.iitm.ernet.in  
**Date:** Sat, 8 Nov 1997 13:55:08 GMT

Prof. R. Rajagopalan  
IOI India

To  
Dr. K. Saigal  
Executive Director, IOI HQ  
Malta

Date : 8.11.97

Dear Dr. Saigal,

You are aware of the difficulties we faced in conducting the DSM course in Jamaica in August 1997. Based on that experience I have prepared the following Check-List for conducting courses at Non-IOI Centres. The biggest Problem is that the Course Director gets caught between the demands of the participants and the services the Host is ready to provide. Since this mater should be of interest of all the Centres, the Check-List could be placed at the meeting of the Planning Council.

With regards,

Yours sincerely,  
RR

INTERNATIONAL OCEAN INSTITUTE  
OPERATIONAL CENTRE (INDIA)  
CHECK-LIST  
for conducting courses at Non IOI Centres

1. Begin preparations at least 8 months before the start of the course.
2. IOI should make it clear to the Host institution that the course would be a joint venture and that some contrubution at least in kind is expected from the Host.
3. Get a budget for the course from the host and through exchange of messages arrive at an agreed budget within the amount available for the course.
4. Get the Host to agree on the facilities they would extend free of cost; sort out issues like charges for administration.
5. Ensure that the required number of local Resource Persons will be available for handling sessions in the course and write to them in advance explaining what is expected of them.
6. To the extent possible, prepare the course material at the IOI Centre and take sufficient copies to the Host Institutions. (There will be a demand for copies from the Host as well as Resource Persons.)
7. Send an advance to the Host Institution at least two months before the start of the course.
8. Ensure that the amount sent by IOI is accessible to the Course Director (The bureaucracy may make it difficult for the Course Director to draw the money.)
- 8a. Along with the letter of invitation, specify the items of expenditure that IOI would reimburse. (Invariably demands will be made for reimbursement of visa charges for the Host country and in transit, hotel and other expenses during transit, cost of fax messages, travel expenses incurred for acquiring visa etc.)
- 8b. Have a clear policy on Daily Allowance and make it clear to the participants before they arrive.
9. In addition to the advance, provide a reasonable amount of cash to the Course Director to take of contingencies.
10. Ensure that all the participants are housed in the same place and extended the same facilities.
11. Inform the participants on the first day what they can expect for the Host which services are to be paid for, etc.
12. It is preferable that a prior visit to Host Institution is made either by the Course Director or by some one from the nearest IOI Centre.

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Founder & Honorary Chair, IOI  
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Dalhousie University  
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RECEIVED JAN 30 1998

20 January, 1998

My dear Elisabeth,

I herewith enclose the Minutes of the eighth Meeting of Planning Council of the International Ocean Institute held at Malta on 11, 12 and 14 November 1997, for your information.

The Minutes for the tripartite review of the UNDP Project (Item 2) recorded by Mr. Philip Reynolds and Ms. Chinwe Dike will be sent seperately.

With Best wishes for 1998.

Yours sincerely,

Natasha Ralston  
Secretary and Administrative Asst.

Enc.

Minutes of the Eighth Meeting of the  
Planning Council of  
the  
International Ocean Institute  
held at Malta  
on  
11 and 12 November, 1997

**Present:**

Mr. Maxwell Bruce, Chairman  
Prof. Elisabeth Mann Borgese, Member  
Dr. Anton Vratsusa, Member Governing Board  
Prof. Alejandro Gutierrez, (12th only), Member  
Prof. R. Rajagopalan, Member  
Dr. Diafara Toure, Member  
Prof. Hou Wenfeng, Member  
Ms. Esther Williams, Member  
Prof. Tsutomu Fuse, Member  
Dr. Alexandru Bologa, Member  
Ms. Anita Coady, Treasurer and ex-officio Member  
Dr. Krishan Saigal, Executive Director and ex-officio Member.

**Special invitees:**

Dr. Anton Vratsusa, Member Governing Board  
Mr. Philip Reynolds, UNDP/SEED  
Ms. Chinwe Dike, UNDP/OPS  
Ms. Stella Maris Vallejo, UNDOALOS  
Dr. Uwe Lohmeyer, GTZ, Germany

**Also present:**

Dr. Arvid Pardo  
Cdr. Robert Race, Director IOI Canada  
Mr. Seremaia Tuqiri, IOI South Pacific  
Ms. Bernadette Brown, IOI South Africa

Mr. Maxwell Bruce took the chair.

**Item 1: Adoption of agenda**

The agenda as circulated was adopted along with additional agenda items as follows:

- Item 7: IOI's Observance of the Year of the Oceans in 1998
- Item 8: Checklist for holding IOI courses at non-IOI Centres.

**Item 2: Tripartite review of the UNDP Project GLO/91/G33 by IOI/UNDP(OPS)/UNDP(SEED)**

This item was taken up as a formal item under the Chairmanship of Mr. Philip Reynolds with Ms. Chinwe Dike maintaining the minutes. These minutes will be circulated separately.

**Item 3: Workplan of IOI for 1998**

The Council had before it the following documents:

- (i) the overview of the Workplan
- (ii) the Workplan of headquarters
- (iii) the Workplans of IOI's Canada, China, Costa Rica, India, Senegal, South Africa and South Pacific
- (iv) the 5 year Workplan for IOI Costa Rica.

Presenting the overview of the Workplan of IOI for 1998, the Executive Director noted that the Workplan was a maximal document and would in all probability come down a bit if the requisite funds were not raised. The broad picture of expenditure was as below:

US\$ '000

Centres	Establishment	Training	Research	Others	Total
Headquarters	181	-	-	35	217
Canada	115	151	-	174	440
China	46	184	10	9	249
Costa Rica	64	225	80	6	375
India	74	430	120	48	672
Japan	50	100	-	-	150
Malta	33	1	-	-	34
Senegal	41	75	56	-	172
South Africa	44	225	60	-	329
South Pacific	55	445	300	7	807
<b>Total</b>	<b>704</b>	<b>1836</b>	<b>626</b>	<b>280</b>	<b>3446</b>

The total expenditure includes a contribution of US\$ 992,000 in-kind.

It was clear from the above, the Executive Director pointed out, that 94% of the money was being spent by the Centres.

The Centres provided 67% of the funds (including 29% in-kind) while headquarters provided 33% of the required funds, 20% of which is on joint projects with the Centres.

After the overview, the Centres were invited to present their Workplans and likely sources of funding.

#### IOI Canada

In addition to its usual programmes (a 10-week course in Halifax, one week's course in WMU, Malmo, publication of Ocean Year Book) IOI Canada would, in 1998:

- organise PIM XXVI;
- publish the Oceanic Circle by Prof. Borgese;
- revise the brochures of UNEP in association with IOIs Costa Rica, India and South Pacific;
- follow up on its proposals on revitalising the Regional Seas Programme of UNEP and the job-creating potential of ICZM;
- take part in Ocean Expo, 1998 in Lisbon;
- collaborate with Government of Jamaica in preparing a paper for the ISBA on deep sea resources other than manganese nodules.

IOI Canada has a budget of US\$ 440,000 which it proposes to fund as under:

CIDA	145,000
OPEC	50,000
PIM XXVI (to be raised by local committee)	144,000
In-kind contribution	20,000

The rest of the US\$ 60,000 they hope to raise through a fund-raising campaign.

#### IOI China

During 1998, IOI China proposed to hold a 5-week training programme and do research on:

- harmonisation of UNCLOS with national legislation;
- social and economic issues of urbanisation in coastal areas;
- sustainable development through ICZM.

IOI China also proposes to publish brochures and Newsletters in Chinese and English. The budget of IOI China is US\$ 129,320 which it hopes, in association with IOI HQ, to raise from the Nippon Foundation and other donors in Japan.

#### IOI Costa Rica

IOI Costa Rica proposes to run a series of training courses (five 2-week courses and a one 3-day course) spread out in the Latin American region. IOI Costa Rica has submitted a project proposal for US\$ 2 million for the next 5 years to the OAS and is hopeful of the project being sanctioned.

## IOI India

IOI India has planned a series of courses ranging from the village level to the regional level, including a course in Pakistan. The details along with budgetary requirements are given below:

**Table 1: Training courses planned for the year 1998**

SI. No.	Course	Partici-pants	Weeks	Partici-pant-weeks	Budget US\$ '000
1.	Deep Seabed Mining (at Madras)	20	5	100	80.0
2.	Coastal Zone Management (in Pakistan)	20	5	100	70.0
3.	Marine Protected Areas (SACEP-NORAD)	20	2	40	40.0
4.	Alumni Refresher Course (for Mauritius)	20	2	40	20.0
5.	NGOs Course (3 locations in India)	20 x 3	1	15	15.0
6.	Village-level Course (4 courses)	25 x 4	3 days each	50	5.0
	<b>TOTAL</b>			<b>345</b>	<b>230.0</b>

Of the above courses, the NGO's course (No. 5 above) would be developed as a Train-Seacoast course while the village-level courses (No. 6 above) would be part of the GTZ eco-villages project as well as the JFGE information dissemination project.

IOI India also intends to publish a series of readers containing seminal papers and articles of relevance to ocean affairs in the context of the perspective of developing countries.

IOI India also proposes to establish its permanent offices in India by contributing US\$ 40,000 to IIT Madras.

The total budget of IOI India for 1998 is US\$ 363,000 expected to be funded as overleaf:

**Inputs in cash (US\$ '000)**

SI. No.	Input from	Amount
1.	GTZ, Germany	60.0
2.	Japan Foundation for Global Environment	25.0
3.	Nippon Foundation	150.0
4.	SACEP-NORAD	40.0
5.	Govt. of Mauritius (Alumni course)	20.0
6.	IOI India (for permanent office space)	40.0
7.	IOI India (for administration)	25.0
8.	IOI India (for publication of Reader)	3.0
	<b>TOTAL</b>	<b>363.0</b>

IOI Senegal

IOI Senegal proposed to run three training programmes in 1998 as below:

- a 2-week course of management and development of small-scale fisheries in western and central Africa;
- a 1-week course on biodiversity and productivity of marine and coastal ecosystems;
- a 2-week course on major environmental problems of coastal regions of western and central Africa.

IOI Senegal also proposes to carry out research programmes on:

- fisheries conflicts (2 years programme);
- biodiversity of marine and coastal zone (3 years programme);
- coastal erosion (3 years programme).

IOI Senegal is also preparing a proposal for transformation of fish as an employment and income generating activity for women in the coastal areas.

The budget of IOI Senegal is as below:

Courses (1998)	\$ 152,000
Research (over 3 years)	\$ 640,000
Eco-villages project (over 2 years)	\$ 250,000
	including credit of \$ 180,000

The research projects are under preparation and will be submitted to suitable funders. US\$ 30,000 is available from the Government of the Netherlands for a course and the other courses and the

eco-village project would be submitted to the Nippon Foundation, GTZ and other donors in Germany and Japan.

IOI South Africa

IOI South Africa proposes to conduct the following courses:

- seaweed mariculture for community development (3 weeks);
- practical biosystematics and identification for common crustose coralline algae of Southern Africa and the tropical Indo-West Pacific (1 week);
- mariculture for development (3 weeks);
- integrated coastal zone management with focus on Southern Africa (5 weeks);
- quantitative resource biology;
- marine ecology of Robben Island (1 week).

Funding for the seaweed mariculture for the community development course has been arranged from the Netherlands Government (US\$ 30,000). The other proposals are pending with the Embassy of Japan (coralline algae, mariculture for development), the Commonwealth Secretariat (integrated coastal zone management). The proposal for ecology of Robben Island has still to be formulated while the quantitative systematics course would be submitted to various funders.

IOI South Africa has also submitted a proposal to UNDP for conducting a survey regarding creation of employment through ICZM.

IOI South Pacific

The position regarding IOI's programme and funding sources is as per table below and overleaf:

	IOI-South Pacific	USP (in-kind)
<u>IOI Training Programme</u>		
1) Resource Economics <sup>1</sup>	100,000	50,000
2) Small Islands <sup>2</sup>	100,000	50,000
3) Corals & Coralline algae <sup>3</sup>	60,000	10,000
CC-TRAIN <sup>4</sup>	150,000	

1 Support to be requested from Nippon Foundation, Japan.

2 Support to be requested from the Commonwealth Secretariat.

3 Support to be requested from the Government of France/Canada.



TRAIN-SEA-COAST <sup>5</sup>	150,000	
Marine Awareness <sup>6</sup>	50,000	
PASIFIKA <sup>7</sup>	2,000	2,000
Leaders courses <sup>8</sup>	25,000	

### Conclusions and recommendations

After thoroughly discussing all matters arising from the various Workplans the Council came to the following conclusions:

- (i) the Workplans were imaginatively drawn up and reflected the various regional realities;
- (ii) the other Centres needed to emulate the examples of IOI's India, South Pacific and Costa Rica to prepare their plans in the context of work being done by regional organisations (SACEP, ESCAP, SPREP, OAS);
- (iii) the programmes of IOI Centres needed to be put on the IOI Home Page developed by IOI South Africa as that would increase the visibility of the IOI System;
- (iv) participants from other regions should be selected in consultation with the relevant IOI Centre.

### Item 5: Maintenance of alumni lists and issuing of newsletters

After discussion the Council came to the view that this matter needed to be looked into in a more comprehensive manner and directed that a note regarding publications be prepared by the Executive Director in consultation with the Centres for consideration in its next meeting.

In the meantime the Council encouraged all Centres to:

- (i) maintain alumni lists region-wise
- (ii) put on the IOI Home Page all material they wanted to publicise.

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<sup>4</sup> Support from UNITAR/PCCAP (through SPREP).

<sup>5</sup> Support from the European Union.

<sup>6</sup> Support being sought from Global Environment Facility, Phase I.

<sup>7</sup> PASIFIKA jointly funded by IOI-SP and USP's Marine Studies Programme.

<sup>8</sup> Support being sought from Nippon Foundation, Japan.

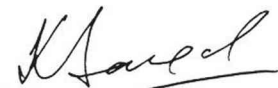
Thereafter the relevant Centres could extract what was of interest in their region and issue a Newsletter on the model of Pasifika being issued by IOI South Pacific.

**Item 6: Election of Chair and Vice-Chair of the Planning Council**

The Council elected Prof. Tsutomu Fuse to be the Chairman and Prof. Alejandro Gutierrez to be the Vice-Chairman of the Council for 3 years.

**Item 7: Any other matter with the permission of the Chair**

Under this item, with the permission of the Chair, Ms. Stella Maris Vallejo explained the latest position regarding Train-Seacoast and Mr. Philip Reynolds explained the Strategic Initiative in Ocean and Coastal Areas Management (SIOCAM) being taken by UNDP. After discussion, the Council was of the view that strong links need to be maintained by IOI Centres with both the initiatives.



-----  
**Dr. Krishan Saigal**  
**Executive Director**

**Minutes of the Eighth Meeting of the  
Planning Council of  
the  
International Ocean Institute  
held at Malta  
on  
14 November, 1997**

**Present:**

Mr. Maxwell Bruce, Chairman  
Prof. Elisabeth Mann Borgese, Member  
Dr. Anton Vratosa, Member Governing Board  
Prof. Alejandro Gutierrez, (12th only), Member  
Prof. R. Rajagopalan, Member  
Dr. Diafara Toure, Member  
Prof. Hou Wenfeng, Member  
Ms. Esther Williams, Member  
Prof. Tsutomu Fuse, Member  
Dr. Alexandru Bologna, Member  
Ms. Anita Coady, Treasurer and ex-officio Member  
Dr. Krishan Saigal, Executive Director and ex-officio Member.

**Special invitees:**

Dr. Anton Vratosa, Member Governing Board  
Dr. Uwe Lohmeyer, GTZ, Germany

**Also present:**

Dr. Arvid Pardo  
Cdr. Robert Race, Director IOI Canada  
Mr. Seremaia Tuqiri, IOI South Pacific  
Ms. Bernadette Brown, IOI South Africa

Prof. Tsutomu Fuse took the chair.

**Item 4: Future role of IOI and its sustainability**

There were very intensive discussions on the various recommendations made by the different IOI Centres as to the future role of the IOI and on how to make the IOI Centres sustainable over the long term. The main conclusions of the Council are as below:

- . institutionally there was the need for:
  - \* having a mission statement which would be mutually beneficial to IOI and the host institutions;
  - \* flexible arrangements within an integrated set up in the host institutions structure;

- \* closer links with SIOCAM, Train-Seacoast, regional organisations and NGO's;
  - \* more interactions within the IOI System as between Centres.
- . programmatically the need was expressed for:
- \* diversification of IOI training beyond the traditional training of mid-level civil servants to policy makers, NGO's and communities;
  - \* drawing up courses on the basis of the needs of projects being taken by national, regional and international authorities in the region;
  - \* making courses cost-effective through the following of a modified TRAIN-X approach;
  - \* entering the area of providing Advisory Services to developing countries drawing upon the tremendous intellectual capability available in the global IOI System.
- . infrastructurally the Council was of the view that:
- \* there was need to improve the visibility of the IOI System through appropriate publications and use of the IOI Home Page;
  - \* the HQ needed to collate information on possible funding sources and disseminate to the Centres;
  - \* joint projects between Centres should be developed to the extent possible.

**Item 7: Observance of the Year of the Oceans in 1998**

After discussion the Planning Council noted that for observing 1998 as the Year of the Oceans;

- . IOI India was publishing a leader in coastal and ocean management, a book based on experiences of alumni and the usefulness of IOI training to their work, a 1-day programme for school children.
- . IOI Canada was going to hold PIM XXVI, publish a book on the Oceanic Circle by Prof. Borgese, publish Year Book 14, contribute to the Canadian Pavilion and the UNESCO Pavilion at EXPO 98 at Lisbon.

The Council encouraged the other Centres to draw up programmes for celebrating 1998 as the Year of the Oceans. The dates for the celebration should preferably be sometime in June 1998.

**Item 8: Checklist for holding IOI courses at non-IOI Centres**

The Council approved the Checklist for holding courses in non-IOI Centres as below and overleaf:

1. Begin preparations at least 8 months before the start of the course.
2. IOI should make it clear to the Host institution that the course would be a joint venture and that some contribution at least in kind is expected from the Host.
3. Get a budget for the course from the host and through exchange of messages, arrive at an agreed budget within the amount available for the course.
4. Get the Host to agree on the facilities they would extend free of cost; sort out issues like charges for administration.
5. Ensure that the required number of local Resource Persons will be available for handling sessions in the course and write to them in advance explaining what is expected of them.
6. To the extent possible, prepare the course material at the IOI Centre and take sufficient copies to the Host Institutions. (There will be a demand for copies from the Host as well as Resource Persons).
7. Send an advance to the Host Institution at least two months before the start of the course.
8. Ensure that the amount sent by IOI is accessible to the Course Director (The bureaucracy may make it difficult for the Course Director to draw the money.)
9. Along with the letter of invitation, specify the items of expenditure that IOI would reimburse. (Invariably demands will be made for reimbursement of visa charges for the Host country and in transit, hotel and other expenses during transit, cost of fax messages, travel expenses incurred for acquiring visa etc.)
10. have a clear policy on daily Allowance and make it clear to the participants before they arrive.
11. In addition to the advance, provide a reasonable amount of cash to the Course Director to take of contingencies.
12. Ensure that all the participants are housed in the same place and extended the same facilities.
13. Inform the participants on the first day what they can

expect for the Host which services are to be paid for, etc.

14. It is preferable that a prior visit to Host Institution is made either by the Course Director or by some one from the nearest IOI Centre.

**Item 9: Funding possibilities**

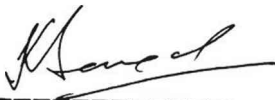
The Planning Council noted that in recent discussions with the Nippon Foundation the Honourary Chair the Executive Director, and the present Chairman of the Council were informed of the need to prepare concept papers for the next cycle of 5 years. The concept papers needed to link up training courses, research etc. to some ongoing activity or programme on the ground. The Council requested all Centres to send their views to the Honourary Chair/Executive Director so that appropriate concept papers could be submitted to the Nippon Foundation.

The Council requests Dr. Lohmeyer to advise the IOI Centres as to the points needing to be covered by proposals as he was in a position to know what funders usually looked for. Dr. Lohmeyer kindly agreed to do it while pointing out that what he said applied mainly to Germany. He also pointed out that GTZ was the technical adviser and executing agency of the German Government and was not really a funder.

Dr. Lohmeyer stressed the following points in his address:

- . IOI Centres needed to look at the smaller foundations in Germany in addition to the German Government;
- . the objective of the proposals should be to help the poor through as much participatory action as possible;
- . the identification of the problem should be based on ground realities and not on what goes on in the laboratory or the proposer's mind;
- . there must be a clear indication as to how the proposal would impact on women and the environment;
- . what is the specific objective and how you are going to achieve it and what is going to be the end result;
- . the above should be drawn up in a logical framework matrix.

The Council thanked Dr. Lohmeyer for his excellent talk and thereafter adjourned with thanks to the Chair.

  
-----  
**Dr. Krishan Saigal**  
**Executive Director**

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RECEIVED FEB 04 1998



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**CANADA B3H 3P7**

22 January, 1998

RE: ATTACHMENT TO MINUTES OF THE EIGHTH MEETING OF THE PLANNING COUNCIL  
(letter dated 20 January 1998)

Dear Elisabeth,

I herewith enclose the Minutes of the tripartite review of the UNDP Project GLO/91/G33 (Item 2) maintained by Mr. Philip Reynolds and Ms. Chinwe Dike of IOI/UNDP(OPS)/UNDP(SEED), held at Malta on 11, 12 November 1997, for your information.

With regards,

Yours sincerely,

Natasha Ralston  
Secretary and Administrative Asst.

Enc.

## Annex IV.

### MINUTES OF IOI TRIPARTITE REVIEW FOR GL0/91/G33-SUPPORT FOR REGIONAL OCEANS 12 NOVEMBER 1997

Philip Reynolds      Chair  
See list of participants; Annex II.

The meeting began at 9.25 am at the University of Malta, Malta.

1. Mr. Reynolds opened the meeting by requesting that a review of the development objective of the project be made to determine whether this objective was still as important today as it was in 1993. The development objective is: **"to improve the management of the oceans for the benefit of all and especially of developing countries"**.

Mr. Gutierrez (Director IOI/Costa Rica) said it was still important to do what the centres were doing. He noted that there still is no common plan among the centres on how to proceed.

Mrs. Anita Coady noted that there are limitations for non-governmental organizations in this area and believes that an important question is where will IOI go from here.

Mrs. Elizabeth Mann Borgese (IOI Canada Dalhousie) said that the goal was more valid today than it was in 1993 and could only be achieved on a decentralized basis. She stated that more of a contribution could be made through a network.

Mr. Anton Vratusa (ICPE, Slovenia) said that he was present in 1993 and that if one were to compare the level of discussions then with the discussions now that there is much evidence of institutional building and that there has been much achievement. There is now a network of institutions in the IOI family with themes and objectives. He also noted that it was a positive development that headquarters had given freedom to the centres and thought it would be a good idea if the centres restricted themselves to 3 themes each in their development.

Ms. Esther Williams (University of the South Pacific) stated that she was a new participant and had one question which is how well and to what extent could IOI be said to meet the needs of developing countries with regards to training.

Mr. Rajagopalan (Director IOI/India) said that looking at the overall objectives and at Agenda 21, the group should not think that it has made much of an impact at this time. There is a large problem to be tackled with respect to management of the oceans for the benefit of developing countries. He believes that the project has helped the group look in the right direction but that the group still has to determine how to make its activities have meaning and impact.

Mr. Reynolds noted that since the project began many conventions had been ratified on the international scene and the consensus is that the sea is consistently being degraded and that we have to find ways of coping with this which means that the development objective of the



project is still valid.

2 Mr. Krishan Saigal (Executive Director IOI/Malta) gave the highlights of the project's achievements ( and the Director of each centre subsequently gave highlights of achievements in each centre). Mr. Saigal, in his address, made a distinction between the quantitative and qualitative achievements of this project. He noted the following in terms of quantitative achievements:

- IOI at the onset was supposed to establish 4 new operational centres but now has 10.
- IOI was supposed to raise its own funds and has considerably exceeded the targets set.
- IOI was supposed to have developed 4 new courses and has succeeded in developing 23.
- Sustainable IOI centres have been established and IOI has over fulfilled its objectives.

He noted that India and Fiji were fully sustainable because they have had a 15 month lead time over Costa Rica and Senegal and have gone beyond expectations in thought and in programmes. He believes that the same will happen for Costa Rica and Senegal.

Mr. Saigal said that the question he has set for himself is where does IOI go from here. He believes that qualitatively, IOI's achievements are not even a drop in the ocean. What has been done does not even impact the people of the countries involved. He raises the question whether the same amount of money could have achieved better results and impacts if used in a different way.

He notes that IOI has trained civil servants, people in governments, NGOs, Ph.Ds and that these people had no idea about Law of the Sea issues, UNCED and biodiversity. He pointed out that the elite had no clue and that IOI had helped in this way. However, IOI has not brought about better management of the sea, has not spread knowledge, has not stopped pollution and so has not had an impact in this sense.

He pointed out that this programme has shown the group that IOI does not have the answer and that we have to rethink these approaches and that this may be the success of this project.

Mr. Reynolds agreed that this was a reality check and a sobering perspective.

Mr Saigal pointed out that there were successes in the fact that IOI held meetings and has appraised its activities and made corrections to its course. He also noted that there have been successful partnerships entered into by IOI.

He noted that although he was critical of Train-Sea-Coast (TSC) that this United Nations DOALOS/OLA training programme had reduced costs for IOI and made IOI initiatives more cost effective. This course has helped IOI become more focused and the TRAIN X methodology, from which TSC, derives has been helpful.

### Costa Rica (CR)

Mr. Gutierrez presented a summary of achievements and what it is that CR has brought to the IOI mix as follows.

- CR achieved what it was supposed to in accordance with the UNDP project.
- CR is currently teaching it latest course in fisheries
- The most important achievement of CR is the internal evaluation process of the centre's work which was conducted through the 100s of participants from Latin America who gave their input.
- He noted that it was important to define a mission for the future and that this was not easy to do and that his centre would have to go through processes to arrive at a focus.
- More needs to be done by the centres than just training and that his centre will have to take direct actions with the government and civil sectors, if not, the centre will remain an intellectual exercise and will not move forward or have impact.
- He acknowledged that CR does not have any integrated coastal management plans at this time and so has developed a proposal for how to arrive at such plans for the period 1998 to 2002.
- He informed the group that his centre had signed an agreement with the Earth Council for a programme to be funded by the Latin American Committee for the Environment CLIMA for 2 million US dollars. This programme will be funded in the second half of 1998.
- The SG of CLIMA has promised that this will take off; this is a very important achievement ensuring that courses and training will continue for at least 5 years.
- He stated that he has learned a lot as director of this centre and that this will be an ongoing process.

### CR RECOMMENDATIONS

- That is mandatory to develop a process at which to arrive at a focus
- To develop a shared vision
- To develop a consensus of activities required for change (See pp 47 paras 1 and 2; step 1,2, and 3 of the Project Performance Evaluation Report (PPER))

Mr. Reynolds asked for comments from the floor.

Mrs. Mann Borgese said that the centre had a splendid future. She agreed that more than training was required and that she was impressed with the centre's understanding of the role of IOI.

Mr. Race (Director IOI/Canada) commented on Saigal's previous statements and noted that there had to be an evolution from training to research and that the centres would have to develop actions which are more project oriented.

Mr. Reynolds said that he wished to explore sustainability and that he appreciated the CR

sustainability in terms of the centre receiving funding for a 5 year period but noted that he would have liked to hear more about the human resources of the centre; for example, who will be the staff for the next 5 year period.

Mr. Gutierrez said that for now the centre is comprised of him and a part time coordinator assigned to the centre by the University and 2 bilingual assistants paid for by IOI. Also, there was some help from the University in that the centre had access to 10 academic units in 4 faculties. He was having problems in explaining to the University that there was a need for more permanent human resources but he believes that the funds which he will receive will help towards achieving this goal. The new funding will be budgeted to include human resources and communications.

Mr. Saigal pointed out that sustainability was a question of relevance and that the centres must always ask themselves whether their activities were relevant and whether they were cost effective; at least 50% cheaper than the competition.

## India

Mr. Rajagopalan presented the summary of achievements of the center and pointed out that he was not the initial Director for the centre and only came on board in 1995. He said the India centre is located in an institution that has undergone much change in leadership. He referred the group to page 70 of the PPER and said the India centre had developed as shown in the diagram.

- Regarding training and course development, substantial material had been developed including through the TRAIN X method. He believed that training had undergone a revolution and that the same courses had not been repeated in the centre. The courses had developed so well that one would not recognize the first courses in the existing ones.
- The centre had succeeded in forming linkages.
- The centre had made considerable advances in publications.
- The centre in conducting hearings of the World Commission on the Oceans had made numerous contacts in this area and formed linkages which had put the centre on the map and made it highly visible.
- Rajagopalan noted that because India was a very large developing country that it is difficult for IOI to make a mark on the national level, especially since there are so many other development NGOs in the arena.
- He also indicated that as in Fiji, there were still problems in sorting out institutional arrangements with the host institute, IIT Madras.
- He noted that the interlinks and initiatives developed by the India centre would lead to sustainability.
- He pointed out that his centre had formed links with FAO, SACEP, UNEP, GTZ, JFGE, UNESCAP, Pakistan, PNG, CSE, Fiji, and the Shastra Foundation.
- He described developments in cost effectiveness of his centre's course development, pointing out that originally the centre had paid airfare for the participants in the course for

Coastal Zone Management but that now, because of the quality of the course that the participants were funding their own travel.

## INDIA RECOMMENDATIONS

- IIT Madras is planning to set up a centre for Sustainability and would like to see IOI India participate in this initiative.
- Wants to see IOI India more fully utilize the global network
- Wants to see the launching of the ECO-village initiative.

He indicated that the centre not only has "fire in its belly" but has money in the kitty.

Ms. Bernadette Brown (Representative of Director of IOI/Southern Africa) asked about the staffing of IOI India.

Mr. Rajagopalan said that he was the staff but also had access to IIT resources and that the centre pays IIT staff for talks and services and that there were huge resources to draw upon at IIT. Also, IIT had committed to provide the centre with one of its faculty members.

He also added that the centre was funding micro-credit loans and that administrative costs were very low. He pointed out that the centre had about US\$200,000 in the bank.

Mr. Vratusa said that this presentation was very instructive not just from an organizational point of view but from the point of view that the centre has the ability to make use of available human and financial resources without just relying on donor contributions. Among many points he noted that it would be important for the centre to get to a point in which its programmes would expand and respond to environmental needs, identifying its priorities in the process. He mentioned that this would set in motion the dynamic of needs and of responding to needs; such a dynamic propelling the centre into the future and laying the foundations for continuity. He emphasized the importance of publications in the UN languages so as to reach many. He noted that the Eco villages programme would be linked to the problems of employment generation for both the developed and developing countries and noted that unemployment in developing countries was a form of hidden poverty.

Mrs. Anita Coady noted that the India centre was dealing with a strong host organization which would manage its change well and noted the impact of the publications from this centre in that it offered them visibility. She noted that an area of weakness identified by India was that the IOI network had not been well utilized.

Ms. Esther Williams requested clarification of the fee structure for the courses and it was agreed that this was on the agenda for later. She also asked whether the centre used video.

Mr. Rajagopalan answered that the centre was not using that technology.

Mr. Saigal noted that there was an important aspect to sustainability in India; one which was based on a Gandhian notion and suited for India. And, that the India centre would drawing a large interest in India which lead others to want to work with the centre.

Mr. Rajagopalan requested that the group acquaint themselves with the Eco villages display and provide feedback. He underlined the critical nature of rural development in India and the fact that it was not clear how to tackle this problem.

Mr. Reynolds again raised a question on the price structuring for courses (raised by Williams) and inquired as to the status of this matter. He complimented the centre for its progress in forging linkages.

Mr. Saigal said that the IOI system wanted to be in a position in which IOI would assist in setting up courses. Initially, IOI would offer this service cheaply and then eventually would begin to charge after it establishes a reputation, for example, it would charge for policy development. IOI would eventually set up a policy advisory service in which it would utilize its network of intellectual capability.

Mr. Rajagopalan pointed out that establishing links is a long-term process and that he initiates this by attending many meetings and making contacts.

### Senegal

Mr. Toure (Director IOI/Senegal) presented the achievements of the centre (pp71-100 of the PPER).

- Mr. Toure said that it was important to assess the importance of the sea and its resources for the West African population and especially in consideration of drought. The courses are important because of the learning involved.
- Mr. Toure said that there have been courses developed by IOI Senegal in planning and coastal management and training in the biosphere.
- Mr. Toure said that in the centre a team had been put in place so that activities could continue even in his absence.
- He has set up a research programme on marine issues and also for student internships.
- The centre had also made efforts in increasing awareness through TV and Radio.
- Mr. Toure said that the short term goal of the centre is to attract resources to ensure continuation of the centre. He said that the centre still requires support.
- Mr. Toure indicated that he formed partnerships for research and internships.

### SENEGAL RECOMMENDATIONS

- To achieve sustainability of the centre.
- To have official accreditation of the courses taught at the centre.
- To achieve Internet connectivity.
- To connect and network with other African countries.

Mrs. Coady asked how research had evolved in the centre.

- Mr. Vratusa noted that there are special development issues in relation with the centre in Africa.
- Mr. Gutierrez said it would be a welcome opportunity to cooperate with the centre for example, in training.
- Mr. Toure agreed with him.
- Mr. Saigal indicated that there were many ready to support the centre financially. For example, the Netherlands would fund the Eco villages initiative once there was a readiness on the part of the centre. He also indicated that the Japanese were willing to fund the centre, through their small grants programme, if they would receive a proposal from the centre. Mr. Saigal noted the "despondency" in Africans in the area of development and said it would be up to the centre to take the initiative to tap the available funding.
- It was noted that the potential strength of the centre lay in the fact that it was the only franco phone voice in the group.

### South Pacific

The achievements of IOI South Pacific were presented by Mr. Seremaia Tuqiri of the Marine Studies programme of the University of the South Pacific (USP); he was representing the Director Mr. Robin South. Ms. Esther Williams, a representative of USP, presented the recommendations.

Mr. Tuqiri's presentation was based on pp 102-110 of the PPER. In his presentation, Mr. Tuqiri thanked USP for its collaboration and support of IOI South Pacific.

- The CC Train course will go ahead before TSC. He pointed out also that the research on Integrated Coast Management focuses on networking with NGOs and the Private Sector and that the centre is also collaborating in the project on women and fisheries and Eco villages.

Esther Williams in the wrap up noted that the centre had done a lot in a short time and highlighted the following issues:

- On funding, she pointed out that the centre had forged good relations with the Government and the private sector.
- She noted that there was still room for the centre to pursue creative and innovative fund raising to carry on IOI work .
- There had been administrative problems, The centre was set up in Fiji pursuant to an agreement with the Fiji government which will end in 1999. USP will have to determine what the ultimate institutional arrangements will be, but one important issue was that the Director, Robin South was perceived to be wearing too many hats at the same time ( he heads the Marine Studies programme at USP and is Director of the IOI centre) and that it was thought by some at USP that there is a potential conflict of interests here.
- She stated that there should be more communications between the centres.

## SOUTH PACIFIC RECOMMENDATIONS

- Sustainability of IOI Fiji is important; the centre has to make sure that it is not insular and should use IOI as its window on the world. The centre has set up a committee to look at the sustainability issue.
- USP will award credit for selected IOI courses.
- To ensure that training is job related and short term, for example, workshops.
- The centre would benefit from needs assessment in the region.

Regarding the administrative problems, Mr. Vratusa thought that this is a matter to be reviewed by the IOI Planning Council and the Governing Board to ensure that there was no conflict of interest.

Mrs. Coady thought that the centre was asking all the right questions.

Mr. Gutierrez asked whether the work at the centre was transforming reality and whether there had been any feedback on this account.

Mr. Tuqiri said that as of now, the centre had not done any follow up work to determine impact.

At the end of the centres' presentations it was agreed that the centres' recommendations would be discussed in the context of Agenda Item 4.

Mr. Reynolds thanked Mrs. Mann Borgese for her vision and for convincing UNDP to fund IOI and the Planning Council for supporting her work. He also thanked Saigal for his excellent leadership, vision and strength. He also extended his thanks to the Directors of the centres for providing the group with substance to discuss.

Dr. Saigal thanked Mr. Reynolds for his ideas and UNDP and UNOPS for financial support.

Mr. Vratusa said it was clear that GEF funds had reaped rewarding results.

## TRAIN SEA COAST (TSC)

Ms. Stella Vallejo (Coordinator TSC Programme/UN/DOALOS) updated the participants on the major activities carried out in 1997 by the TSC programme, this included:

- the First TSC Coordination Conference
- the Second Course Developers Workshop
- the Fifth Train X Round Table

Ms. Vallejo presented the TSC/IOI plan of activities for 1997/1998 and details on the progress of work by the four IOI centres which are developing TSC training packages. She also highlighted the problems that have emerged due to the extremely slow development of the TSC training packages by each IOI center.

- **TSC/CR** is preparing two training packages:
  1. **Interaction between tourism and fisheries.** This training package should have been validated in November 1997 but unfortunately work was not completed on time. TSC CR has assured Stella that the training package will be finalized in the next six months.
  2. **Law of the Sea.** The first phase report has been produced and although there is slow progress,

## 2. Institution building

Ms. Williams reported on the potential conflict of interest matter in IOI Fiji

Mr. Saigal suggested that maybe a trust fund could be set up which would have the same objectives as IOI and then there wouldn't be a question as to the ownership of funds.

Ms. Williams reported that USP had set up a working group to look into this matter. The issues of conflict of interest raises the question of the loyalties of the Director and it has been suggested that a new Director be appointed who is not so involved in USP. USP is owned by 12 countries and a solution could be to move the centre to another Island away from the Marine Studies Centre.

Mrs. Mann Borgese said the real question is how much the host institution can internalize IOI and that once an IOI centre is internalized into the host institute that these questions will not arise.

Ms. Vallejo pointed out that in Brazil, the University has given space to the TSC course development unit and 50% of staff time and that the Govt has given the University extensive funding and that the course development centre can operate on its own with this support.

Mr. Rajagopalan suggested that for India, the IOI centre should collaborate with the Centre for Sustainability in IIT Madras and 2/3 of its funds would go to this centre.

There is also a problem with IOI Malta which did not attend the meeting. There is a working group consisting of the Vice Chancellor of the University of Malta, Saigal and others to work out a viable solution.

Mr. Saigal pointed out that essentially the support was there; space, staff, cheaper overheads, however, he said that a lot of the issues in institution building also arose from the human factor and jealousy from colleagues.

Mr. Vranusa pointed out that in general collaboration with universities was important and fostered partnerships. For example, USP has incorporated IOI courses into its system. He said that these partnerships were a process and would eventually mature into an institution.

Mr. Gutierrez agreed that this was a possibility but asked why these relationships had not yet matured and were so fraught with problems. He thought that money was an issue.

Mr. Vranusa said that the goal was to establish relative financial autonomy of the centres.

Mrs. Mann Borgese said that there was no general solution and that each centre would have to find its own specific solution and that the story of each IOI centre is individual.

## 3. Networking

Mr. Rajagopalan said that the question is how do we energize these networks? He wondered what would be the correct channels to keep the networks open; would it be through the use of the Internet? It was noted that the internet did not work for everyone.

Mr. Gutierrez suggested the use of internet bulletin boards

Ms. Williams said that the use of the internet should not necessarily displace other traditional means of communication and that all methods could be used to achieve effectiveness.

Mrs. Mann Borgese said it was important to note that the internet was still auxiliary. She said that these meetings were an important form of communication and reported that a Swiss foundation had donated US\$3million to IOI to build communication among its centres. She also pointed out that although each centre had its own approaches and specific projects which reflect its needs and character that it is also important for the centres to pursue common projects and



it appears that TSC/CR will complete this training package on time.

- **TSC/Fiji** is developing a training package entitled:

**Integrating Climate Change Issue into Coastal Management in the Pacific Islands.**

The production of this training package is dependent on external funding to be approved by the European Commission. In the meantime, TSC Fiji has signed a contract with the sister programme CC TRAIN for the adaptation of existing Climate Change training packages to the Pacific region.

- **TSC/India** reported that it has not been able to start work on its training package entitled: **Coastal Ecology For Rural Women.**

The training package entitled **Engineering Aspects of Exploration and Exploitation of Near Shore and Offshore Non-living Resources**, has been postponed. TSC India has informed the coordinator that by the end of January 1998 TSC India will be able to provide a detailed plan of activities for the preparation of the first course.

- **TSC/Senegal** has reported that after the visit of a consultant in April 1997, due to lack of funding, it has not been able to continue work on the preparation of the training package entitled:

**Harmonization of Legislation for the Sustainable conservation of Fishery Resources in the West Africa Region.**

In August 1997, the TSC Coordinator developed a project document for TSC Senegal which she sent to TSC/Senegal and FAO Dakar with the intention of incorporating TSC Senegal into FAO's Eastern Atlantic Fisheries project. TSC Senegal has not been able to follow up on the possibility of obtaining funds from FAO Dakar.

Dr. Toure and the TSC Coordinator agreed that the latter would write a follow up letter to FAO Dakar, copied to Dr. Toure, to renew contact and inquire into the status of the project. Dr. Toure is supposed to follow up with this letter.

In conclusion, the TSC Coordinator expressed concern over the TSC/IOI partnership and noted the slow input of the IOI course development units into the TSC network. Once again, she urged their cooperation.

## RECOMMENDATIONS REVISITED

The recommendations of the centres were set forth as follows and discussed.

1. Shared vision            Costa Rica
2. Institution Building    Fiji, India and Malta
3. Networking             India
4. Accreditation          Fiji, Senegal
5. Further Development Assistance    Senegal

1. Shared Vision

See comments of Gutierrez that sustainability lies in vision and impacts.

that this should be mandatory. It is through the sharing of common projects that the centres would achieve cohesion.

Mr. Reynolds noted that the GEF project had made the IOI annual meetings possible and complimented Mrs. Mann Borgese on establishing a US\$3 million endowment fund which could support such meetings in the future.

Ms. Williams suggested that a list should be created by subject of available IOI publications and that there should be more networking with NGOs in the region.

Mr. Vratusa noted that Mr. Gutierrez had said that there was "a need to keep in touch" and that the language showed that the IOI ideals were working.

Mr. Toure stated that his centre was internet connected through Orstom.

Mr. Gutierrez said that the connectivity would also bring IOI Romania ( a new independently funded centre) into the picture and assist the centres in making use of already existing directories, websites and achievements.

#### 4. Accreditation

Some Fiji IOI courses were accredited by USP.

Senegal is working on achieving this objective with the University of Dakar.

Dalhousie University has a dual system in which it accepts students through Dalhousie who receive credit for taking IOI courses or IOI accepts its own course participants who get Dalhousie credit for taking IOI courses.

#### 5. Further Development Assistance

Mr. Reynolds indicated that it would not be possible to receive more UNDP global/GEF funding. He recommended that each centre contact its local UNDP FO and investigate the possibility of complementarity between IOI activities and locally funded activities.

Ms. Williams pointed out that Fiji had included UNDP Suva as part of its advisory board.

Mr. Gutierrez reported that he had a somewhat uncoordinated encounter with UNDP Costa Rica in which UNDP had helped IOI develop a proposal and had then rejected the proposal and yet had still made it known later that it was searching for proposals !

Mr. Saigal indicated that there were a lot of funds in this area and that it was up to the centres to submit proposals.

24 November 1997

PROJECT GLO/91/G33 - LIST OF PARTICIPANTS UNDP TRIPARTITE  
REVIEW MEETING, 11 TO 13 NOVEMBER 1997, MALTA

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# International Ocean Institute

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Prof. Elisabeth Mann Borgese  
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28 January, 1999

Dear Elisabeth

Attached please find the Minutes of the Planning Council Meeting held in Halifax, November 1998.

The draft was sent to the Chair, Professor Fuse, in mid-December. I have not heard from him so I assume he has approved of the minutes.

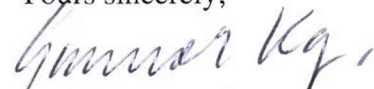
Please note that there are several action items and needs to follow-up. I will return to these in sequence, in due course.

As regards the IOI Newsletter, the editor has informed me that she has received inputs from four Centres and from H.Q. She will proceed accordingly. We must have it ready and out soonest.

The funds expected for support of the Centres with respect to basic administration and communication are not yet received. However, they are expected in February - March.

I look forward to continued good co-operation with you and continued success for IOI.

Yours sincerely,

  
Dr. Gunnar Kullenberg  
Executive Director

Encs.

CC: IOI Board Members

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TELEFAX TRANSMISSION

Date: 11 May, 1999 No. of pages: 31

To: Cdr. Robert L. Race  
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Halifax, Nova Scotia  
CANADA Fax: +1 (902) 494 2034

From: International Ocean Institute  
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University of Malta  
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Dear Cdr. Race,

Attached are the Minutes of the Planning Council Meeting held last November 1998 in Halifax, as per your request.

Kindly acknowledge receipt at your earliest.

With kind regards,

Yours sincerely,

Natasha Ralston  
Secretary and Administrative Asst.

Enc.

Minutes of the Ninth Meeting of the  
Planning Council of  
the  
International Ocean Institute  
held at Halifax, Canada  
on  
25 to 28 November, 1998

Present:

Mr. Maxwell Bruce  
Prof. Elisabeth Mann Borgese, Member  
Dr. Anton Vratusa, Member Governing Board  
Prof. Alejandro Gutierrez, Vice-Chairman  
Prof. R. Rajagopalan, Member  
Dr. Diafara Toure, Member  
Prof. Hou Wenfeng, Member  
Ms. Esther Williams, Member  
Prof. Tsutomu Fuse, Chairman  
Ms. Anita Coady, Treasurer  
Prof. Robin South, Member  
Prof. Derek Keats, Member  
Ambassador Layachi Yaker, Member Governing Board  
Dr. Gunnar Kullenberg, Executive Director

Special invitees:

Dr. G. Coronado  
Mr. Posa Skelton, graduate student, IOI-South Pacific

Also present:

Cdr. Robert Race, Director IOI Canada

Prof. Tsutomu Fuse took the chair.

Item 1: Adoption of agenda

The Planning Council adopted the Agenda as circulated with addition of two items under Agenda item 11, Any Other Matter:

- 11(1): Preparations for PIM XXVII, Fiji, 1999;
- 11(2): Cooperation and related agreements.

Item 2: Workplan and Budget of IOI 1999

The Executive Director introduced Document PC/9/2/1: Draft Workplan and Budget of IOI for 1999, with an introductory overview of the programme components, the overall budget, and individual workplans with budgets for Headquarters and each Operational Centre. Each of the Centre Directors in turn presented their proposed workplan and budget, with an indication



of funds which are secured and which have to be raised.

A summary overview in tabular form is given in Annex 1, with the budget, expected financial sources, main components of the programme and main cooperative partners.

A very considerable discussion followed. The main points concerned the role of Headquarters in raising funds; the uncertainty and cash flow problem; the need for a stronger involvement of Headquarters and the need for funds to be provided to the Operational Centres from IOI as an organisation, through Headquarters or otherwise; the need to ensure a cohesive programme and cohesion while at the same time ensuring that, each Operational Centre maintained its identity and autonomy in making local actions and be as useful as possible locally, nationally and to the Host institution; the need for a corporate image and an IOI system-wide brochure (see also Agenda item 8); the need for strategic planning and a more upstream planning process so that the workplans and related fund raising are made on a 3-year rolling sequence; the need to identify priorities and the central issues we are addressing; the need for an information and communication strategy; the need for more regional cooperation; the need for more coordination and information exchange between the Operational Centres so as to avoid duplicated efforts, e.g. in relation to course developments and coastal activities, and in order to ensure exchange of experiences and best practices and good working procedures; the need for more public relations and "selling" of the IOI as a whole, through joint efforts and a shared vision and message. Several of these points were further discussed under Agenda Items 8 and 10.

The Planning Council recommended to the Board that efforts be made so that central funding would be available for all Operational Centres to cover administrative and communication related actions and to support individual fund raising. The Council also agreed that the strategic planning is a process we are going through and that the up-stream planning for the year 2000 and 2001 should be initiated so that preliminary plans could be discussed at the mid-term meeting of the Directors and the Executive Committee in June 1999. The Council strongly recommended such a meeting.

The budget overview (Annex 1) shows that only a small part of the funds are secured. It also shows that the in-kind contribution is about 20% of the required cash contribution and that about 50% of the cash contribution is devoted to capacity building. An overview of the capacity building activities is also presented in tabular form in Annex 1.

The budget overview furthermore brings out that only about 13% of the total budget is consumed for establishment (personnel and material).

The Planning Council furthermore noted that all the Centres have cooperation with regional bodies and partners in the UN system; that they undertake regional activities; that the work programme

in summary form should be put on the IOI Home page at IOI South Africa, and invited all Centre Directors to do this. In this context a common format should be adhered to. The Council also considered the fund-raising problems, noting the great difficulties in raising funds for conferences. The Council agreed that fund-raising would be facilitated with a 3 year rolling workplan, and that Centres must know the financial situation at a quarterly basis. The Council agreed that joint fund-raising should be pursued and that Headquarters should be actively involved in raising funds for IOI system-wide activities. However, Centres should also endeavour to raise funds for local and Host institution activities as well as cooperative regional actions. Communication about funding situations should be generated on a quarterly (year) basis to the extent possible.

Prof. Rajagopalan presented the development of the institutional situation in India. A Foundation for Sustainable Development had been created with a Trust Fund. It has two divisions: the IOI India and the Centre for Sustainable Development. These are under one director, and are complimentary in work and goals. The structure is presented in Annex 4.

A new agreement between IOI and IIT Madras has been prepared. This was signed at the Joint Session of the Planning Council and the Board in a small formal event.

**Item 3: Consideration of possibilities to provide initial support to new Operational Centres**

The Executive Director introduced the item referring to previous discussions at the Eighth meeting of the Planning Council and to the Annotated Agenda. He indicated several proposals for IOI system-wide actions which would generate funds for Centres. These include: (i) International Ocean Research fund, which may provide funds after applications including for infra-structure maintenance in particular for Headquarters and Halifax; (ii) a fellowship or small research grant scheme; (iii) utilising the capacity of the IOI Operational Centres as a clearing-house, information gathering and communication mechanism, e.g. for the support of the implementation of the GPA-LBA, and for large-scale donor initiatives such as the potential SIDA coastal initiative; and (iv) using the IOI system for advisory or advocacy services.

The Planning Council noted these proposals. It agreed that funds must be raised to provide support to the Operational Centres as partners in the IOI network. This was necessary in order to ensure cohesiveness. The Planning Council also noted that there are several actions now going on beyond provision of training courses which involve almost all the Centres, e.g.: (i) coastal zone actions, local community work, and ICAM-related capacity building; (ii) work with mariculture and fisheries communities; (iii) follow-up to UNCED agreements, Agenda 21; perhaps the IOI could carry out a study on the implications of all the UNCED-related agreements for local - national communities and

conditions; the IOI system-wide can consider the legal system, the guidelines, the marine biological diversity etc. The Planning Council considered all the indicated projects as feasible.

The Planning Council agreed that the Executive Director report to the mid-term meeting on the further development of all these efforts; and that Centre directors continue to identify their priorities and minimum requirements to function well as an IOI partner.

**Item 4: Maintenance of alumni lists, issuing of newsletters and publications**

The Executive Director recalled the decisions of the Eighth meeting of the Planning Council and introduced the document PC/9/4/1 which provides an overview of IOI publications and make the suggestion that the newsletter "Across the Oceans" be re-vitalised; the alumni network be kept up-to-date and used for out-reaching campaigns, and some other suggestions.

The Planning Council agreed that the newsletter "Across the Oceans" should be re-vitalised. It decided, on a layout with 3-4 pages from Headquarters and 1-2 pages from each Operational Centre, and a structure of components to be covered. This is attached as Annex 2 to this report. The Council agreed that two issues per year was sufficient. The first in January-February and the second in June/July/August. Ms. Anita Coady agreed to function as editor. Each Centre would ensure its publication of the newsletter and circulation. Cost requirements should be conveyed to Headquarters so that funds may be provided.

If possible the newsletter could be translated into other languages through the relevant Centre.

Alumni should be contacted and invited to contribute also to the information provided from the Centres in the newsletter. An Alumni book should be initiated with contributions solicited from alumni. Prof. Rajagopalan undertook to take the lead together with the Halifax Centre in this effort.

The website should be enlarged so that each Centre had a connection and an IOI bulletin on internet should be generated. Prof. Keats undertook to lead this exercise, provided funds are made available from Headquarters.

**Item 5: Latest developments of Train-Seacoast and related UNDP-GEF project proposal**

The Executive Director informed about correspondence just received from UN-DOALOS. This suggested that the project is under-way with creation of several new Course Development Units (CDUs), and that firm agreements are established with these as regards commitments. He also informed that verbal communication

from UN-DOALOS suggested that only the IOI Operational Centres in Fiji, South Africa and Costa Rica are considered as viable elements for CDU.

The related Centre Directors provided information about their association with the TSC project and state as regards signatory to the agreement. It turned out that none have signed a CDU agreement. However the IOI South Africa is part of a CDU and is ~~participating in marine pollution control~~ ~~aiming at the~~ Benguela Current system. The Centre in Fiji is only indirectly associated through its Host institution being associated with Train CC and Train Sea Fish. The Centre in Costa Rica is negotiating.

All the Directors confirmed that the Train-Sea-Coast project is providing no funds to them for course development. Some Centre Directors expressed disappointment in the development.

The Planning Council concluded that the IOI cannot expect any financial support through this TSC-GEF project. However, it was considered very useful that the Centre in South Africa maintain its link with the TSC project. The Council agreed that funds from IOI could be made available to facilitate this if needed and if at all possible. However, this would not be possible for other Centres. The Planning Council also recommended that contacts be strengthened with alternative partners, in particular UNITAR and UNCTAD.

**Item 6: Latest developments of and lessons learnt from Eco-villages project, Information dissemination actions and related new initiatives**

The Executive Director referred to the notations in the Annotated Agenda on various initiatives with donor agencies in Scandinavia and UK, and with UNEP with respect to the GPA-LBA. He recalled the publication of the report on global environmental information networking project funded by the JFGE.

Prof. Rajagopalan informed about the state of development of the Eco-Villages project. They are working in 20 villages, addressing health, sanitation and hygiene, coastal resources management and land use planning, agriculture, gardening, freshwater maintenance, coastal ecology with education, training and awareness creation. Local NGO's are involved as implementers and a structure is in place. In order to generate interest there must be a mixture of subjects addressed, concerned with survival and "livelihood". Culturing of spirulina bluegreen algae, and trees are going on. Work with children has started.

Lessons learnt include: difficult to find the right technologies; ecology must be integrated into the "livelihood" concept.

Following this, additional information on similar or complementary activities was presented.

Prof. Derek Keats briefed the Council on initiation of a coastal zone community project aiming at developing methodologies for obtaining sustainable livelihood; and how scientific insights can contribute.

Prof. Robin South briefed the Council about activities with fisher-folk through other NGOs, and on creation of marine awareness including on marine ecology, training, waste management, conflicting uses. The experiences are very positive, more efforts are needed, but reasonably substantial funding must be provided. The work includes the land uses, zoning efforts and marine areas.

The presentations suggest work at different levels of time and space scales, and varying funding requirements. In all cases the disadvantaged communities are addressed, including disabled, and one is seeking to increase the living conditions so Community Based Rehabilitation can be established together with improved education.

The Planning Council agreed that the activities constitute an IOI system-wide programme. The other Centres are also addressing several similar aspects. Thus the Council agreed that an IOI system-wide project proposal be prepared for submission to the Nippon Foundation and possibly others. The IOI South Africa would continue to work with UNDP in project development, and IOI India would continue with JFGE. However, the elements of disadvantaged and disabled would in particular be addressed in the proposal to the Nippon Foundation. We can also relate this to the GPA-LBA implementation and follow-up to UNCED at ground level.

**Item 7: Funding possibilities and preliminary plans for joint actions in 2000**

The Executive Director introduced the subject, referring to the Annotated Agenda, and identifying the need for a longer-term planning. He suggested that momentum from the 1998 International Year of the Ocean and the entering into a new Millennium could stimulate joint actions. He suggested that the Planning Council agree on a plan of action which could be followed so that fund-raising also could begin in good time. He emphasised the need to present some IOI system-wide products in the year 2000. PIM XXVII in the end of 1999 should be used as one such activity and as a spring-board action into the next Millennium.

Following this, several suggestions were made:

- (i) preparation of an Alumni book, with solicited contributions from IOI alumni;
- (ii) preparation of an overview of coastal zone conditions and quality of life in the coastal areas where IOI is actively working;

- (iii) preparation of an up-dated history of IOI for presentation at PIM XXVIII;
- (iv) preparation of an ocean-base, modelled on reef-base and fish-base, possibly as a referral system;
- (v) preparation of an up-dated IOI publication list with adequate referencing;
- (vi) preparation of an Ocean Agenda, and launching of an IOI lecture series with leading people addressing the issues identified in the Ocean Agenda;
- (vii) work with children in coastal areas and retrieving information how they see it and what their conditions are, together with related scientific analysis of their expressions, the conditions they face and the "quality of life" they may expect.

It was also suggested that IOI must broaden its use of languages, and that this issue must be addressed. Progress in this matter was noted.

The Council recommended to the Board to consider, the action items suggested here, and perhaps prioritise. The Executive Director was invited to report on progress to the mid-term meeting of Directors and Executive Committee, planned for June 1999.

#### **Item 8: Shared vision and strategy for IOI**

This item was discussed in the Joint Session of the Governing Board and the Planning Council. However, it was also considered separately by the Planning Council in its informal session on 25 November. Here follows a summary of that discussion.

The Executive Director introduced the item referring to the documentation given in the Report of the Executive Director for 1998, its attachments 6,7,8; the Draft Shared Vision (Document B/37/10/1) and Future Strategy of the IOI - views by the Executive Director (Document B/37/10/2). It was clear that the need for a shared vision had been discussed at previous meetings. The draft prepared by the Executive Director was in response to these discussions.

The subsequent discussion focused on the need for a shared vision, strategic planning, corporate image and the involvement of Headquarters in fund raising, preparation of proposals and in ensuring a corporate feeling, with cohesiveness in form of joint programming and central funding. A brochure for the whole of IOI should also be prepared and used at meetings and for general imaging and profiling of IOI, including for the Host institutions. There should be prepared an Annual or Bi-annual report which could be used to inform about IOI actions and results. The Public awareness and public relation efforts must

be enlarged. Rather than creating new centres we should encourage the use of the affiliate status.

Information should be presented at an IOI website and IOI South Africa can be used as the nodal point for this. Information must be communicated there.

The regional perspective and cooperation should also be encouraged and strengthened.

There was a general agreement on the content of the shared vision, and about its overall profiling of IOI. A small ad hoc sessional group was established to revise the draft and present it to the formal session of the Planning Council.

The revised draft was subsequently circulated. It takes into account previous material and views expressed at the present meeting. The revision was reviewed and endorsed by the Planning Council with minor adjustments.

This text was presented to the joint session of the Board and the Planning Council. Board members not attending the Planning Council meeting made suggestions for adjustments, which were accommodated in the final version. This was approved and will be used for preparation of the IOI brochure. It is given here as Annex 3.

The future development and strategy of the IOI was considered at the joint session of the Board and the Planning Council. The text given in the minutes of the Board meeting (its item 10) is also given here.

This item was considered both in closed session of the Board and in the Joint Session with the Planning Council on 28 November.

The Executive Director introduced the Documentation, recalling that this matter had been considered at previous meetings of the Board.

The Executive Director then presented the revised text of the shared vision prepared by the Planning Council on the basis of a draft from the Executive Director. He proposed that this text be used for an IOI brochure, together with individual information sheets for each of the Operational Centres.

The Joint Session reviewed the text. Board members made suggestions for amendments which were included. The principles were agreed and the Board endorsed that the text be used for an IOI system-wide brochure, reflecting the present situation of IOI. The text is provided in Annex 2 to this report (i.e. the Board report).

The Executive Director informed the Joint Session that the Planning Council had proposed that the Newsletter 'Across

the Oceans' should be revitalised. The Board agreed, and accepted with appreciation that the Treasurer volunteered to be the editor.

**Item 9: Preliminary experiences from 1998 International Year of the Ocean and implications for IOI actions**

This item was considered both at the Joint Session with the Board and separately by the Planning Council.

The Executive Director introduced the item recalling the history of 1998 IYO and provided a document on programme implementation from the IOC Executive Council meeting (Paris, 17-26 November 1998) where he had represented the IOI. Planning Council members had varying degrees of appreciation for the efforts during 1998 IYO. However, it was generally felt that the year had raised the profiles of the ocean issues in the general public and perhaps at government level. Most Centres had implemented activities specifically dedicated to 1998 IYO.

The preparations for CSD 1999 were referred to but not specifically discussed. It was agreed that the IOI should somehow be present and that Centre directors should try to draw the IOC to the attention of national delegations to CSD.

The consideration of the item at the Joint Session is reported as follows:

This item was considered at the Joint Session with the Planning Council, 28 November.

The Executive Director informed about the discussion of the same item in the meeting of the Planning Council. There several potential follow-up actions had been identified for the period into year 2000 (see Item 14(1) here i.e. in the Board report).

He further noted that several members had expressed that the 1998 IYO experiences were very positive, while other members took a more reserved attitude.

The Board took note of the information and had no further observations. The follow-up actions were considered under its Agenda item 14(1).

**Item 10: Consideration of the organization and re-structuring of the IOI**

This item was considered at the Joint Session with the Board as well as separately.

The delegation from IOI Costa Rica through Dr. Gabriel R. made a presentation of the proposal from Costa Rica. This focused on the need for IOI to have a strategic planning process and a



longer time scale of planning. The importance of adjusting to external forces and make use of opportunities was stressed, and the need to integrate the customer interests and the mission. The need for communication and rolling planning was also emphasised.

In the ensuing discussion it was pointed out that the IOI is in a strategic planning process. The Planning Council agreed that the mid-term meeting forms part of this process and that a mini-workshop be held at that occasion to elucidate further the on-going process with respect to the IOI.

The joint session further considered this matter as presented here:

This item was considered in the Joint Session with the Planning Council, in conjunction with agenda item 10.

The Executive Director informed the Board that the participants from IOI Costa Rica had made an extensive presentation of their proposal at the Planning Council meeting.

The subsequent discussion there had resulted in agreement that we are in the process of strategic planning and that most elements of the proposal are catered for. The Planning Council had also suggested that a related one-day workshop could be held to discuss further the strategic planning process at the mid-term meeting of the Directors of the Operational Centres and the Executive Committee.

The Board concurred with this approach, and agreed that the proposal had been sufficiently considered in the discussions of the strategy developments of IOI.

**Item 11: Any other matter with the permission of the Chair**

**Item 11(1): Preparations for PIM XXVII, Fiji 1999**

Prof. South introduced the draft plans and the theme, and explained that fund-raising had begun. He emphasised that students of the University are actively involved in the preparations, and that a one-day workshop on traditional uses of marine resources in the Pacific Island cultures is being planned. The theme is "Oceans in the 21st Century" and all the major regional organisations are invited to participate and be involved.

The Planning Council commended Prof. South and his team for the advanced planning and the structure of the Conference. Several suggestions of details were made, which Prof. South assured will be taken into account to the extent possible in the further development.

The association with the UN system, UNCLOS, WB, UNDP and others was also recognised as being important. This is strongly reflected in the planned SIDS (Barbados) plus 5 element of the Conference. It was suggested that WB, GEF and UN be invited to the Conference. The association with the regional perspective and UNEP was also stressed as very important.

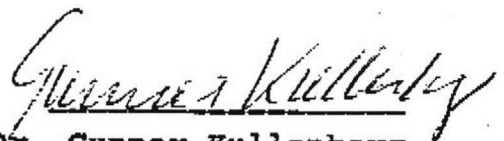
The Planning Council concluded that the process of PIM XXVII was on the right track and urged all its members to provide as much support as possible.

**Item 11(2): Cooperation and related agreements**

Prof. Gutierrez introduced this item since he proposed it. He stressed the importance of cooperation, but also the need for having some guidelines as to the signing of related cooperative agreements.

The Planning Council was of the view that a reasonable and pragmatic approach be used, and strongly encouraged cooperation where the IOI identity not be lost.

Some specifics were mentioned. It was recommended that identification of partners be included in the workplan presented.

  
Dr. Gunnar Kullenberg  
Executive Director

Annexes

Annex 1: Overview of budget for 1999 and workplan elements of funding sources, capacity building and cooperation.

Annex 2: Guidelines for preparation of contributions to the newsletter 'Across the Oceans'.

Annex 3: Shared Vision - text also to be used for IOI brochure.

Annex 4: Structure of institutional profile in India

## Annex 1

Budget overview for 1999 - Part 1

Type	H.Q.	Hfx	Malta	C.R.	India
Establish-Per.	146	109		42	10
Establish-Mtrl	40	20		6.5	20
Publications	4	3.7			2.5
ICAM-Villages					30
Research		99.5	10		15
Capacity Build. Training		207.3 50	20	60	20
Conferences Meetings	110	21.5			1
External Services	7				
Contingency (cash flow)	40				10
<b>Sub total</b>	<b>347</b>				<b>108.5</b>
Capital exp.	17				5
Others (specify)	15 (in- kind)	100 (in- kind)	30	45 (in- kind)	25 (in- kind)
<b>TOTAL</b>	<b>369</b>	<b>611</b>	<b>60</b>	<b>148.5</b>	<b>242.0</b>

Budget overview for 1999 - Part 2

Type	S.P.	Sngl	China	Japan	S.A.
Establish-Per.		8		6	43
Establish-Mtrl		2.5			12
Publications		10	1		
ICAM-Villages		211			
Research		169	5.5		
Capacity Build. Training	630	134	149.9		75
Conferences Meetings	258	12			
External Services		5			
Contingency (cash flow)		25			
<b>Sub total</b>					130
Capital exp.		3			
Others (specify)	150 (in- kind)	50 (in- kind)	40 (in- kind)	80 (in- kind)	20 (in- kind)
<b>TOTAL</b>	<b>4038</b>	<b>612</b>	<b>196.4</b>	<b>86</b>	<b>150.0</b>

Budget overview for 1999 - Part 3

Type	Romania	Total
Establish-Per.		364
Establish-Mtrl		101
Publications		21.2
ICAM-Villages		241
Research		299
Capacity Build. Training	10	1,356.2
Conferences Meetings	10	402.5
External Services		12
Contingency (cash flow)		75
<b>Sub total</b>		<b>2,871.9</b>
Capital exp.		15
Others (specify)	10 (in-kind)	565 (in-kind)
<b>TOTAL</b>	<b>30</b>	<b>3,451.9</b>

Sources of Funds for 1999 - Part 1

Sources of funds	H.Q.	Hfx	Malta	C.R.	India
CIDA (old)	50+				
CIDA (new)	75	100			
SIDA (new)	40	50			
NIPPON (new)					150
GTZ (old)					30+
JFGE (new)					
Endowment (new)	200	200			
Other government	25	50 (WB)			20
Others (incl. UNDP)		75 (SRC) 50 (OPEC)	20 (HQ)	200 20+	15+
<b>Sub total</b>	<b>390</b>	<b>525</b>	<b>20</b>	<b>220</b>	<b>215</b>
Transfer					
In kind Host inst.	15+	100+	30+	45+	25+
<b>TOTAL + = Confirmed</b>	<b>405</b>	<b>625</b>	<b>50</b>	<b>265</b>	<b>240</b>

Sources of Funds for 1999 - Part 2

Sources of funds	S.P.	Sngl	China	Japan	S.A.
CIDA (old)					
CIDA (new)		45			
SIDA (new)			40		
NIPPON (new)	100	211	40		
GTZ (old)		137}			
JFGE (new)		}			
Endowment (new)					
Other government	258				35 (Neth.) 40 (S.A.)
Others (incl. UNDP)	530	169	15 (HQ)		35+ (HQ)
<b>Sub total</b>	<b>888</b>	<b>562</b>	<b>95</b>		<b>110</b>
Transfer					
In kind Host inst.	150+	50	40	80	20+
<b>TOTAL + = Confirmed</b>	<b>1,038</b>	<b>612</b>	<b>135</b>	<b>80</b>	<b>130</b>



Sources of Funds for 1999 - Part 3

Sources of funds	Romania	Total
CIDA (old)		50
CIDA (new)		220
SIDA (new)		130
NIPPON (new)		501
GTZ (old)		30
JFGE (new)		137
Endowment (new)		400
Other government		428
Others (incl. UNDP)	20 (HQ)	1,149
<b>Sub total</b>	<b>20</b>	<b>3,045</b>
Transfer	-	
In kind Host inst.	10	565
<b>TOTAL + = Confirmed</b>	<b>30</b>	<b>3,610</b>

**Board Item 9: Overview of cooperation (arrangements)**

## Part 1

Centre	UN Bodies	Regional Bodies	NGO's (global)	NGO's (local)
HQ	IOC, UNESCO, IMO, UNEP, UN IAEA	MAP/UNEP, CIESM	IUCN (WBC) and All IOI Centres	Malta Centres: MEDCOAST, ICCOPS
Halifax, Canada	X	X	X	X
Malta				
Costa Rica	X	X	X	X
India	UNEP-RSP, APCTT, FAO-BOBP	SACEP	ICSF, ITDG	MSSRF
South Pacific	UN- DOALOS, UNITAR, FAO/GCRMN	SPREP, SPC, SOPAC, PPA	IUCN (GCRMN)	USP; Woman in Fisheries, SPACHEE
Senegal	UNDP (Reg.), UNEP, FAO	C.S.R.P. (DKR), Regional Seas, FAO, UNESCO, IOC, ONUDI	All Centres of IOI + others	ENDA- TIORMAN de CONGAD
China				
Japan				
South Africa	UNDP, UN- DOALOS, (TSC)			Council for Scientific and Industrial Res.
Romania				Canada Senegal

**Board Item 9: Overview of cooperation (arrangements)**

## Part 2

Centre	Donors	National authorities of institutions
HQ	CIDA, SIDA, DFID; JFGE, NIPPON	MALTA; Netherlands; other countries, CPPS
Halifax, Canada		
Malta		
Costa Rica	X	X
India	GTZ, Shastri, (JFGE)	NIOT, NLSU
South Pacific	CIDA, AUSAID	Fiji diverse government offices
Senegal	UNEP, UNDP, Franco Phonie, Netherlands, Sweden, Japan	Minister of environment, University Mayors
China		
Japan		
South Africa	Netherlands, SA national Insurance, Fund	Ministries of Education, Environment
Romania		

**Overview of capacity building activities 1999**

Part 1

Centre	Training courses	Leadership Seminars	Local Comm.
HQ		Medit. WIO	Africa
Halifax, Canada			
Malta		Malta Beach cl.	Regional course dev.
Costa Rica	X	X	X
India	3-week NIOT		Number of courses in GTZ project
South Pacific	Seagrass (IW.); Sponges Climate ch.; Resource Economic	Solomon Isl. Samoa	Coral reef monit. training
Senegal	2 courses 1 workshop 30 trainers		100 participants from locals
China	Courses in ICM and Ocean dev.	Possibly Coastal megacities	Coastal Comm. ICM
Japan			
South Africa	Seaweed, Coastal pollution, ICM		Mariculture, Fem. Kelp, SL Project
Romania		Blacksea	Blacksea

Overview of capacity building activities 1999

## Part 2

Centre	Institutional development	Advisory role and others e.g. clearing house
HQ		For SIDA, UNEP-GPA/LBA
Halifax, Canada		
Malta	Regional course development	For govt. Malta
Costa Rica		
India		Database creation
South Pacific	Past harvest fisheries training	PIM XXVII
Senegal	Good situation in region for IOI Senegal to develop	Focus on community for development for protection environment
China	Rel. SOA and COOP.	
Japan		
South Africa		Robb. Isl. Marine Inst.
Romania		

**Annex 2**

**IOI newsletter — *Across the Oceans***

The Planning Council and The Board wish to re-establish our newsletter *Across the Oceans*.

The following form is to be used to help me gather information, while we are all in Halifax so that a newsletter can be provided in January / February 1999.

Anita Coady

**I. Provide contact information for your centre.**

Date established: \_\_\_\_\_ Copy of logo: \_\_\_\_\_

Parent / Host Institute: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Staff: Director: \_\_\_\_\_

Administration: \_\_\_\_\_

Other: \_\_\_\_\_

Members of your Advisory Group: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**II. Summary of activities of past six months: June – November 1998**

• **Training**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- **Research**

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- **Publications**

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- **Conferences, meetings**

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III. **Activities to be undertaken in the coming six month period: January – June 1999**

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IV. **News from local alumni:**

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uidelines for IOI Newsletter, *Across the Oceans*  
DRAFT

prepared by E. Mann Borgese  
A. M. Coady  
A. Bologna

### Purpose

- to inform members of the IOI Network (10 centres), Governing Board and Planning Council of each other's activities;
- to maintain contact with IOI alumni (3,000 at present);
- to serve as a public relations tool funders:
  - ▶ funders
  - ▶ like minded institutions.

### Frequency

- Twice a year
  - ▶ Jan/Feb (following Board and Planning Council meeting)
  - ▶ June/July

### Content

- Global — 4 pages:
  - ▶ prepared by headquarters;
  - ▶ reports changes to Board, Planning Council, staff;
  - ▶ recent Publications, Research, Training, Conferences and Meetings.
- Regional — 1-2 pages:
  - ▶ prepared by Centre Directors (9)
  - ▶ reports on:
    - activities
    - recent publications, meetings
  - ▶ announce upcoming activities
    - Training Programmes
    - Research
    - Conferences
    - Publications

### Procedures

- Anita Coady in cooperation with the IOI Headquarters will gather information and format using either Microsoft Publisher or Adobe Acrobat.
- Each Centre will be responsible to
  - ▶ print
  - ▶ distribute.

### Please indicate:

1. Whether your centre has the capacity to receive the newsletter via Internet.
2. What is your local capacity to print.
3. What is your local capacity to distribute.



**Annex 3****THE INTERNATIONAL OCEAN INSTITUTE**

The International Ocean Institute (IOI) was created to promote education, capacity-building, and research as a means to enhance the peaceful and sustainable use and management of ocean and coastal spaces and their resources. The IOI was founded in 1972 by Professor Elisabeth Mann Borgese as an independent, non-profit, non-governmental organisation headquartered at the University of Malta. The IOI

For more than two decades the IOI has stood at the forefront of organisations in addressing these issues with the concern of future generations through an interdisciplinary and comprehensive approach. The IOI has also prepared working papers for the Third United Nations Conference on the Law of the Sea (UNCLOS III: 1973-1981), the Preparatory Commission for the International Seabed Authority, and for the International Tribunal for the Law of the Sea (1982-1994) as well as for various governments. It has provided consultants to UNEP, the World Bank, the United Nations Industrial Development Organisation (UNIDO) and the Asian-African Legal Consultative Committee (AALCC).

**MISSION**

*The mission of the International Ocean Institute is 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, guided by the principle of the Common Heritage of Mankind.*

**GOALS**

The goals of the IOI are to:

1. Enhance the ability of developing countries to develop and manage their own resources sustainably for their own benefit, to establish self-reliant development, and help with education and eradication of poverty from community to national level;
2. Enhance abilities for self-reliant development at community level, taking into account the diversity in developing as well as developed countries, including control and protection of natural resources for future generations; the eradication of poverty in coastal areas; and mitigation of and adaptation to natural hazards;
3. Enhance participation of people, in particular women, in development projects which take into account environmental issues;
4. Establish sustainable mechanisms able to tackle inter-related social, environmental and economical issues in an integrated fashion.

1. Strengthening of institutions through capacity building, sharing and dissemination of information, and generating incentives and contact between local and national authorities;
2. Establishing partnerships and networks with the IOI Operational Centres, other NGOs, donors and between authorities and communities;
3. Increasing awareness and understanding of the sensitivity and the importance of the Coastal Zone and the Marine environment for sustainable development, through demonstrations, training, provision of educational material and information to local NGOs, schools and authorities;
4. Encouraging self-reliant development of sustainable livelihoods by means of aquaculture, farming, value added processing of resources, protection of water resources and application of traditional and new technology;
5. Emphasising decentralised decision making to local authorities and communities, and implementation of agreements, regulations, and development projects with the involvement of the private sector; and
6. Increasing the abilities at local and national level to transfer and apply scientific (social and natural sciences) knowledge and information, from generators to users, through hands-on training, case studies, and demonstration sites; and providing incentives through linkages to other sites, and to international agreements and commitments.

## ACTIVITIES & SERVICES

The IOI's activities include training projects, information dissemination, conferences, research and publications.

- **Training** of hundreds of decision-makers and professionals, mainly from Developing Countries, through short and long duration interdisciplinary courses in ocean and coastal management;
- **Development work** among coastal communities with the objective of improving their livelihood while restoring and preserving coastal ecology;
- **Information dissemination** to NGOs and coastal communities through the global IOI networks and the IOI Websites;
- **Organisation** of the annual *PACEM IN MARIBUS* (Peace in the Oceans) Conference and other Seminars and Workshops;
- **Research** on a variety of ocean-related areas such as international and regional agreements and policies on oceans and the coastal zone; on regional and sub-regional cooperation and on scientific and technological approaches to sustainable management of living and nonliving marine resources;
- **Education** and awareness-creation about ocean resources, marine and coastal environments, and the need to care for them;
- **Technology** evaluation, transfer, and evaluation of the effects thereof; and
- **Publication** of the *Ocean Yearbook* in collaboration with the Dalhousie

directories of experts, funding opportunities, and potential clients for IOI services. Regional operational centres also publish their own newsletters, research papers and reports.

- ❑ **Services** include advice, consultancy, information regarding ocean and coastal environments.

## **IOI OPERATIONAL CENTRES**

The IOI's scope and presence is truly international with ten Operational Centres around the globe and with several new Centres or affiliates in the development stage. The current centres and their host institutions are:

- IOI-Canada, at Dalhousie University, Canada
- IOI-China, at the National Marine Data and Information Service, State Oceanic Administration, China
- IOI-Costa Rica, at the Universidad Nacional, Costa Rica
- IOI-South Pacific, at the University of the South Pacific, Fiji
- IOI-India, at the Indian Institute of Technology, Madras, India
- IOI-Japan, at Yokohama City University, Japan
- IOI-Malta, at the University of Malta
- IOI-Black Sea, at the Black Sea University Foundation, Romania
- IOI-Senegal, at the Centre de Recherches Océanographiques de Dakar-Thiaroye
- IOI-Southern Africa, at the University of Western Cape, South Africa.

Each Centre is autonomous, uniquely identifying its own regional priorities for research, capacity-building and development, while benefiting from the support of the overall IOI network. This regional approach to research and capacity building enables the Institute to draw upon the different strengths of the Operational Centres to cater to the needs identified within each region. Each Centre is run by a Director, generally supported by a small staff with a large number of experts and volunteers on call. The Directors are members of the IOI's Planning Council, which meets annually.

## **LOOKING AHEAD**

The IOI network provides a flexible mechanism with a global coverage through several centres. It has a governing and coordinating structure that generates synergism and strategic planning of the network of semiautonomous nodes. This cohesive and comprehensive mechanism is capable of cooperating equally well with inter-governmental systems and the private sector.

Growing steadily and responding to global changes, the IOI network is now aiming at a multiplier effect to its spectrum of activities. It plans to move from direct training to training-the-trainers; from direct implementation of projects to offering advisory and consultative services; from a network of centres to a network of clusters and affiliates. IOI is also developing online and distance education systems. IOI is the future of the oceans.

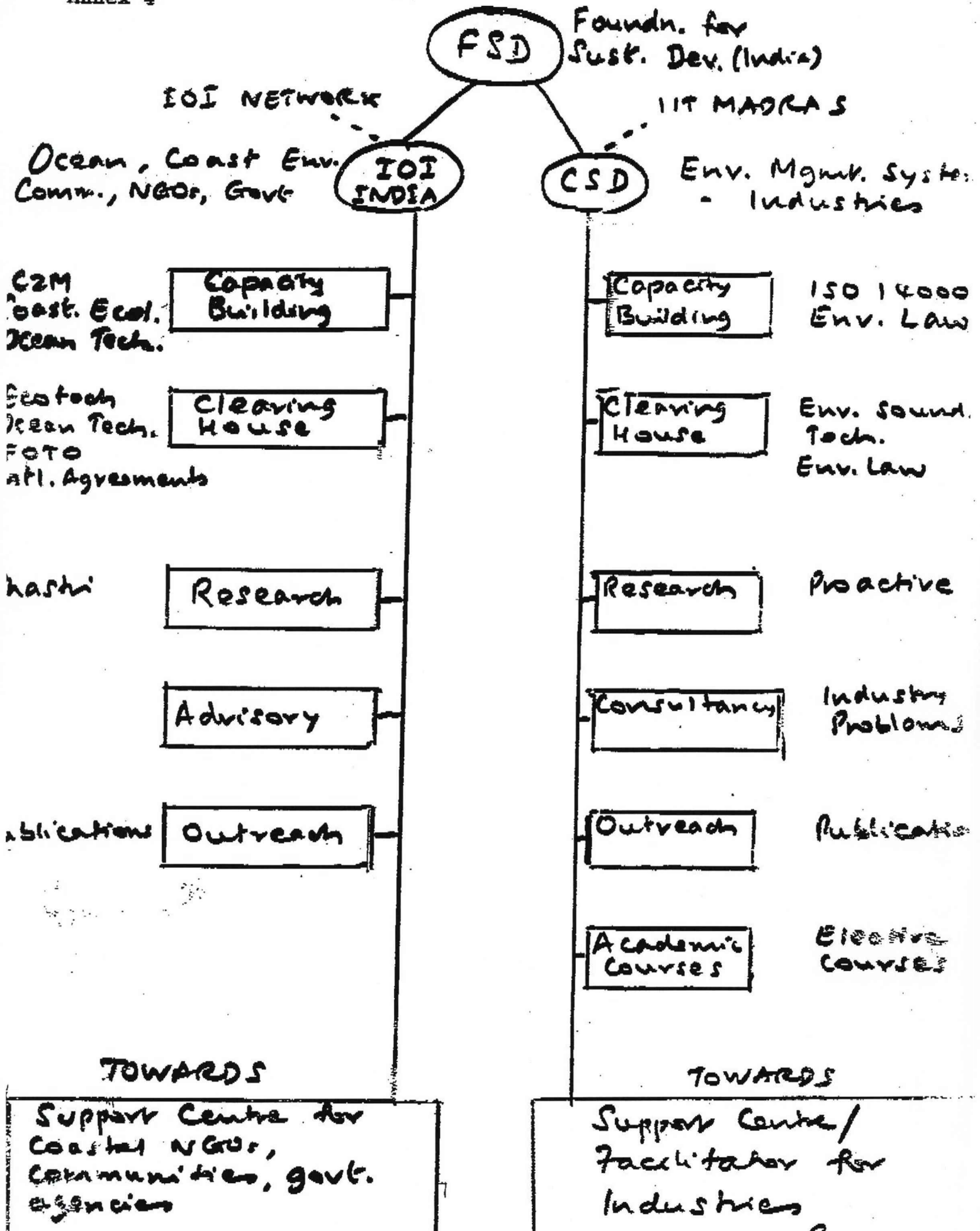
## **HOW TO ACCESS SERVICES & INFORMATION**

Requests may be directed to headquarters or to individual centres.

International Ocean Institute  
Headquarters  
P.O. Box 3  
Gzira GZR 01  
MALTA

Tel: +356 (-) 346 528/9  
Fax: +356 (-) 346 502  
E-mail: [ioimla@kemmunet.net.mt](mailto:ioimla@kemmunet.net.mt)  
On the web: <http://www.ioi.org/>

Annex 4



JOINT MEETING OF THE EXECUTIVE COMMITTEE  
OF IOI  
AND OF THE DIRECTORS OF THE OPERATIONAL CENTRES  
01-06 JUNE 1999 - MALTA

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PROVISIONAL PROGRAMME

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Tuesday 01 June 1999

09.00 Opening of the Meeting, Session 1  
10.30 Coffee Break  
12.30 Lunch  
14.00 Session 2  
16.00 Coffee Break  
18.00 Reception at the Farmhouse  
20.00 Return to the Hotel

Wednesday 02 June 1999

09.00 Session 3  
10.30 Coffee Break  
12.45 Departure for lunch at the President's Palace  
16.00 Session 4  
17.30-18.00 Return to the Hotel

Thursday 03 June 1999

09.00 Session 5  
10.30 Coffee Break  
12.30 Lunch  
14.00 Session 6  
16.00 Coffee Break  
17.30-18.00 Return to the Hotel  
19.00 Reception hosted by Dr. & Mrs. Kullenberg

Friday 04 June 1999

09.00 Workshop: Item 11  
10.30 Coffee Break  
12.30 Lunch  
14.00 Workshop (continued)  
16.00 Coffee Break  
17.30 Return to the Hotel  
19.30 Reception hosted by Mr. & Mrs. Maxwell Bruce

Saturday 05 June 1999

09.00 Session 7  
10.30 Coffee Break  
12.30 Lunch  
14.00 Session 8  
16.00 Coffee Break  
17.30-18.00 Return to the Hotel

Sunday 06 June 1999

09.00 Ad hoc discussions  
12.30 Free lunch  
Afternoon Departures

Monday 07 June 1999

all day Departures  
Please note this is a National Holiday

statements from time to time, quickly after some study has been completed. I feel that we have missed some important possibilities in not doing so, for example on governance and on structural unemployment (technology and jobs). The Internet is at our disposal!

Again I doubt if our large conferences are still useful. They are very expensive. They bring our members to exotic places, imprison them in conference rooms with little possibility of discussing our own members ideas and without even the time to glimpse the countries we visit. I think we should distinguish here two separate functions. Firstly there is the need to propagate our ideas in a particular region. Here I think it would be most effective to send to the given country a small team of say six members, each prepared to present and expound particular aspects of our programme or philosophy to one or more groups of local thinkers and to a larger meeting of the interested public. For the interest of members and the generation of Club of Rome ideas I feel that it is necessary to have a few quite small meetings each year on the basis of particular programme issues.

This brings me to my last remark. It is essential, if the Club is to survive, to concentrate on substance and to create opportunities for members to talk together. When we had what we then called *The Council*. We held a series of meetings where a dozen or more of us debated intensively our concepts and concerns regarding the main world issues, talks that produced *The First Global Revolution*. We badly need opportunities to talk together in order to surface and exploit the exceptional intellectual material that our group possesses. Experience from the earliest days of the Club shows that when we discuss administrative matters there is quibbling and dissent; when we discuss ideas there is excitement and accord.

**Let the ideas flow!**

TABLE VII - MED cont.

Sewage (Municipal sewage)	<u>Targets</u>
	<ul style="list-style-type: none"> <li>• By 2025, to dispose all municipal waste water in conformity with the provision of the LBS Protocol</li> <li>• By 2005, to dispose sewage from cities and urban agglomerations exceeding 100,000 inhabitants and areas of concern in conformity with the provisions of the Protocol</li> </ul>
	<u>Activities at the Regional level</u>
	<ul style="list-style-type: none"> <li>• By 2000, to update and adopt the 1986 guidelines for sewage treatment and disposal and, as appropriate, environmental quality criteria and standards</li> <li>• To develop programmes for sharing and exchanging technical information and advice regarding environmentally sound sewage treatment and facilities</li> <li>• To promote research programmes to identify and validate sewage treatment technologies</li> </ul>
	<u>Activities at the National level</u>
	<ul style="list-style-type: none"> <li>• To update and adopt, over a period of two years, national regulation concerning sewage discharges into the sea and rivers which take into account the LBS Protocol and especially its Annex II and whenever appropriate, the common measures already adopted by the Parties</li> <li>• By 2005, to develop National Plans and Programmes to the environmentally sound Management of Sewage, and to this end to ensure: <ul style="list-style-type: none"> <li>• By 2005, that the coastal cities and urban agglomerations of more than 100,000 inhabitants are connected to a sewer system and dispose all waste water in conformity with a national regulation system</li> <li>• To locate coastal outfalls so as to obtain or maintain agreed environmental quality criteria and to avoid exposing shell fisheries, water intakes, and bathing areas to pathogens and to avoid the exposure of sensitive environments (such as lagoons, seagrass beds, etc.) to excess nutrient or suspended solid loads</li> <li>• To promote the primary, secondary and, where appropriate and feasible, tertiary treatment of municipal sewage discharged to rivers, estuaries and the sea</li> <li>• To promote and control the good operation and proper maintenance of existing facilities</li> <li>• To promote the reuse of the treated effluents for the conservation of water resources. To this end, infra structural measures, treatment at source and the segregation of industrial effluents, shall be encouraged, as well as: <ul style="list-style-type: none"> <li>• The beneficial reuses of sewage effluents and sludge by the appropriate design of treatment plant and processes and controls of the quality of influent waste waters in accordance with national regulations</li> <li>• The environmental sound treatment when domestic and compatible industrial effluents are treated together</li> </ul> </li> <li>• To promote the separate collection of rain waters and municipal waste water and ensure treatment of first rain waters considered particularly polluting</li> <li>• To identify the availability and sustainability of productive uses of sewage sludge, such as land-spreading, composting, etc.</li> <li>• To prohibit the discharge of sludge into water in the Protocol Area</li> </ul> </li> </ul>



**TABLE VII - MED cont.**

<p><b>POPs (POPs and PAHs)</b></p>	<p style="text-align: center;"><u><i>Targets</i></u></p> <ul style="list-style-type: none"> <li>• By 2010, to phase out inputs of the 9 pesticides and PCBs and reduce to the fullest possible extent inputs of unwanted contaminants: hexachlorobenzene, dioxins and furans</li> <li>• By 2005, to reduce 50% inputs of the priority 12 POPs</li> <li>• By 2005, to collect and dispose all PCB waste in a safe and environmentally sound manner</li> <li>• By 2025, to phase out to the fullest possible extent inputs of PAHs</li> <li>• By 2010, to reduce by 25% inputs of PAHs</li> </ul> <p style="text-align: center;"><u><i>Activities at the Regional level</i></u></p> <ul style="list-style-type: none"> <li>• To provide Contracting Parties with technical information and advice on the nine pesticides and PCB substitutes and make appropriate recommendations</li> <li>• To develop programmes for sharing and exchanging technical information and advice regarding the environmentally sound disposal of the existing quantities of the nine pesticides and PCBs. These Programmes should consider their progressive elimination, including the decontamination of equipment and containers</li> <li>• To prepare guidelines for the application of BEP, and if possible BAT, by the point sources of dioxins and furans</li> <li>• To prepare guidelines for the application of BEP and BAT by the point and diffuse sources of PAHs</li> <li>• By 2010, to formulate and adopt, as appropriate, emission values for point source discharges and emissions of PAHs</li> </ul> <p style="text-align: center;"><u><i>Activities at the National level</i></u></p> <ul style="list-style-type: none"> <li>• To make, over a period of two years, an inventory of quantities and uses of the nine pesticides and PCBs, as well as of the industries which manufacture or condition them</li> <li>• By 2000, to phase out the use of the nine pesticides, except those uses which involve the safeguarding of human life when the latter is in danger or when a risk/benefit analysis is very conclusive, according to WHO recommendations</li> <li>• By 2000, to prohibit the manufacture, trade and new use of PCBs and by 2010 all existing uses of PCBs</li> <li>• To prepare pilot programmes aimed at the safe disposal of the PCBs; these programmes should consider their progressive elimination, including the decontamination of equipment and containers</li> <li>• By year 2000, to organise the collection and environmentally sound disposal of the existing quantities of the nine pesticides</li> <li>• To reduce the emission of HCB, dioxins and furans as much as possible and, in order to do so, to promote the implementation of environmental audits and apply BEP, and if possible BAT, to the processes which generate these compounds, such as waste-incineration or recovery of metals, mainly copper wire and electric motors</li> <li>• To promote the implementation of environmental audits in the industrial installations that are sources of PAHs mentioned in the previous paragraph and located in selected hot-spots</li> <li>• To reduce the emission of PAHs as much as possible and, in order to do so to apply BEP and if possible BAT to the processes which generate these compounds</li> </ul>

**TABLE VII - MED cont.**

<p><b>Radioactive substances</b></p>	<p style="text-align: center;"><u><i>Targets</i></u></p> <ul style="list-style-type: none"> <li>• To eliminate to the fullest possible extent inputs of radioactive substances</li> </ul> <p style="text-align: center;"><u><i>Activities at the Regional level</i></u></p> <ul style="list-style-type: none"> <li>• To transmit to the Parties reports and other information received in accordance with the Convention and the Protocol</li> </ul> <p style="text-align: center;"><u><i>Activities at the National level</i></u></p> <ul style="list-style-type: none"> <li>• To promote policies and practical measures including the setting of targets and timetables to minimise the generation of radioactive waste and provide for their safe processing, storage, conditioning, transportation and disposal</li> <li>• To adopt measures, including BAT and BEP, for the reduction and/or elimination of discharges, emissions and losses of radioactive substances to the Mediterranean Sea</li> <li>• To submit reports on: the authorizations granted, data resulting from monitoring, quantities of pollutants discharged from their territories and the action plans, programmes and measures implemented</li> </ul>
<p><b>Heavy metals (heavy metals and organometallic compounds)</b></p>	<p style="text-align: center;"><u><i>Targets</i></u></p> <ul style="list-style-type: none"> <li>• By 2025, to phase out to the fullest possible extent discharges and emissions and losses of heavy metals (mercury, medium and lead)</li> <li>• By 2005, to reduce by 50% discharge, emissions and losses of heavy metals (mercury, cadmium and lead)</li> <li>• By 2000, to reduce by 25% discharges, emissions and losses of heavy metals (mercury, cadmium and lead)</li> <li>• To eliminate to the fullest possible extent pollution of the Mediterranean Sea caused by discharges, emissions and losses of zinc, copper and chrome</li> <li>• By 2010, to reduce discharges, emissions and losses of zinc, copper and chrome</li> <li>• By 2010, to phase out to the fullest possible extent discharges, emissions and losses of organomercuric compounds and reduce to the fullest possible extent those of organolead and organotin compounds</li> <li>• By 2010, to reduce by 50% discharges, emissions and losses of organometallic compounds</li> <li>• To phase out by 2005 the use of organomercuric compounds</li> </ul> <p style="text-align: center;"><u><i>Activities at the Regional level</i></u></p> <ul style="list-style-type: none"> <li>• To prepare guidelines for the application of BAT and BEP in the industrial installations that are sources of heavy metals (mercury, cadmium and lead)</li> <li>• By 2010, to formulate and adopt, as appropriate, environmental quality criteria and standards for point source discharges and emissions of heavy metals (mercury, cadmium and lead)</li> <li>• To prepare guidelines for the application of BAT and of BEP in industrial installations which are sources of zinc, copper and chrome</li> <li>• By 2010, to formulate and adopt, as appropriate EQ criteria and standards for point source discharges and emissions of zinc, copper and chrome</li> <li>• To prepare guidelines for BAT and BEP in industrial installations that are sources of organometallic compounds</li> <li>• By 2010, to formulate and adopt, as appropriate, environmental quality criteria and standards for point source discharges and emissions of organometallic compounds</li> </ul>

**TABLE VII - MED cont.**

	<p style="text-align: center;"><b><u>Actions at the National level</u></b></p> <ul style="list-style-type: none"> <li>• To reduce discharges and emissions of heavy metals as much as possible and in order to do so, to promote the implementation of environmental audits and apply BEP and, if possible, BAT in the industrial installation that are sources of heavy metals giving priority to installations located in the selected hot-spots</li> <li>• To prepare National Programmes on the reduction and control of pollution by heavy metals</li> <li>• To adopt at the national level and apply the common measures for preventing mercury pollution adopted by the Parties in 1987 (releases into the sea, max. conc. 0.050 mg/l)</li> <li>• To adopt and apply for the industries of the alkaline chloride electrolysis sector, as well as the previous standard, the maximum value of 0.5 grams of mercury in the water per tonne of chlorine production capacity installed (brine recirculation), 5 grams of mercury in the water per tonne (lost brine technology) and, if possible, 2 g of mercury from total releases into water, air and products)</li> <li>• To adopt at the national level and apply the anti-pollution common measures for cadmium and cadmium compounds adopted by the Parties in 1989 (releases into the sea, max. conc. 0.2 mg/l)</li> <li>• To prepare environmental voluntary agreements to which authorities, producers and users are committed on the basis of a reduction plan</li> <li>• To reduce discharges and emissions of zinc, copper and chrome as much as possible and, in order to do so, to promote the implementation of environmental audits and apply BEP and, if possible, BAT in industrial installations which are sources of zinc, copper and chrome, giving priority to installations located in the selected hot spots</li> <li>• To adopt at the national level and apply the common measures to control pollution caused by zinc, copper and their compounds adopted by the Parties in 1996 (releases into the sea, max. conc. 1.0 mg/l for zinc and 0.5 mg/l for copper)</li> <li>• To reduce discharges and emissions of organometallic compounds as much as possible and, in order to do so, to promote the implementation of environmental audits and apply BEP and, if possible, BAT in industrial installations that are sources of organometallic compounds</li> <li>• To promote the use of lead-free petrol</li> <li>• To make an inventory of the uses and quantities of organomercuric used</li> <li>• To adopt at the national level and apply the anti-pollution common measures for the organotin compounds adopted by the Contracting Parties in 1989</li> <li>• To phase out the use of organotin compounds as anti-fouling agents in cooling systems</li> </ul>
<p><b>Oils (Hydrocarbons) (Organohalogen compounds and used lubricating oil)</b></p>	<p style="text-align: center;"><b><u>Organohalogen compounds</u></b></p> <p style="text-align: center;"><b><u>Targets</u></b></p> <ul style="list-style-type: none"> <li>• To eliminate to the fullest possible extent pollution of the Mediterranean Sea caused by discharges, emissions and losses of organohalogen compounds</li> <li>• By 2010, to reduce discharges, emissions and losses into the Mediterranean Sea of organohalogen compounds</li> </ul> <p style="text-align: center;"><b><u>Activities at the Regional level</u></b></p> <ul style="list-style-type: none"> <li>• To prepare guidelines for the application of BAT and of BEP in industrial installations which are sources of organohalogen compounds</li> <li>• By 2010, to formulate and adopt, as appropriate, environmental quality criteria and standards for point source discharges and emissions of organohalogen compounds</li> </ul>

**TABLE VII - MED cont.**

	<p style="text-align: center;"><b><u>Activities at the National level</u></b></p> <ul style="list-style-type: none"><li>• To reduce discharges and emissions of organohalogen compounds as much as possible and, in order to do so, to promote the implementation of environmental audits and apply BEP and, if possible, BAT in the industrial installations which are sources of organohalogen compounds, giving priority to installations located in the selected hot-spots</li><li>• To prepare National Programmes on the reduction and control of pollution by organohalogen compounds</li><li>• To adopt at the national level and apply the anti-pollution common measures adopted by the Parties</li><li>• To regulate releases of organochlorines by the paper and paper pulp industries by limiting discharges measured as AOX (adsorbable organic halogen) to 1 kg per tonne of pulp produced and by reducing it further through the promotion of alternative bleaching to molecular chlore and the use of BAT and BEP</li><li>• To make an inventory of the uses and quantities of chlorinated paraffins and to reduce the use of short-chain chlorinated paraffins</li><li>• To make an inventory of the uses and quantities of pesticides</li><li>• To reduce and control the manufacture and use of PDBEs and PBBs</li><li>• To reduce and control the manufacture and use of certain pesticides such as lindane, 2,4-D and 2,5-T herbicides, and tri-, tetra- and penta- chlorophenols, used in the treatment of wood</li><li>• To participate in the programmes and activities of international organizations, especially FAO on the sustainable use of pesticides and to promote integrated pest management</li><li>• To participate in the OECD/FAO Pesticide Risk Reduction Project</li><li>• To prepare environmental voluntary agreements to which authorities, producers and users are committed on the basis of a reduction plan</li></ul> <p style="text-align: center;"><b><u>Used lubricating oil</u></b></p> <p style="text-align: center;"><b><u>Targets</u></b></p> <ul style="list-style-type: none"><li>• By 2005, to collect and dispose 50% of used lubricating oil in a safe and environmentally sound manner</li></ul> <p style="text-align: center;"><b><u>Activities at the Regional level</u></b></p> <ul style="list-style-type: none"><li>• To formulate and adopt a standard on the maximum amount of PCB an oil may contain before it is considered to be contaminated (i.e. 50 mg/kg)</li><li>• By 2000, to make an inventory of the quantities of the three categories of luboil</li></ul> <p style="text-align: center;"><b><u>Activities at the National level</u></b></p> <ul style="list-style-type: none"><li>• To prepare and adopt national pilot programmes for the collection, recycling and disposal of used luboils</li><li>• To prepare and adopt national pilot programmes for the collection, recycling and disposal of used luboils</li><li>• To prepare and adopt national pilot programmes for the collection, recycling and disposal of used luboils from the public services sector (air, road and railway transport, energy transport and distribution) and from military establishments</li><li>• To adopt at the national level and apply the common anti-pollution measures for luboils adopted by the Contracting Parties in 1989</li></ul>
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**TABLE VII - MED cont.**

<p><b>Nutrients</b> <b>(Nutrient and suspended solids)</b> <b>(Industrial waste water and Agriculture)</b></p>	<p style="text-align: center;"><u><i>Targets</i></u></p> <ul style="list-style-type: none"> <li>• By 2025, to dispose all waste water from industrial installations which are sources of BOD, nutrients and suspended solids, in conformity with the provisions of the LBS Protocol</li> <li>• Over a period of 10 years, to reduce by 50% inputs of BOD, nutrients and suspended solids from industrial installation sources of these substances</li> <li>• To reduce nutrient inputs, from agriculture and aquaculture practices into areas where these inputs are likely to cause pollution</li> </ul> <p style="text-align: center;"><u><i>Activities at the Regional level</i></u></p> <ul style="list-style-type: none"> <li>• To prepare guidelines for the application of BAT and BEP in industrial installations which are sources of BOD, nutrients and suspended solids</li> <li>• By 2010, to formulate and adopt, as appropriate, EQ criteria and standards for point source discharges of BOD, nutrients and suspended solids</li> <li>• By 2010, to formulate and adopt guidelines for waste waters treatment and waste disposal from industries which are sources of BOD, nutrients and suspended solids</li> <li>• To participate in the programmes and activities of international organizations, especially FAO, on sustainable agricultural and rural development in the Mediterranean</li> <li>• To participate in the FAO programme on the sustainable use of fertilizers and to encourage the preparation of national and regional strategies based on the controlled, appropriate and rational use of seeds, fertilizers and pesticides</li> <li>• To prepare guidelines for the application of BEP (including good agricultural practices) for the rational use of fertilizers and the reduction of losses of nutrients from agriculture</li> </ul> <p style="text-align: center;"><u><i>Activities at the National level</i></u></p> <ul style="list-style-type: none"> <li>• To reduce discharges of pollutants as much as possible and, in order to do so, to promote the implementation of environmental audits and apply BEP and, if possible, BAT in the industrial installations which are sources of BOD, giving priority to installations located in hot-spots</li> <li>• To develop National Programmes for the environmentally sound management of waste water and solid waste from industrial installations which are sources of BOD, and to this end to ensure:</li> <li>• By 2005, that at least industrial installations which are sources of BOD, nutrients and suspended solids, located in areas of concern, dispose all waste water in conformity with national regulation system</li> <li>• To locate coastal outfalls so as to obtain or maintain agreed environmental quality criteria and to avoid the exposure of sensitive environments (such as lagoons, seagrass beds, etc.) to excess nutrient or suspended solid loads</li> <li>• To promote primary, secondary and, where appropriate and feasible tertiary treatment of BOD waste water discharged into rivers, estuaries and the sea</li> <li>• To promote sound operation and proper maintenance of facilities</li> <li>• The reduction and beneficial use of waste water or other solutions appropriate to specific sites, such as no-water and low-water solutions</li> <li>• The identification of the availability and sustainability of productive uses of waste water sludge, and other waste, such as land-spreading, composting, energy uses, animal feed, etc.</li> <li>• To prepare environmental voluntary agreements to which authorities, producers and users are committed on the basis of a reduction plan</li> <li>• To assess the quantities and types of fertilizers used</li> <li>• To assess the quantity of solid and liquid manure produced by farm animals</li> </ul>
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	<ul style="list-style-type: none"> <li>• To promote the rational use of fertilizer and reduce the losses of nutrients by misuse of inorganic fertilizer and manure</li> <li>• To promote ecological agriculture and ecological aquaculture</li> <li>• To promote rules of good agricultural practices</li> <li>• To participate in the programmes and activities of international organizations, especially FAO, on sustainable agricultural and rural development in the Mediterranean</li> <li>• To promote the implementation of the Convention on Desertification</li> </ul>
<b>Sediment</b>	<i>Not covered in the Strategic Action Programme</i>
<b>Litter (Urban solid waste)</b>	<p style="text-align: center;"><u><i>Targets</i></u></p> <ul style="list-style-type: none"> <li>• By 2025 at latest, to base urban solid waste management on reduction at source, separate collection, recycling, composting and environmentally sound disposal</li> <li>• By 2005 at latest, to base urban solid waste management on reduction at source, separate collection, recycling, composting and environmentally sound disposal in all cities and urban agglomerations exceeding 100,000 inhabitants and areas of concern</li> </ul> <p style="text-align: center;"><u><i>Activities at the Regional level</i></u></p> <ul style="list-style-type: none"> <li>• By 2000, to formulate and adopt guidelines for <u>environmentally suitable and economically feasible systems of collection</u> including separate collection, and disposal or urban solid waste</li> <li>• By 2005, to develop programmes for the reduction and recycling of urban solid waste</li> </ul> <p style="text-align: center;"><u><i>Activities at the National level</i></u></p> <ul style="list-style-type: none"> <li>• By 2000, to develop national plans and programmes for the reduction at source and environmentally sound management of urban solid waste</li> <li>• By 2005, to establish environmentally suitable and economically feasible systems of collection and disposal or urban solid waste in cities and urban agglomerations of more than 100,000 inhabitants</li> <li>• To promote the reduction and recycling of urban solid waste</li> </ul>
<b>Physical alterations and destruction of habitats</b>	<p style="text-align: center;"><u><i>Targets</i></u></p> <ul style="list-style-type: none"> <li>• To safeguard the ecosystem function, maintain the integrity and biological diversity of species and habitats</li> <li>• Where practicable, to restore marine and coastal habitats that has been adversely affected by anthropogenic activities</li> </ul> <p style="text-align: center;"><u><i>Activities at the Regional level</i></u></p> <ul style="list-style-type: none"> <li>• To formulate guidelines for the preservation of habitats and normal ecosystem functions in coastal areas, particularly in the context of ICZM</li> <li>• To develop programmes for ICZM</li> </ul> <p style="text-align: center;"><u><i>Activities at the National level</i></u></p> <ul style="list-style-type: none"> <li>• To support programmes for ICZM</li> <li>• To undertake studies on the potential effects on the environment or EIA according to the importance of the physical alterations and the destruction of habitats related to management projects</li> <li>• To establish a system of previous authorization by competent national authorities for works which cause physical alteration of the natural state of the coastline or the destruction of coastal habitats</li> </ul>

**TABLE VIII**

<b>SOUTH ASIAN SEAS (SAS)</b>
<p><b>Priority areas identified for the protection of the marine environment from land-based activities:</b></p> <ul style="list-style-type: none"> <li>• Development of strategy, including a Programme of Action for the protection of the marine environment of the South Asian Seas from Land-based Activities;</li> <li>• Development of a regional programme for monitoring of marine pollution in the coastal waters of the South Asian Seas and the regular exchange of relevant data and information;</li> <li>• Development of pilot activities in the countries of South Asian Seas to control the degradation of the marine coastal environment from land-based activities</li> <li>• Training of personnel involved in these pilot projects to control the degradation of the marine and coastal environment from land-based activities, including the preparation of a training-manual; and</li> <li>• Development of a regional programme to identify special problems of the largest coastal cities and of the island States in areas of (a) disposal of domestic sewage effluents and (b) collection and disposal of solid waste.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>The preparation of (a) National Programmes of Action, (b) Regional Overview and (c) Regional Programme of Action on Land-based Activities under preparation, coordinated by SACEP (Secretariat of the SAS Action Plan) with the support of the GPA Coordination Office and will include two additional land-locked countries (Nepal and Buthan).</i></li> </ul>

Source: Matrices of the Status of Implementation of Regional Seas Conventions and Action Plans, UNEP(DEC)/RS.Inf 13. Second Meeting of Regional Seas Conventions and Action Plans, The Hague, The Netherlands, 5-8 July 1999.

**TABLE IX**

<b>RED SEA AND GULF OF ADEN (RED)</b>
<p><b>Priority areas identified for the protection of the marine environment from land-based activities:</b></p> <ul style="list-style-type: none"> <li>• Development of a regional programme of action for land-based activity.</li> </ul>
<ul style="list-style-type: none"> <li>• <i>The preparation of a Regional Programme of Action on Land-based Activities is under preparation, coordinated by PERSGA (Red Sea and Gulf of Aden Environment Programme), taking into account efforts of the Strategic Action Programme under GEF, and with the support of the GPA Coordination Office</i></li> </ul>

Source: Discussions of GPA Coordination Office with PERSGA Secretariat held during Second Meeting of Regional Seas Conventions and Action Plans, The Hague, The Netherlands, 5-8 July 1999

TABLE X

WIDER CARIBBEAN
<p><b>Priority areas identified for the protection of the marine environment from land-based activities:</b></p> <p><b>Source Categories and Activities:</b> Domestic Sewage, Agricultural Non-Point Sources, Chemical Industries, Extractive Industries and Mining, Food Processing Operations, Manufacture of Liquor and Soft Drinks, Oil Refineries, Pulp and Paper Factories, Sugar Factories and Distilleries, Intensive Animal Rearing Operations.</p> <p><b>Associated Contaminants of Concern</b></p> <p>The contaminants mentioned below have been identified on the basis of their hazardous or otherwise harmful characteristics. This list shall serve as a guide when formulating effluent [and emission] limitations and management practices for the sources and activities in Annex I of the Draft Protocol on LBA (see more below).</p> <p><b>1. Primary Contaminants of Concern</b></p> <p>a. Organohalogen compounds and substances which could result in the formation of these compounds in the marine environment; b. Organophosphorus compounds and substances which could result in the formation of these compounds in the marine environment; c. Organotin compounds and substances which could result in the formation of these compounds in the marine environment; d. Heavy Metals and their compounds, e. Crude Petroleum and hydrocarbons; f. Used Lubricating Oils, g. Polycyclic aromatic hydrocarbons; h. Biocides and their derivatives, i. Pathogenic micro-organisms, possible result of eutrophication; j. Cyanides and fluorides; k. Detergents and other non-biodegradable surface tension substances; l. Nitrogen and phosphorous compounds; m. Persistent synthetic and other materials including garbage, that float, flow or remain in suspension, or settle to the bottom and affect marine life and hamper the uses of the sea; n. Compounds with hormone-like effects; o. Radioactive substances, including their waste, p. Sediments and q. Any other substance or group of substances with one or more of the characteristics outlined in Section 2 of Annex I.</p> <p>The above information is as per priority sources identified in the Draft protocol on LBA being negotiated under the Cartagena Convention by the Regional Coordinating Unit for the Caribbean Environment Programme ( see Annex I to the Draft Protocol)</p> <ul style="list-style-type: none"> <li>• <i>The preparation of a Regional Programme on LBA will likely follow directives from the Plenipotentiary Meeting for the Adoption of the Protocol on Land-based Activities (Aruba, 27 September-6 October 1999), where the Protocol was negotiated, adopted and open for signature</i></li> </ul>

Source: Discussions of GPA Coordination Office with CEP Secretariat held during Second Meeting of Regional Seas Conventions and Action Plans, The Hague, The Netherlands, 5-8 July 1999

TABLE XI

SOUTH PACIFIC
<p><b>Priority areas identified for the protection of the marine environment from land-based activities:</b></p> <ul style="list-style-type: none"> <li>• Pending endorsement of the Regional Programme of Action (prepared as outcome of the GPA Workshop, Apia, 14-16 October 1999), which is presently being reviewed by governments.</li> </ul>



TABLE XII

BLACK SEA ENVIRONMENT PROGRAMME (BLACK)

Priority areas identified for the protection of the marine environment from land-based activities:

**Rivers:** Development of Black Sea Basin Wide Strategy, to address the eutrophication problem in the Black Sea. The objective of the strategy should be to negotiate a progressive stepwise reduction of nutrient loads, until water quality objectives are met for the Black Sea, including the reduction of input of other pollutants into the Black Sea, in particular oil. Given that the Danube is the largest single source of nutrient inputs into the Black Sea, it is imperative that strategies for the reduction of nutrients be adopted for this river. The provisions in the Danube Strategic Action Plan (maintenance of 1995 levels) clearly are insufficient for addressing the eutrophication problem in the Black Sea.

**High priority point-sources:**

*Completed:* A list of high priority sites (hot-spots) for reducing discharges of pollutants

*On-going:* National Strategic Action Plans (NSAPs) were developed and are at the stage of approval by Governments [as of July 1999] which will include strategies and timetables for substantial reduction of inputs of pollutants from hot-spots by 2006, in accordance with agreed water quality objectives.

*Planned:* National reports on the progress made in addressing the identified hot-spots will be presented to the Istanbul Commission and widely disseminated in 2000 and 2006. This report should include an assessment of the progress made on the strategy for each site. If the progress made is found to be insufficient to meet the agreed water quality objectives, further steps to reduce inputs will be decided upon at the Ministerial meetings.

**Regulation of point sources:**

*Planned:* (1) Comprehensive national studies on the discharge of insufficiently treated sewage will be prepared by each Black Sea state by January 2000. The Istanbul Commission, through its Advisory group on the Control of Pollution from Land-Based sources will coordinate this activity. These studies will analyse the national and regional benefits to public health, the environment and recreation as well as the economic costs of installing sewage treatment plants to serve as a basis for taking decisions and implementing measures on insufficiently treated sewage from large urban areas by 2006.

(2) Implementation of the Protocol on Land-Based Sources to the Bucharest Convention and the elimination of discharges of POPs of global significance. The following actions shall be taken:

- Water quality objectives shall be harmonised on the basis of use of water. The Istanbul Commission upon the recommendations of its Advisory Group on pollution Monitoring and Assessment will adopt such harmonised water quality objectives and where necessary standards **by mid-1998**???. These objectives should be subjected to a comprehensive review every five years.
- Each Black Sea state shall endeavour to adopt and implement, in accordance with its own legal system, **by 1999**, the laws and mechanisms required for regulating discharges from point sources. The basis for regulating discharges will be a licensing system, through which the harmonised water quality objectives can be applied.
- Each Black Sea state will also endeavour to adopt and implement, in accordance with its own legal system, efficient enforcement mechanisms **by 1999**.
- Each Black Sea state will consider the introduction of policies in which polluters are made to pay for compliance. The application of environmentally friendly production processes or other innovative process which reduce inputs of pollutants may also be encouraged through economic incentives.

Source: Paper on the "Black Sea" received from the Coordinator of the Black Sea Environment Programme at the Second Meeting of Regional Seas Conventions and Action Plans, The Hague, The Netherlands, 5-8 July 1999.

**TABLE XIII**

<p align="center"><b>SUMMARY OF THE PROGRAMME OF ACTION FOR THE ARCTIC</b>  <b>(Arctic Council Regional Programme of Action for The Protection of the Arctic Marine Environment from Land-based Activities)</b></p>						
Source of Pollution	Objectives	Strategy	Specific action	Action by whom	Time frame (yrs)	Programme support
	<p>Take action individually and jointly which will lead to prevention, reduction, control and elimination of pollution in the marine environment;</p> <p>Regional identification and assessment of problems;</p> <p>Regional establishment of priorities for action;</p> <p>Strengthen regional and national capacity building; and Harmonize, as appropriate, and adjust measures to fit the particular.</p>		<ul style="list-style-type: none"> <li>• Clearing House Development</li> <li>• Revise Mining Guideline Proposal</li> <li>• Establish Correspondence Group on Shipping</li> <li>• Finalize Russian NPA Arctic</li> <li>• Support for Russian NPA-Arctic and Partnership Conference</li> <li>• Review Operating Guidelines</li> <li>• Co-sponsor IUCN Marine Workshop in November</li> <li>• Report to CSD</li> </ul>	<p>All countries Canada Norway Russia All countries</p> <p>All countries PAME/CAFF/ IUCN Canada</p>	1999	
			<ul style="list-style-type: none"> <li>• Define Coastal Area</li> <li>• Respond to Marine Workshop Recommendations</li> <li>• Preparatory Meeting on Partnership Conference</li> <li>• Identify Lead for Analysis of International Agreements and Arrangements</li> <li>• Complete Shipping Analysis</li> <li>• Consider Indicators for Offshore Oil and Gas Guideline Effectiveness</li> <li>• Progress Reports to Ministers on:                             <ul style="list-style-type: none"> <li>• RPA, Russian NPA-Arctic, Partnership Conference</li> <li>• Shipping analysis</li> <li>• meeting goals and objectives of offshore guidelines</li> </ul> </li> <li>• status of agreements and additional instruments</li> </ul>		2000	

**TBALE XIII – ARCTIC cont.**

Source of Pollution	Objectives	Strategy	Specific action	Action by whom	Time frame (yrs)	Programme support
			<ul style="list-style-type: none"> <li>• Hold Partnership Conference</li> <li>• Collate Shipping Proposals</li> <li>• Collate proposed amendments to PAME Offshore Oil and Gas Guidelines</li> <li>• Respond to additional RPA Proposals</li> <li>• Complete update on marine pollution sources</li> </ul>		2001	
			<ul style="list-style-type: none"> <li>• Complete Analysis of International Agreements and Arrangements. Provide recommendations on:                             <ul style="list-style-type: none"> <li>• adequacy of international agreements and arrangements</li> <li>• possible new shipping measures</li> <li>• possible amendments to offshore oil and gas guidelines</li> <li>• possible new measures for land-based activities</li> </ul> </li> </ul>		2002	

Priorities of Regional Programme of Action:

<u>Source Categories</u>	<u>Priorities for Action</u>
POPs	High
Radionuclides	Medium
Heavy Metals	High
Petroleum Hydrocarbons	Medium
Sewage	Low
Nutrients	Low
Sediment	Low
Litter	Low
Physical Degradation	Medium-High

Source: Paper on the "Arctic Regional Programme" received from the Chairman of PAME following the Second Meeting of Regional Seas Conventions and Action Plans, The Hague, The Netherlands, 5-8 July 1999.

TABLE XIV

SUMMARY OF THE PROGRAMME OF ACTION FOR THE NORTH-EAST ATLANTIC (OSPAR)						
Source of Pollution	Objectives	Strategy	Specific action	Action by whom	Time frame (yrs)	Programme support
	(The Convention objectives includes those in Annex I on the Prevention and Elimination of Pollution from Land-based Sources)	The protection and conservation of ecosystems and biological diversity [Note: activities for 1998-1999, include: selecting criteria for priority species and habitats; habitat classification system and biogeographic subregions; guidelines for MPA management; assessment of impact of human activities in the marine environment as basis for Quality Status Report]	<ul style="list-style-type: none"> <li>• <b>Develop and compile criteria and guidance for the selection of species and habitats and apply this for:</b> <ol style="list-style-type: none"> <li>i. the compilation of lists of e.g. threatened or declining species and of threatened habitats; and</li> <li>ii. and for the selection of species and habitats which need to be protected;</li> </ol> </li> <li>• <b>Carry out an assessment of the actual or potential impact of the human activities listed in Annex 1 [to this strategy];</b></li> <li>• <b>Carry out an assessment of marine areas which have been adversely affected;</b></li> <li>• <b>Collect and evaluate information concerning existing protection programmes for marine species and habitats which are already protected;</b></li> <li>• <b>Draw up programmes and measures including, as appropriate:</b> <ol style="list-style-type: none"> <li>i. a system of specific areas or sites which need to be protected and plans to manage such areas or sites;</li> <li>ii. control of specific human activities that have an actual or potential adverse impact on species and habitats;</li> <li>iii. protection of marine species, habitats or ecological processes that appear to be under immediate threat or subject to rapid decline; and</li> <li>iv. restoration, where practicable, of marine areas which have been identified as being adversely affected;</li> </ol> </li> </ul> <p><b>Develop and implement a biological component of the Joint Assessment and Monitoring Programme aimed at assessing the status of the biological diversity of the maritime area.</b></p>	The working group on Impacts on the Marine Environment (IMPACT) will implement the activities.	OSPAR Action Plan 1998-2003	
		Hazardous Substances [Note: activities for 1998-1999, include: Development of dynamic selection and prioritization mechanism for hazardous substances; preparation of comprehensive background documents on	<ul style="list-style-type: none"> <li>• <b>Selection and prioritisation of hazardous substances:</b> <ol style="list-style-type: none"> <li><u>a. give priority to the finalisation</u>, by OSPAR 2000, of the dynamic selection and prioritisation mechanism for hazardous substances (including endocrine disruptors), and will apply this mechanism to substances and groups of substances of concern, including those substances and groups of substances as set out in the 1998 OSPAR List of Candidate Substances at Annex 3 to the OSPAR Strategy with regard to Hazardous Substances;</li> <li><u>b. give priority to the development</u> of programmes and measures for the substances on the OSPAR list of chemicals for priority action (cf. Annex 2) until the development of the selection and prioritisation mechanism is completed. This Annex will be updated from time to time on the basis of the results of the application of this mechanism.</li> </ol> </li> </ul>	Working Group on Point Sources (POINT); working group on Diffuse Sources (DIFF); working group on Concentrations Trends and		

TABLE XIV – OSPAR cont.

Source of Pollution	Objectives	Strategy	Specific action	Action by whom	Time frame (yrs)	Programme support
		<p><b>activities for 1998-1999 (cont.)</b></p> <p>hazardous substances; Review PARCOM Decision 96/3 on Harmonised Mandatory Control System for the Use and Reduction of the Discharge of Offshore Chemicals; reports containing effects of dredging and contaminant inputs from dredged materials].</p>	<ul style="list-style-type: none"> <li>• <b>Substitution of hazardous substances:</b> a. develop procedures for <u>identifying less hazardous or preferably non-hazardous substitutes for hazardous substances used both on land and offshore</u>. Priority will be given to identifying relevant substitutes for the hazardous substances on the OSPAR list of chemicals for priority action.</li> <li>• <b>Development of programmes and measures to combat pollution</b> a. <u>prepare background documents, including descriptions of Best Available Techniques (BAT) and/or Best Environmental Practices (BEP)</u>, as a basis for the development of programmes and measures for: i. the substances and groups of substances listed in the attached Annex 2; ii. the sectors listed in the attached Annex 3; b. <u>adopt appropriate programmes and measures (including BAT/BEP)</u> for these sectors, sources and substances with a view to continuously reducing discharges, emissions and losses of hazardous substances; c. <u>give special attention to:</u> i. the development and adoption of programmes and measures for reducing uses of the substances and/or the generation of hazardous substances on the OSPAR list of chemicals for priority action; ii. to the need of developing other programmes of work (e.g. as regards diffuse sources of hazardous substances); d. <u>review OSPAR BAT/BEP measures</u> in accordance with the agreed timetable (cf. reference number 1999-7) and taking into account, <i>inter alia</i>, the progress achieved in the development of BAT Reference Documents under Council Directive 96/61/EC concerning integrated pollution prevention and control.</li> <li>• <b>Monitoring</b> a. <u>establish inputs of hazardous substances to the marine environment</u> for: i. atmospheric inputs, including an inventory of emissions to air and the monitoring of atmospheric pollutants; ii. riverine inputs and land-based discharges directly into the marine environment differentiating, where possible, anthropogenic inputs; iii. discharges and emissions from particular sectors (including offshore installations) or activities (including the dumping of materials); iv. inputs of selected substances (e.g. via pilot studies for a detailed overview) b. <u>monitor hazardous substances in relevant compartments of the marine environment</u> (Coordinated Environmental Monitoring Programme) and, in particular: i. develop and implement programmes and models to provide suitable monitoring data (e.g. surveys) concerning hazardous substances and their effects in the maritime area(3); ii. Develop and apply screening methods for hazardous substances not normally monitored particularly those prioritised by the Dynamic Selection and Prioritisation Mechanism for Hazardous substances (DYNAMEC); iii. give priority to the development of suitable monitoring and testing techniques for endocrine disruptors; iv. conduct, on the basis of an intercomparison exercise, a concerted survey of the maritime area to gauge the spatial extent of any adverse effects arising from exposure to endocrine disruptors.</li> </ul>	<p>Effects of Substances in the Marine Environment (SIME); working group on Inputs to the Marine Environment (INPUT); and others</p>		

TABLE XIV– OSPAR cont.

Source of Pollution	Objectives	Strategy	Specific action	Action by whom	Time frame (yrs)	Programme support
			<ul style="list-style-type: none"> <li>• <b>Assessment</b></li> <li>a. <u>assess whether there are reasonable grounds for concern with regard to specific hazardous substances</u> (in particular when there is a lack of relevant risk assessment or monitoring data), and will, to the extent possible, initiate immediate programmes to help characterise the risks connected to such substances;</li> <li>b. <u>compile and consider the development and use of tools and criteria</u> (including guidance for their use) such as:               <ol style="list-style-type: none"> <li>i. background/reference values;</li> <li>ii. ecotoxicological assessment criteria;</li> <li>iii. EQOs and EcoQOs where applicable;</li> <li>iv. statistical techniques and mathematical models; for assessing inputs to the maritime area and for evaluating the environmental conditions in sea areas.</li> </ol> </li> </ul>			
		Radioactive Substances [Note: activities for 1998-1999, include: assessment of information on reduction of emissions from parties; summary of national reports; revised guidelines on BAT; report on EIA for discharges]	<ol style="list-style-type: none"> <li>a. <u>identify and take the action required by the year 2000</u> as a result of § 4.1a of OSPAR's Strategy with regard to Radioactive Substances;</li> <li>b. <u>identify and assess the need for action and prioritise by the year 2003</u> radioactive substances and/or human activities which give rise for concern about their impact on the marine environment.</li> <li>c. <u>undertake to develop environmental quality criteria for the protection of the marine environment from adverse effects of radioactive substances</u> and report on progress by the year 2003;</li> <li>d. <u>develop programmes and measures, thereby ensuring the application of BAT/BEP</u>, for nuclear sectors and for non-nuclear sectors with discharges, emissions or losses of radioactive substances (cf. Annex 3), including, where appropriate, clean technology;</li> <li>e. <u>examine in the year 2000 the results of a review and assessment of the reprocessing and non-reprocessing options for spent fuel management</u> (carried out by the Nuclear Energy Agency), and prepare proposals for actions to be initiated / taken in the framework of OSPAR.</li> </ol>	RAD and SIME will implement the activities outlined	OSPAR Action Plan 1998-2003	
		Eutrophication	<ul style="list-style-type: none"> <li>• <b>Assessment of the eutrophication status [priorities]</b></li> <li>a. <u>carry out an evaluation of the situation in the maritime area</u> that would be expected following the implementation of agreed measures;</li> <li>b. <u>compile information on agreed methodologies and monitoring</u> in support of the classification of areas;</li> <li>c. <u>develop them where they do not already exist.</u></li> </ul> <ul style="list-style-type: none"> <li>• <b>Development and implementation of measures to combat eutrophication</b></li> <li>a. further develop and adopt harmonised quantification and reporting procedures for nutrients, including relevant sources, basic figures, calculation methods and emission factors;</li> </ul>	Working group on Nutrients and Eutrophication (NEUT) with shared responsibilities with other working groups.		

TABLE XIV– OSPAR cont

Source of Pollution	Objectives	Strategy	Specific action	Action by whom	Time frame (yrs)	Programme support
			<ul style="list-style-type: none"> <li>b. review the implementation of, and reporting on PARCOM Recommendation 88/2 on the Reduction in Inputs of Nutrients to the Paris Convention Area;</li> <li>c. review the implementation of national action plans in the context of PARCOM Recommendation 89/4 on a Coordinated Programme for the Reduction of Nutrients;</li> <li>d. review the implementation of, and reporting on, any national or international measures as adopted by individual Contracting Parties for the reduction of nutrients in discharges/emissions from industry, sewage treatment plants, agriculture and other diffuse sources. evaluate the experience gained and the results achieved with the OSPAR Strategy to Combat Eutrophication (e.g. in the light of the ongoing activities to fulfil the 50% reduction target)</li> <li>e. assess the need for the setting of further reduction targets;</li> <li>f. develop further relevant source-reduction measures needed to complement or update existing measures, inter alia by developing BEP for the sectors listed in Annex 3; and</li> <li>g. consider the updating of PARCOM Recommendations 88/2, 89/4 and PARCOM Recommendation 92/7 on the Reduction of Nutrient Inputs from Agriculture into Areas where these Inputs are Likely, Directly or Indirectly, to Cause Pollution</li> </ul>			
		<p>Overall Evaluation and Review of Progress</p> <p><b>[Note: activities for 1998-1999, include:</b>                      Five regional Quality Status Reports (QSRs): Arctic Waters, Greater North Sea, Celtic Seas, Bay of Biscay and Iberian Coast and Wider Atlantic to be finalised in 1999.</p> <p>Revised “Standard implementation Reporting and Assessment Procedure” to be adopted in 1999.</p>	<ul style="list-style-type: none"> <li>• <b>Monitoring and tools for assessment</b> <ul style="list-style-type: none"> <li>a. <u>further develop and adopt a set of quantified assessment criteria</u> and means for interrelating them for use in the characterisation of problem areas, potential problem areas and non-problem areas with regard to eutrophication;</li> <li>b. <u>initiate the following actions in the period up to the year 2000:</u> i. develop the appropriate scientific basis and an agreed methodology to derive ecological quality objectives; ii. develop procedures for the use of information from monitoring, research and modelling &amp; for the use of assessment criteria of the Common Procedure; and</li> <li>c. <u>adopt and apply ecological quality objectives</u> taking into account the review of the OSPAR Strategy to Combat Eutrophication and of the quinquennial reports on progress achieved.</li> </ul> </li> <li>• <b>Assessment and Monitoring</b>                      Continue to work in accordance with the Joint Assessment and Monitoring Programme (JAMP). In the period 1998-2000, finalise the five regional Quality Status Reports (QSRs) and the convention-wide QSR 2000 in the year 2000. The findings of the QSR 2000 will be taken into account in the quinquennial review of the OSPAR strategies</li> <li>• <b>Compliance and effectiveness assessment</b> <ul style="list-style-type: none"> <li>a. assess reports of Contracting Parties on the implementation of programmes and measures adopted under the Convention;</li> <li>b. assess the effectiveness of these programmes and measures with a view to improving the protection of the marine environment.</li> </ul> </li> </ul>	OSPAR's subsidiary bodies will execute the activities in accordance with their terms of reference, and present the relevant results to the Commission		

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RECEIVED JUL 7 1999

**Attn:** All meeting participants in IOI gathering, 1-6 June 1999,  
Malta

Cdr. Robert L. Race  
Director  
International Ocean Institute  
Dalhousie University  
1226 Le Marchant Street  
Halifax, Nova Scotia  
CANADA B3H 3P7

**Subject:** Report and follow-up

22 June, 1999

Dear Cdr. *Robert,* Race,

Through this communication, I wish to thank you for all your participation in the meeting, and your contributions. The report of the meeting will be ready in July and then sent to all. We may have an annex of action items. However, I have not specifically marked action items in the text, I consider that the whole is one large action item, for all of us.

There is a need for me to receive your inputs as regards the annual report, the programme formulation for 2000 and 2001 if there are any additions, especially as regards the budget.

There is also a need to provide inputs to the next issue of the Across the Oceans Newsletter to the Editor, Ms. A. Coady; deadline is end of August.

I will be out of the office in the period 24 June to 20 August. The office knows where to reach me in cases of need.

I wish you all a good summer period.

With best regards,

Yours sincerely,

Dr. Gunnar Kullenberg  
Executive Director



**THE INTERNATIONAL OCEAN INSTITUTE  
PACIFIC ISLANDS  
(IOI-PACIFIC ISLANDS)<sup>1</sup>**

**DISCUSSION PAPER  
IOI-Pacific Islands Organisational Plan**

Prepared by  
G. Robin South, Director  
Suva, Fiji, July 1999

**BACKGROUND:**

Following a review of IOI-Pacific Islands (as IOI-South Pacific) in 1997-1998, the continuation of the IOI Operational Centre as part of the Marine Studies Programme has been agreed. This has resulted in the past year of a gradual merger of IOI's activities under the general umbrella of the MSP. It has also resulted, however, in a significant loss of momentum of IOI-Pacific Islands' successful programme and a loss of identity of IOI-Pacific Islands. Other factors that have influenced this include the development of strong training programmes under the new MSPTRAIN that are not identified with the IOI, even though some of them were initially negotiated through IOI (such as the CC:TRAIN Certificate Programme) and others (such as the FAO TRAINFISH Programme) came to the USP largely because of IOI's recognition as a training centre under the aegis of UNDP and UN/DOALOS initiatives. The loss of the income from these and other activities previously under IOI has resulted in the necessity of transferring the Coordinator's position to the MSP, with only partial support from IOI. At the same time, the IOI's international network is rapidly growing, and IOI-Pacific Islands is seen as an important partner.

**There have been substantial changes in the IOI network, and there are increasing obligations for IOI-PI to meet as part of the IOI network. There is therefore an urgent need to re-vitalise IOI-PI and to clearly identify its niche within the USP and Marine Studies.**

**ISSUES:**

The difficulties faced by IOI-Pacific Islands are as follows:

1. Reliance on the services of a Director who needs appropriate back-up if he is to provide the necessary leadership for the Operational Centre.
2. Loss of identity in the larger MSP programme, with the consequent need to clearly spell out the niche of IOI-Pacific Islands in the overall MSP picture. t/

<sup>1</sup> The name change from IOI-South Pacific to IOI-Pacific Islands will be recommended to the Board at its September 1999 meeting.

3. Lack of a group of committed individuals at the USP who identify themselves with IOI and who can work with IOI on specific tasks.
4. Lack of some key personnel required to effectively deliver IOI programmes.
5. Lack of a capacity to take advantage of known funding opportunities through the development of appropriate funding proposals.
6. Lack of sufficient formal linkages with partner organisations in the Pacific Islands region.
7. Opportunities to take advantage of the USP's communications network are inadequately developed.
8. IOI-Pacific Islands should reconsider the proposed merger of its Advisory Board with that of the MSP.

## **SOLUTIONS**

1. The current Director is willing to continue to provide leadership to IOI-Pacific Islands, providing suitable support is provided.
2. The identity of IOI-Pacific Islands will be developed by concentrating on the attached list of programme areas (Annex I) which is compatible with the need of the IOI network, and with the goals and objectives of the MSP.
3. Discussions at the USP have resulted in the identification of an IOI TEAM (Annex II) of core individuals who can assist IOI-Pacific Islands in meeting its objectives.
4. Key personnel required if IOI-Pacific Islands is to deliver its programmes are identified in the IOI-Pacific Islands Team (Annex II). Positions identified are in IT Services, and in project development. Modest funds are required to fund these positions. Satisfactory implementation of 1-4 (above) will enable us to take better advantage of known funding opportunities.
5. IOI-Pacific Islands needs to clearly identify its partners. Existing links with the Fiji Dive Operators Association, SPACHEE and the Women and Fisheries Network need to be strengthened, while new links such as that with the New England Aquarium need to be developed.
6. The enhancing of IOI's IT capabilities will naturally lead to enhancement of opportunities to use USP's communications network. The possibility of development of IOI courses for delivery through the USP network should be considered a priority.
7. The IOI-Pacific Islands Advisory Board should continue as a separate board to that of the MSP, or at the least should hold one of its two annual meetings separately from MSP, with perhaps the other being a joint meeting.

## **RESOURCES**

The resources required and identified here and in Annex II are:

1. Continued contribution from IOI-HQ to the amount of US\$20,000 annually; the use of the funds to be discretionary within the identified programme areas.
2. Salary for an IT Services assistant, total US\$10,000/annum.
3. Support for a Programme Assistant, total US\$10,000/annum.
4. Purchase of one lap top computer, and one desk top computer system (including printer, Zip drive and scanner) – total US\$8,000.

**TOTAL RECURRENT SOURCES REQUIRED: US\$40,000**

IOI-PI will provide facilities to its operations *gratis*. The services of USP personnel will be secured contractually from external funds on a project by project basis.

**IOI-PI 1999-07-19**

IOI-PI will continue to be integral to the development of the...  
The main objective of the IOI-PI is to...  
The IOI-PI will continue to be integral to the development of the...  
The main objective of the IOI-PI is to...  
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## IOI-PACIFIC ISLANDS

### Programme Focal Areas 2000 onwards

IOI-Pacific Islands will continue to be integral to the University of the South Pacific's Marine Studies Programme. Its focal areas will be developed as complementary to those of the MSP, and in areas that cannot be implemented by MSP. IOI-PI's mission, goals and objectives will remain the same as those of the IOI itself. Focal areas include the following:

#### 1. Marine Awareness

→ IOI-PI will be the MSP's implementing agency for marine awareness programmes; separate funds will be sought for these activities. Projects will focus on the raising of marine awareness in the USP member countries. All sectors of society will be impacted by this programme. Activities will include the following:

- Village level workshops
- Joint programmes with IOI-PI partners in the development of marine awareness materials, including those to be used in school programmes, with community groups (including women, disadvantaged people, and youth) and with the media. The production of informative material for use by local and regional media outlets will be encouraged.
- Seminars and conferences.
- Initiation of volunteer programmes such as the HELMEPA programme.

#### 2. Marine Conservation

This programme will be linked to the Marine Awareness programme. It will focus on marine conservation projects at the village or community level, development of training programmes for conservation area managers, development of appropriate monitoring programmes for conservation areas, and conduct of surveys for resource owners wishing to establish marine reserves. As in Marine Awareness IOI-PI will work with current and new partners in this focal area.

IOI-PI will take responsibility for the MSP's identified node in the Global Coral Reef Monitoring Network through the development of coral reef monitoring and training programmes in Fiji, Samoa, American Samoa and Tonga.

#### 3. Training

IOI-PI will continue its role in the IOI Training Network, and will offer existing and newly developed courses when suitable funds are available. The training activities will be coordinated under MSPTRAIN, by the MSP's Training Coordinator. The possibility of redesigning courses for Distance delivery will be given priority.

IOI-PI will take advantage of MSP's training programmes under CC:TRAIN and FAO's TRAINFISH, by helping in the provision of resources and networking; an attempt will also be made to re-vitalise IOI-PI's partnership in the TRAIN-SEA-COAST Programme, which has been inactive due to lack of resources.

#### **4. Information Technology Services**

IOI-PI will be responsible for all of the MSP's IT outreach, will develop an in-house capacity in Information Technology and will link with the IOI's growing IT networks globally, and with the Pacific Islands Marine Resources Information System (PIMRIS) which itself is already networked with regional and global information systems. An IOI-PI Oceans website will be developed, for regional and international consumption; through the PIMRIS linkage this website will benefit through input from the PIMRIS partner institutions, and from other IOI websites. The IOI-PI Oceans Website will be linked to other IOI information projects.

The production of the joint IOI-PI and MSP Newsletter, PASIFIKA, will be part of the IT Services programme.

#### **5. Research**

Research will continue to be an integral part of IOI-PI, with the results disseminated through publications, newsletters, websites and seminars. The research will focus on ocean policy relevant to the Small Island Developing States of the Pacific Region.

## INTERNATIONAL OCEAN INSTITUTE OPERATIONAL CENTRE FOR THE PACIFIC ISLANDS<sup>2</sup>

### Chairman of the Board and Member of the

#### IOI Governing Board

Esekia Solofa, Vice Chancellor

#### Director

Prof. G. Robin South

#### Deputy Director

Joeli Veitayaki

#### Member, IOI Advisory Council

Dr Esther Williams

#### *Administration and Finance*

**Georgina Work (Administration & Finance)**

**G. Robin South (Member of IOI Advisory Board; Policy & Fundraising)**

**Esther Williams (University Librarian; Information Services; Policy; Fundraising)**

**Fulori Liwaiono (Secretary, part time)**

#### *Training*

**Seremaia Tuqiri (MSP Training Coordinator)**

**Milika Naqasima Sobey, MSP (Coral Reef Monitoring Training Coordinator)**

**G. Robin South (Manager of Curriculum Development Unit, UN Training Programmes)**

#### *Marine Awareness*

**Aliti Vunisea (Coordinator)**

**Joeli Veitayaki (Marine Affairs Coordinator, MSP)**

#### *Information Technology*

**Geoffrey Cleave (USP Library Systems Manager: Technology Adviser to IOI-SP on a limited time basis)**

**Ganeshan Rao (PIMRIS Coordinator – Information Services)**

**Antoine de Ramon N'Yeurt (Web Master; 10% contribution to IOI-SP, NZODA-funded until May 2000)**

**Fred Mills (CUSO Volunteer – 30% contribution to IOI-SP until the end of 2001; Newsletter; Information Services)**

**IT Assistant (to be recruited)**

#### *Publications*

**G. Robin South (Member of Editorial Board, Oceans Yearbook)**

**Ganeshan Rao (Technical Editor – Publications)**

#### *Research, Policy and Project Development*

**G. Robin South**

**Sandra Tarte (Policy)**

**Project Assistant (to be recruited)**

<sup>2</sup> This name change for IOI-South Pacific has been recommended by IOI-HQ and will be formalised in due course.

IOI/Planning Council vol. 2  
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# International Ocean Institute

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Attention: IOI  
Cables: INTEROCEAN  
e-mail: ioimla@kemmnet.net.mt

## TELEFAX TRANSMISSION

-----  
Date: 24 September, 1999 No. of pages: 5  
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Attn: Directors of IOI Operational Centres

To: Cdr. Robert L. Race  
Director, International Ocean Institute  
Dalhousie University  
Halifax, Nova Scotia  
CANADA

Fax: +1 (902) 494 2034

From: International Ocean Institute  
Headquarters  
University of Malta  
Msida, MALTA

Fax: +356 (-) 346 502

-----  
Dear Mr. Race,

First, I would like to express my appreciation to you for your work in the context of IOI and your participation in the endeavours to strengthen and further develop the Organisation. I hope that all our efforts will yield a good and valuable result, and a contribution towards improvement of both the human life conditions and the environmental conditions in the regions where we are working and perhaps also generally for developing countries.

Now we are soon going to meet again at the IOI Pacific Islands in Fiji. Documentation for the meetings are being sent out from here, and travel is being arranged from IOI Pacific Islands.

Through this letter I also wish to remind you about the need to follow up the June meeting we had here. There are a number of things which need to be addressed and which we need also to discuss further when we meet in Fiji. Some points are referred to in the attachment to this letter. There are other elements also. Please review the report of the June meeting and take the actions you consider should be taken. With the functional autonomy model we have in IOI you are of course expected to do just that.

The seed moneys which have been provided this year are hopefully to continue next year. These funds are of course meant to support

-2-

IOI-related actions, to help you in your discussions with the Host institution, and to provide some help to generate more money for the activities. It is therefore very important that these funds are received as a token contribution to your work in support of other IOI system-wide activities, for which the IOI is providing a substantial in-kind as well as some cash contribution. At present I am particularly thinking about the Risk Assessment project with Swiss Re and the GPA News Forum with UNEP. These projects are generated to put the IOI on the map, obtain attention and show that we can do something as an organisation. Even if you may not be able to meet all that the Team Leader requires, you could certainly contribute something.

This is, as far as I am concerned, always better than nothing. We should not allow the perfect to kill the good - I assume you all know what this means. If not, please ask me in Fiji.

I look forward to seeing you there and I wish to encourage you to take all actions you can in support of IOI.

With kind regards,

Yours sincerely,



Dr. Gunnar Kullenberg  
Executive Director

Att.

c.c. Chair IOI, Vice Chair IOI, Honorary Chair IOI.



## Attachment

Follow up actions to the June 1999 meeting include:

- provision of funds for maintaining the IOI web-site in IOI-Southern Africa; this has been done.
- preparation of an overview of coastal zone conditions in areas where IOI is active;
- maintenance of an up-dated IOI system-wide list of alumni; this is being done at Headquarters, on the basis of information from the Centres;
- generation or initiation of an IOI programme on women; this has been achieved on the basis of a donation;
- project on sea-level changes and mangroves in Eastern Africa; consultations are going on with UNEP, WB and IOI-Canada and Eastern Africa;
- discussion of the funding issue and how to achieve sustainability; this is expected to be considered by both the Planning Council and Governing Board meetings;
- presentation and discussion of role and experiences of IOI in rural developments at the meetings in Fiji, and perhaps consultations with national authorities there;
- further development of proposals for UNDP, Nippon and MacArthur Foundation; these matters are gradually pursued in consultation with Centres;
- revision of guidelines for the establishment of new Centres and Affiliates and presentation of these to the Board for decision; this is being done by the Executive Director and will be circulated to the Board;
- preparation of the second issue of the ATO; input has been sent in end of August from Headquarters;
- completion of the draft IOI Report 1998-1999; material has been expected from Centres; a report will be presented to the Board;
- preparations of activity reports to the Planning Council and Board from Operational Centres, with similar structure as the IOI "annual" report;
- implementation of UNEP-GPA News Forum, through leadership of IOI-canada;
- implementation of the risk assessment project through leadership of IOI-Canada;

- preparation of a draft declaration for PIM XXVII, by the Programme Committee of the Conference;
- preparation by Operational Centres of posters for an exhibition on work of IOI, to be shown as a pilot experiment in Fiji; the Executive Director is facilitating the work by circulation of some suggestions and expressing willingness to provide some very limited funds for the preparations;
- preparations for the Planning Council and Board meetings, which are being done more or less continuously;
- provisions of some guidelines to Operational Centres for the preparation of a "balance sheet" on their budget, by the Executive Director in consultation with the IOI auditor; this is being done;
- announcement of the position of the IOI Executive Director, as of 1 June 2001; to be done through circulation from Headquarters;
- preparation of a note on fund-raising processes, on the basis of ideas and suggestions from participants in the June meeting; this will be done if sufficient material comes in;
- application of a business planning approach in our workplan and budget specification; a model to be received from the Director of IOI-Canada; if so the Executive Director may provide a framework of discussions by the Planning Council and Board meetings;
- provision of information on national incomes from all Operational Centres, as well as money raised by the Centres in which the Centre is a partner even if it is not a pure IOI project;
- preparation of an assessment of impacts of cruise liners in the Southern Ocean and possibly Antarctic region;
- preparation of a statement from PIM XXVII on seabed problems which statement can be transmitted to relevant authorities and bodies;
- initiation of a marketing programme for IOI; this may be started through selected members of the Board;
- consideration of the IOI structure and governance; this must be done by the Board; perhaps together with an analysis of the comprehensiveness of the IOI;

- further specification of the IOI as a Virtual University; this can be related to structures, twinning with Host institutions, and should be discussed both formally and informally by the governing bodies;
- review of the priority table resulting from the one day workshop of the June 1999 meeting; this is gradually being done;
- establishment of an IOI system-wide Youth programme; preparation of a "menu" of actions within such a programme, from which the Operational Centres can choose; seeking of funds, and possible partners, e.g. HELMEPA;
- preparation of reports on joint actions between the Centres and their Host institutions; these could help demonstrate the benefits from association/membership in the IOI family;
- preparation of an IOI Bibliography; all Centres to send information to IOI-Pacific Islands;
- taking actions to seek approval of degree awarding from Host institutions for relevant IOI courses;
- consideration by the Board of establishment of an IOI system-wide mechanism for the preparation of the PIM Conferences and consideration of possible recurrent features of the PIM Conferences;
- consideration of how to increase exchange of information regarding curricula and new course developments between the Centres, at the forthcoming Planning Council meeting (November 1999);
- compilation of profiles for each Operational Centre to be available at Headquarters for easy reference and use, and on the IOI website.

The preparations of documentation for the 10th meeting of the Planning Council and the 38th session of the Board, 4-7 November 1999 at IOI-South Pacific, are underway. A first batch of documents is to be circulated at the end of September.

Directors of Operational Centres have also been invited to prepare their activity reports and additional information on workplan and budget for 2000. They have also been invited to consider plans and budgets for 2001 and 2002 in order to facilitate an early discussion of these in November 1999.

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Directors of Operational Centres have also been invited to prepare their activity reports and additional information on workplan and budget for 2000. They have also been invited to consider plans and budgets for 2001 and 2002 in order to facilitate an early discussion of these in November 1999.

Draft Framework for report on coastal zone  
conditions

Background

At the meetings in November 1998, it was agreed that the IOI would endeavour to prepare a report on living and environmental conditions in the coastal zones where the IOI is active. The individual contributions should come from the respective Operational Centres. These contributions should preferably contain information both with respect to the uses and problems of the coastal areas, the environmental conditions, and possibly the living conditions for the coastal communities. Information about these are being obtained e.g. through the eco-villages project, and it would be very relevant to include in such a report. This would also be the case with respect to the sustainable livelihoods project undertaken in IOI-Southern Africa, and the regional project in the Caribbean in which IOI-Costa Rica is a partner.

So far reports have been received from IOI-Black Sea, IOI-China, IOI-Costa Rica, IOI-Senegal and IOI-Pacific Islands. However, as one might expect the reports are very uneven, and there are in some cases needs for additional information if such is available.

In order for us to proceed I am therefore proposing a framework which we may use to obtain a reasonably integrated report. This outline follows a combination of the reports received from IOI-Black Sea, IOI-Senegal, which has provided the most complete report so far, and IOI-Pacific Islands.

The outline

The following structure may be considered as a basis for discussion:

1. The state of knowledge

This provides for a presentation of what is known about the coastal zone. It may in some cases be quite detailed, as in the case of the Black Sea report. It presents the knowledge in national segments covering the states of the region when a region is being presented. The sub-headings may be:

1.1. General conditions;

1.2. The context of the coastal zone in the region/sub-region/country;

1.3. Resources in the coastal zones;

- 1.4 Uses and exploitation of the coastal zones, with possible sub-sections, as
  - 1.4.1. Population and urbanization of the coastal zones;
  - 1.4.2. Development and industrialization of the coastal zones;
2. National and sub-regional policies as regards coastal zone management and national authorities or governance of coastal zones, and public awareness and participation.
3. Analyses of sector-based actions and policies, with possible sub-sections, e.g.
  - 3.1. Fisheries;
  - 3.2. Mariculture;
  - 3.3. Tourism;
  - 3.4. Navigation, ports and harbours;
  - 3.5. Offshore industries;
  - 3.6. Others.
4. List of issues in the coastal zone

These issues could be identified on the basis of the information provided in the previous sections; or be obtained from other studies.

The issues are considered to be in relation to living conditions, resource quality and uses of the coastal zone.

5. International agreements relevant for coastal zone sustainable development

This would relate to agreements relevant for the region in question.

6. Contributions and potential contributions of marine research and observations; and of natural and social sciences; and of alternative approaches towards development, such as sustainable livelihoods and co-management, towards the improvement of the coastal zone living and environmental conditions.

This section could elaborate what science and observations are able to contribute towards a more sustainable development on the basis of experiences and/or projections, and which alternative social models may be introduced, on the basis of the experiences made by the IOI Operational Centre actions and projects. This section may also contain



information about training activities, public awareness creating activities, existing community groups, co-management etc. This could also be referred to in section 2.

7. Inter-regional comparisons

8. Bibliography

This would endeavour to provide a list of known, and relevant other sources of information; as well as references used in the text.

#### Suggestion

It is proposed that the Planning Council discusses this matter, with the aim of arriving at an agreed structure. It is of course understood that all Centres may not be able to provide all the information, but then the gaps can possibly be identified as a need for action to obtain a more complete picture, than presently existing.

The aim for this exercise would be to gradually obtain a report which could be used by IOI as a whole in our own actions as well as for seeking further funding. Eventually the work might become sufficiently advanced that it could be seen as a "state of the coastal zone" kind of report. However, much more work needs to be done before we are there. In any case by putting together an integrated report highlights of common/universal problems and trends and issues as well as comparisons may be obtained.

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## TELEFAX TRANSMISSION

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 Date: 19 October, 1999 No. of pages: 2  
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To: Cdr. Robert L. Race  
 Director, International Ocean Institute  
 Dalhousie University  
 Halifax, N.S., CANADA Fax: +1 (902) 494 2034

From: International Ocean Institute  
 Headquarters  
 University of Malta  
 Msida, MALTA Fax: +356 (-) 346 502

-----  
 Dear Mr. Race,

Please refer to earlier correspondence regarding the follow-ups to our June 1999 meeting.

It is much appreciated that you review the action list and take it into account in your reporting to the Planning Council meeting, e.g. as to your possible response actions. It is of course very helpful if your reports are made available in writing at the meeting, in full or abbreviated form.

With respect to the poster presentation of Operational Centres activities, this is of course voluntary. However, I think it could be very useful if a first step of the IOI on a Visible Screen could be achieved. I would suggest that associated costs be accredited/charged to the seed money. The posters could provide information on projects, training activities, publications, results and plans in bullet form. Some illustrations or photos may be helpful, and the IOI logo with the logo of the Host institution. Cooperative actions/interactions with the Host institution and possibly other Centres would be very useful.

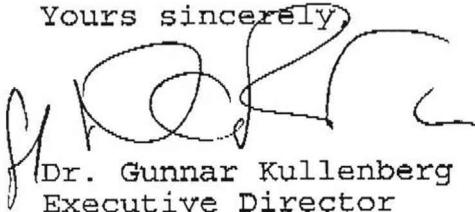
As regards the budget, I think a common approach for a balance sheet should be discussed at the Planning Council meeting. At the same time, we should also discuss the fund raising issue/process so as to provide advice and ideas to the Board.

-2-

I look forward to meeting you all in IOI-Pacific Islands in Fiji, and I expect we shall have some good discussions and also get together.

With best regards,

Yours sincerely,



Dr. Gunnar Kullenberg  
Executive Director

Menu for an IOI Youth Programme

Note prepared by the Executive Director for discussion purposes at the PC and Board meetings, November 1999, in response to the agreement reached at the June 1999 meeting of the Executive Committee and the Operational Centre Directors.

1. Introduction

The Youth Programme initiative could be one response of the IOI network for the demand of renewal, and of a bottom-up approach with a stress on cultural factors in the training and information dissemination activities of the IOI. Although this would be a system-wide theme, it would also lead to programme diversity since the activities of the individual Operational Centres would have to be adjusted to local and national conditions. The essential network element would be the inter-regional exchanges and the stimulation inherent in cooperation with a taste of competition. The Youth Programme could also be seen as an element of the IOI as a Virtual University. It is my view that the Youth Programme should not be a training but rather a participatory programme. One aim could be getting youth groups interested in addressing marine and in particular coastal environmental and resource problems, gathering and comparing information and data, and getting heard in the community governing and decision making processes. In order to achieve this there is also a need for training and education as well as creation of required structures, including cooperation with schools, other NGO movements and the local-national authorities. The Host institutions of the Operational Centres would also have to be at least blessing the initiative, and preferably being partners in the Programme.

The Youth Programme should also aim at providing information about and generate interest for the international and trans-boundary aspects of the marine environmental conditions, including with respect to UNCLOS and the Common Heritage Principle, the EEZ and our common responsibilities as well as UNCED 1992 and possibly other related global Conferences. The IOI has carried out an analysis of these and their inter-relationships. That analysis could be utilized as a common source of information. The coupling to local and national conditions would have to be provided by the respective Operational Centres.

The Youth Programme should help on focussing attention of the participants on the future of the living conditions, resources and environment of their concern and raise the awareness and realisation that there are useful actions which they can take.

The programme may also help in creating networks of youth groups or schools and bringing them closer together in pursuit of a

common responsibility for supporting sustainable development and enhanced solidarity.

## 2. Education part

With respect to the educational elements co-operation could be sought with the UNESCO Associated School Programme (ASP) when appropriate, and depending upon the regional development of that Programme. A relevant example of such an initiative is the Baltic Sea Project (BSP). This was created about ten years ago with the aim of: (i) building a network of ASP schools located in the Baltic Sea Catchment area; (ii) collecting and developing common programmes for environmental education; (iii) organising joint activities and events; and (iv) publishing a BSP newsletter and other relevant information. The overall objective is to create a cooperation practice between educators from countries having similar environmental problems and who are prepared to educate students to contribute towards solving environmental problems. A basis is provided by the following interpretation of the aims of environmental education, elaborated at a meeting in Lillehammer about 1990:

1. To reinforce children's innate love of nature.
2. To encourage an ethic of respect and responsibility for the environment.
3. To give knowledge and develop attitudes and abilities that will enable students to participate actively in protecting and improving the environment.
4. To develop a lifelong commitment to environmental protection.
5. To promote a holistic understanding of all sides of environmental problems at the global and local levels as a basis of solving them: "think globally - act locally"
6. To stimulate new patterns of behaviour and lifestyles that are consistent with equitable and ecologically sound management of world resources.
7. To increase awareness of regional environmental problems and the necessity for solidarity and co-operation among all European countries to solve them.
8. To promote a responsible role of Europe in the world community in solving global environmental problems. In Lillehammer it was also decided to write a handbook on environmental education for European teachers.

I am not suggesting that the IOI Youth Programme should have as an aim to stimulate environmental education in this respect. However, the stimulation of environmental education through bringing attention to the coastal and marine environment and the related trans-national aspects could be one of the objectives or actions of the IOI Youth Programme. The experiences of and cooperation with the UNESCO-ASP could then be very useful.

## 3. Preliminary list of possible activities

- Preparation of a book with drawings and slogans produced by school children on pollution or resource problems, living

conditions, the overall situation with the coast and sea, how the children see it. In cooperation with schools or community groups or other local NGOs, the children would be invited to present their picture. A competitive element could be injected with the offering of a certificate of participation and a nomination of the most perceptive submissions. Each Operational Centre would prepare its book and following a selection process an IOI system-wide book could be produced, with the Centre names and the names of the children and their affiliation included. Depending upon the result such a publication could be used in support of the IOI efforts to bring about an improved ocean and coastal governance;

- Preparation of posters with children and youth on them arguing for an "environmentally aware youth", possibly modelled on a HELMEPA Junior poster done in collaboration with IMO;
- Invitations to schools or community groups to state in bullet form what they know about the coastal environment and the ocean, and possibly publishing a collection of responses, and using them in relation to the stimulation of environmental education;
- Provision of information and library facilities with relevant publications, including in form of lectures or articles by the staff of the Centres when accessible and already available;
- Offering of lectures or video presentations in schools by the experts from the Operational Centre, and soliciting reactions from the youth-children and teachers as regards subjects, priorities, needs, so as to create a dialogue; this action could perhaps also draw on students from the Host institution of the Operational Centre;
- Preparation and offering of weekend courses or field excursions with education about the coastal zone and marine environment; this action should presumably be preceded by consultations with schools and community groups, and may also involve interested graduate students, and community leaders or representatives, parents;
- Organisation of contributions to World Environment Day or Ocean Day, in cooperation with local NGOs, community groups and schools;
- Preparation of information and educational materials in local languages, using these in communications;
- Provision of scholarships, for instance as part of the women programme or in commemoration of significant persons or events; formulation of scholarship aims and target audience and invitation and selection process;

- Building of networks of schools or educators willing to participate in environmental education and public awareness creation, based on the model indicated in section 2 here;
- Collection of information about national curricula as regards the marine and coastal environments, the ocean and environmental education, and exchanges of this information with other Centres, generating a dialogue with respect to changes, upgrading, renewal or supplementary coverage, in consultation with related authorities and schools;
- Creating a network of active youth groups or schools participating in an agreed educational, observational or monitoring programme under the leadership of the Operational Centre in partnership with its Host institution; this could also be modelled on the model indicated in section 2 here;
- Offering of Certificates of cooperation and participation in any of the activities of the IOI Youth Programme, for instance signed by the Founder of IOI and the relevant Operational Centre Director.

Depending upon the development and the variety of activities some form of formal organisation may be required. This may take the form of a dedicated youth programme coordinator at the Centre, provision of Youth Programme activity proposal and group application forms, offering of membership cards, certificates and issuing of a regular information note; this could be included in the Newsletter of the Centre, and selected information could go into the IOI Across the Oceans Newsletter.

# **ACTIVITY REPORT**

**OF**

## **BRIEF INFORMATION ON ACTIVITIES OF THE INTERNATIONAL OCEAN INSTITUTE (IOI)- EASTERN AFRICA OPERATIONAL CENTRE**

**Dr. EZEKIEL OKEMWA  
DIRECTOR  
IOI-EASTERN AFRICA OPERATIONAL CENTRE  
P.O.BOX 81651  
MOMBASA, KENYA  
TEL/FAX NO. 254-11-475157  
EMAIL: eokemwa@recoscix.com**



# IOI - EASTERN AFRICA OPERATIONAL CENTRE

The director of the IOI- Eastern Africa Operational Centre is Dr. Ezekiel Okemwa, who is also the Director of the Kenya Marine and Fisheries Research Institute (KMFRI), the host institution.

1. All basic documents establishing the centre have been completed and the memorandum of understanding (MOU) between KMFRI and IOI has been signed;
2. The Advisory Board of the Centre is formed as follows:-
  - Mr. K. Kairu - Centre Director of the KMFRI Mombasa is elected as the Chairman of the Advisory Board;The members of the Advisory Board are: Dr. Nyawira Muthiga of Kenya Wildlife Services, Dr. J. Kazungu Chief Research Officer KMFRI, Prof. Ntiba Executive Secretary of the Lake Victoria Fisheries Organization, Mr. Joseph Wakibia Research officer KMFRI, Mr. J. Ochiewo Research officer KMFRI, Dr. Julius Francis Director of the Institute of Marine Science (IMS) in Zanzibar, Tanzania.
3. An initial programme or action plan has been developed. A regional Project on long-term mangrove conservation: Risk assessment and management has been prepared and sent to IOI-Canada to solicit for funding from donors.
4. Cooperation has been established with other NGO's In the region e.g Western Indian Ocean Marine Scientists Association (WIOMSA) and with the SEACAM - Secretariat for Eastern African coastal Area Management in Mozambique. Co-operation has also been initiated with the IOI-Southern Africa. Some project proposals e.g distance learning Node in African partnership, pilot phase project, and plans for training activities are under preparation.

**PROGRAMME ELEMENTS**

**OF**

**THE INTERNATIONAL OCEAN INSTITUTE  
(IOI)- EASTERN AFRICA OPERATIONAL  
CENTRE**

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# IOI - EASTERN AFRICA

## 1. Education/Training/Awareness Creation

A project proposal on the development of distance learning modules in marine environmental matters has been prepared in co-operation with IOI-Southern Africa, and has been submitted for possible funding by the World Bank or GEF. Other training activities include coastal zone observations, mapping and interpretation. Awareness creation on the importance of the coastal zone is on-going through public information, interaction with industries and local, national authorities.

Training course on integrated coastal area management for national authorities, possibly in 2001, US\$15,000.00 is required.  
Participation in IOI Youth programme, US\$5,000.00 from seed money.

## 2. Development

Main efforts will be on networking between the Operational Centre and the other IOI Operational Centres in Africa, as well as with other NGOs and national authorities. Contacts will be established with the other countries in the region and with the IOC Regional Committee, IOCINCWIO. Information may be entered into the regional Newsletter WINDOW, processed by RECOSCIX and WIOMSA, and published by IOC-UNESCO.

Project on women and the sea, pilot phase, US\$40,000.00 is required.  
Seaweed mariculture project, US\$50,000.00 is required.

## 3. Ocean Governance

This action line will be pursued through co-operation with IOCINCWIO and SEACAM, and possibly WIOMSA. A regional leadership seminar may also be organized, funds required are US\$20,000.00. In this context co-operation may be sought with UNEP through the Nairobi Convention and its regional coordinating unit in the Seychelles.

## 4. Research and Science Application

Several research projects are on-going at the Host institution, and the centre may be linked to some of these.

A project entitled "Integrating risk assessment in aspects of mangrove conservation", to study and synthesize the importance of the mangrove forests has been prepared in co-operation with Professor Mann Borgese, for possible funding through donors. About US\$100,000.00 is required.

A synthesize - overview of coastal zone environmental and living conditions in selected parts of the region will also be prepared, through some support from seed money of about US\$5,000.00. Participate in the seaweed mariculture research.

#### **5. Advisory Services**

Co-operation with host institution, local and national governmental institutions, industry, and NGOs, US\$5,000.00 from seed money.

Provision of advice, which will include, distance learning, mariculture and integrated coastal zone management.

#### **6. Co-operation**

Co-operation has been established with other regional bodies, e.g SEACAM, WIOMSA, IOCINCWIO, and projects e.g RECOSCIX, and with IOI-Southern Africa. The co-operation will be extended to the extent possible also with IOI-Senegal and with UNEP and World Bank.

#### **7. The organization**

Participation in IOI meetings and PIM Conference, and organization of the IOI Advisory Board for the Operational Centre. Seed money US\$20,000.00

## Activity Report of the IOI Canada Operational Centre for 1999

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Due to budget restrictions, there were only 18 participants on the course with nine women and nine men providing an even gender split.

The 1999 course included a revised Living Resources module that based all the lectures on a systems perspective of living resource management. There was also a new module on Risk Management in Coastal Area Management that was developed as part of the risk management project with Swiss Re. An anticipated module on the use of tradition knowledge could not be developed in time for this year's programme.

#### WMU Training Programme

IOI Canada again ran a Law of the Sea training module at the WMU in Malmo in August 1999. This year's programme was conducted by Dr. S Jagota and Mr. Hugh Williamson.

#### Alumni Book

Development of an Alumni book, as initiated by Dr. Rajagopalan, was commenced. Sixteen Alumni of IOI training programmes who have had significant success since participating in an IOI programme have been contact and more than a dozen have accepted to provide contributions to the book.

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#### PIM XXVI

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theme of a crisis of knowledge and the need to deal with uncertainty in the management of ocean space and resources has been well received and will clearly have a positive effect in the future. PIM XXVI was put on totally through funding raised by IOI Canada and without central IOI funding.

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IOI Canada's merger proposal was generally well received and negotiations on the details of a merger were started in September. The IOI Canada Advisory Council has given the merger its approval in principle and has agreed to a basic format for a new merged organization. The OIC Board of Director will probably approve the merger 4 November and then put the offer before its membership later in November.

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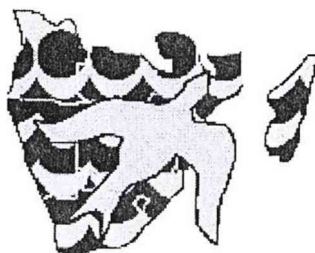
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*IOI SOUTHERN AFRICA*  
Report on activities for 1998 & 1999 to May



*Pacem in maribus*

**IOI SOUTHERN AFRICA**

Submitted to the IOI Planning Council

Fiji

November 1999



Derek Keats & Bernadette Brown

## Foreword

IOI-SA has grown explosively since its inception in 1997. This has happened through a number of avenues, including the funding of new projects, as well as the consolidation of other projects that I have established over the years under the IOI-SA umbrella. This consolidation has enabled us to build IOI-SA on a firm base of other successes, and develop a mutually supportive structure that is well on the way to becoming self-sustaining. Within IOI-SA, and probably the IOI system as a whole, we will have to be very creative to ensure long-term sustainability. One of the ways that we are doing this within IOI-SA is to think in a business-like manner, so we try to develop projects that lead to joint-ventures, strategic partnerships, or that produce marketable products. Among other things, we have established a semi-commercial operation to develop websites and provide other Internet services. Funds raised in this way can subsidize other IOI-SA activities, and part can go into a trust that will eventually generate interest that can be used as an 'endowment'. We are still exploring other avenues for generating revenue to sustain IOI-SA.

None of these activities would have been possible, nor would it have been possible to consolidate other activities under the IOI-SA umbrella were it not for the seed money from Headquarters. For this I am grateful, and confident that with the continued input of these seed funds we will continue to grow and achieve sustainability in time.

The successes of IOI-SA in the past year were also a result of the dedicated efforts of all the staff and students who are involved in IOI-SA. I don't want to single out anyone here, but there is no better team of people anywhere in the world, and I am proud of and grateful to each and every person involved in the IOI-SA project. Furthermore, it is not only the people who are directly involved in IOI-SA who have made this year a success. Many of my colleagues in the Botany Department and Science Faculty have done quite a lot of extra work that should have been done by me, thus enabling me to focus my energy on IOI-SA. These colleagues own a portion of IOI-SA's success in 1999, as well as of its achievements to come. To them I am grateful, and glad we are all on the same team!

D. Keats, Cape Town, October 1999

# IOI-SA Report on activities for 1998

## 1. Office and infrastructure

This information is presented cumulatively since the inception of IOI-SA because it helps understand the present picture of IOI-SA infrastructure. During 1997, modification of two rooms that had been used for a storeroom and a darkroom took place to make offices available for IOI-SA. A third room was constructed in the building foyer for use as an IOI-SA office for students who are working on IOI-SA projects. In 1998, a new small seminar room was built for the Botany department, and IOI-SA has full access to this facility. The old departmental coffee room, adjacent to the IOI-SA office, was available for IOI-SA to use as a small meeting room. However we have grown so fast that this room now houses our administrative assistant. In addition, a darkroom had a window added and was converted to an office and now houses two IOI-SA personnel. Additional offices for IOI-SA graduate students were made available in 1999 in a prefabricated building. All rooms, including meeting rooms, are connected to the high-bandwidth computer network, the Internet and, through a fast network, to the five tertiary institutions in the Western Cape at the expense of UWC.

A substantial computer and network infrastructure was put into place during 1998 and 1999. IOI-SA is part of an ATM broadband network that was established as part of the Telkom-Siemens-THRIP Centre of Excellence in ATM and Broadband Networking, of which the Director of IOI-SA is the UWC chair. A website for this project is available at:

*<http://www.botany.uwc.ac.za/CoE/>*

A 155 MbS ATM backbone is stepped via LANE bridges to switched 10 MbS Ethernet with some 100 MbS segments, where servers and most IOI-SA desktop machines have either 10 or 100 MbS dedicated bandwidth. This network connects to the UWC campus network via a Xylan Layer-3 switch, with a V/LAN defined to keep out all non-TCI/IP traffic. From the campus network, connection to other tertiary institutions in the Western Cape is via a 2 MbS frame-relay network established by the Adamastor Trust. Other Internet connectivity is via a 256kb line to a commercial service provider (UUNET/Internet Africa). Access into campus is via a 64kbS connection to Uninet, the SA academic service provider. A lab containing 14 Pentium workstations that are connected to this network and the Internet belongs to IOI-SA as part of the CoE project. While this lab was developed primarily for undergraduate teaching, it is gradually being converted into a research and development lab for IOI-SA. This is possible because undergraduate labs are now available elsewhere on campus. We are now using this lab to develop low-cost video-conferencing tools and techniques to support distance learning. For example, this week we were able to broadcast a seminar back to the lab from another part of campus, and have a 2-way conference, using tools that cost less than R2000 (<US\$300). One computer has also been converted to Linux, and is being used to experimentally build a student web-based email server (the IOI-SA answer to hotmail.com). Another computer has been equipped with state-of-the art full motion video capture and editing facilities, and will be used to support IOI-SA digital video projects and a PhD research project on digital video.

In the office adjacent to the Directors, we have built a first-class Internet development facility, equipped with four Pentium computers, as well as scanners for film and print media. Three full-time, contractual IOI-SA staff members, who are developing online training materials, staff this facility.

## 2. Funding proposals

### 2.2. Funding proposals generated during 1998

A further funding proposal was developed to conduct a *Sustainable Livelihoods* investigation in St Helena Bay, the community where our mariculture project is taking place. A small amount of funding was received for this project from UNDP through Philip Reynolds and Dr. Naresh Singh (see separate report below for further information on this project).

In May 1998, Bernadette Brown submitted a funding proposal to the German Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit in Bonn, with Dr. W. Ekau, from the Zentrum fuer Marine Tropenökologie in Bremen, as partner. Items for which funding was applied, include staff costs, equipment, consumption goods, and contracts with third parties and travel expenses. A total of US\$54,800 was applied for. The proposal received a positive rating and was placed on a waiting list in 1998. We have just learned that the project will be funded from November 1999. The amount approved in 1999 is DM 61 300 and will be paid to IOI-SA on November 1. This money will be used to ensure IOI-SA active participation in the pilot seaweed farming project in St Helena Bay as the lead institution.

### 2.3 Funding proposals generated during 1999

A proposal was written to establish a Distance Learning center and resource center for Integrated Coastal Management. This was submitted to the World Bank (see report below). The World Bank decided to put the project on hold pending the outcome of a 'needs assessment'. I resubmitted a modified version of the project to AusAid's Africa Governance fund, but it was not successful. I would appreciate any assistance I can get in locating an alternative funder for this project, which also involves the IOI center in Kenya.

In 1998, IOI-SA received R7000 from the Department of Trade and Industry (West Coast Investment Initiative Programme) to help the community of St. Helena Bay register a company, apply for sea water space to run a mariculture pilot, and produce a professional business plan. This amount was increased by R7000 in 1999, so that the total received from the DTI is R14000. This phase has been completed and IOI-SA will continue this project to commercial pilot using the German funds mentioned earlier.

The director of IOI-SA also worked with the executive director on a sustainable livelihoods project proposal for submission to UNDP. Various research funding proposals were also resubmitted to the National Research Foundation during 1999. A proposal relating to the creation of economic opportunities for coastal women



was written during the Malta planning council meeting in June, and this has been successful as part of a joint IOI project.

### 3. IOI website

During 1997 the IOI global website was developed and hosted on its own, dedicated web server. We maintained the site on an essentially voluntary basis during 1998. A mailing list was also established (IOI-Talk) but this has not been used effectively to facilitate communication among centres. During 1999 this list was moved onto a new web-based system at

<http://chats.uwc.ac.za/~ioi>, which is a server run by IOI-SA to support various projects. In 1999 we registered the Internet domain [www.ioinst.org](http://www.ioinst.org) ([ioi.org](http://ioi.org) and [ioi.com](http://ioi.com) were already taken up), and our webserver is now at <http://www.IOInst.org/>. With a small amount of funds from IOI headquarters, we redesigned the site after the Malta meeting. The IOI-SA website was also redesigned at the same time. Despite some early problems with network stability, and a failure in August due to a payment going astray, the site now appears to be stable. To continue maintaining the site, it will be useful to have a small amount of funds from headquarters annually to ensure that the site is always up to date and functioning.



### 4. IOI-SA Restructured Programs

As part of the process of developing a sustainable management plan for IOI-SA, we have identified five programmes under which all of our projects fall. These programmes are sufficiently broad to encompass most of the activities of IOI-SA for the foreseeable future. A brief overview of each programme and the projects they contain is presented here.

#### 4.1. Mariculture Programme

The seaweed mariculture programme was the first of the IOI-SA programmes, started initially as a M.Sc. research project of Bernadette Brown, who conducted a feasibility study for *Gracilaria* in St. Helena Bay along the South African West Coast.

##### 4.1.1. Seaweed mariculture course

The short course on *Seaweed Mariculture for Community Development* was funded by the government of the Netherlands. It was offered the first time in the community of Steenberg's Cove following numerous community meetings particularly involving the community of Laingville. Two projects to use mariculture in broadening the livelihoods of the community grew out of the mariculture course (see community development). Since the original offering, the course has been offered twice on the campus of the University of the Western Cape, and has had 36 participants from 8 countries, including Angola, Ireland, Kenya, Mozambique,

Namibia, South Africa, Tanzania and the Philippines. Funds run out for this course in 1999, but we hope to secure funds to run the course again for at least another three years.

During 1999, the course will run from 23 November to 10 December, and we expect the attendance of 10 people from South Africa, Mozambique, Tanzania, Kenya and Senegal. In addition, up to 10 graduate students from UWC will also attend the course.

#### 4.1.2. *Mariculture for community development*

Following the participation of community members in the first and second Seaweed Mariculture courses in 1997, two commercial ventures were formulated. Two women formed a company named Femkelp and applied for a seaweed concession area between Saldanha Bay and Velddrift. They planned to collect or harvest kelp to supply local abalone farmers. The company is still waiting for the national Department of Marine and Coastal Management to make a decision about their concession application. Another organization called the St. Helena Bay Community Seaweed Initiative was formed, with about 30 members. With financial support from the Department of Trade and Industry, IOI-SA has helped the organization to apply for water space for a pilot seaweed (*Gracilaria*) farm in 1998, to write a professional business plan and to form a public company. The Department of Marine and Coastal management has not supplied an answer on the water space application yet. If permission for a pilot seaweed farm is granted, IOI-SA will be involved in the establishment and running of the farm.

#### 4.1.3. *Seaweed Mariculture Research*

The results of our seaweed mariculture research are not **only** for publication in scientific journals, they will feed directly into our community-based mariculture projects. Presently, we are investigating the cultivation of the red seaweed *Gracilaria*, and the kelps *Macrocystis angustifolia* and *Ecklonia maxima*.

##### 4.1.3.1. *Gracilaria*

Mr. J Wakibia completed his M.Sc. degree in 1999 on *Growth and agar characteristics of gracilarioid algae grown in suspended cultivation in St Helena Bay*. This work paves the way for the commercial cultivation of *Gracilaria* in St Helena Bay, and there are plans to follow on with further work on a commercial scale. A paper from this thesis was submitted to *Journal of Applied Phycology* in October.

##### 4.1.3.2. *Kelps*

Ms. Mellisa Harper and Ms. Dale Norman are presently involved in the experimental cultivation of the kelps *Macrocystis angustifolia* and *Ecklonia maxima* under joint supervision with Dr. Robert Anderson of the Directorate of Marine & Coastal Management. The research is aimed at providing high-quality, sustained input of food to the abalone mariculture industry, and determining the

feasibility of producing high-quality medical alginate from farmed kelps. A mist/spray cultivation apparatus has been constructed at the Marine & Coastal Management research aquarium, and plants have been grown through to the young sporophyte stage. They will be planted out on a raft in the sea in November.

#### 4.2. *Seaweed Biodiversity*

Seaweeds represent an important resource, both because of their economic applications, and because of the ecological goods and services that they supply to the ecosystems in which they occur. Our research here focuses on two aspects of seaweed biodiversity: discovery of new economic uses for seaweeds and their sustainable exploitation; and attempting to understand the systematics, evolution and ecology of the numerically abundant but poorly-understood crustose coralline algae.

##### 4.2.1. *Economic applications of seaweeds*

There is considerable overlap with the mariculture program, but we have kept them separate as mariculture stands on its own in terms of scope and impact.

###### 4.2.1.1. *Research on medical applications of seaweed secondary metabolites*

Ms. Denise Cameron is investigating the biomedical activities of the secondary metabolites of some of the red alga found along the coast of South Africa. This involves testing the seaweed extracts for antimicrobial, antioxidant, cytotoxic, anti-coagulation and immunosuppressive activity and isolating the active compounds. This research has the potential to add value to our seaweed resources. During 1999 techniques have been learned, and extracts from several seaweeds screened for cytotoxic and antibiotic activity.

##### 4.2.2. *Coralline algal biodiversity*

Crustose coralline algae (Rhodophyta, Corallinales) are calcified red algae which are widespread in intertidal and subtidal marine systems. We are studying crustose coralline algal biodiversity and systematics from the South African coast, as well as throughout the tropical Indo-Pacific. This is undertaken in collaboration with Dr. Yvonne Chamberlain of the University of Portsmouth. In 1999 two papers have been submitted for publication, and two more are nearly ready for submission.

###### 4.2.2.1. *Mastophoroids*

Many genera of mastophoroid corallines are in desperate need of revision, with up to 70% of described species not having been reported or studied in a modern context. Gavin Maneveldt is currently working on the genera *Hydrolithon* and *Neogoniolithon* on a global scale. The alpha taxonomic work on *Hydrolithon* is nearly complete, and good progress has been made on *Neogoniolithon*. Work is about to begin on molecular systematics of these genera.

#### 4.2.2.2. East coast of South Africa

Several studies have been conducted on crustose coralline algae in South Africa, but most have been directed at the West Coast. Although some genera have been documented for the East Coast, many still need to be examined, and a reliable inventory and guide to the crustose corallines of the East Coast is still lacking. Taxonomic descriptions of Crustose coralline algae from the East Coast are being compiled, and compared with studies done in other locations of the world. This forms the M.Sc. project of Mark Rothman, who is studying part time.

#### 4.2.2.3. South coast of South Africa

There is no reliable inventory and guide to the crustose corallines of the South Coast of South Africa, a different biogeographic region from the West and East Coast. Although we know a little about some intertidal species, the subtidal coralline flora is almost completely unknown. Taxonomic descriptions of Crustose coralline algae from the South Coast are being compiled, and compared with studies done in other locations of the world. This forms the M.Sc. project of Carmen Ras, who is studying full time.

### 4.3. *Sustainable Livelihoods and Integrated Coastal Area Management*

This area covers the work that is being done in SL and ICAM, and in particular linking the two related approaches. It includes both research and training components.

#### 4.3.1. *Sustainable Livelihoods in St. Helena Bay*

A small amount of funds were made available by UNDP for a project based on *Sustainable Livelihoods* in St Helena Bay. This project grew out of the proposal for a feasibility investigation of the Biovillages concept that was submitted to UNDP last year. Dr. Naresh Singh visited IOI-SA during the first week of November to offer valuable advice and assistance. This project is being undertaken by Ms. Marisa Kashorte (M.Sc. student) & Dr P. Saravanakumar (postdoctoral fellow).

#### *Achievements*

A considerable amount of literature on SL and supporting methodologies has been acquired, and studied by the project participants. An interview-based questionnaire has been designed, and piloted in Laingville in April and May by Ms. Kashorte and Dr. P. Saravanakumar. A good rapport has been built with the community, and using the facilities of the community trust we have also obtained office space in Laingville (for which we will have to make a small contribution to the community trust). Phase one of the questionnaire has been completed, and the cross-sectoral policy analysis is underway. Kumar had to return to India in September because his visa expired, and we did not know if his fellowship would be renewed. This has been successful, and he returned to South Africa on October 31. He will return to St Helena Bay immediately to complete the questionnaire. This project will be delayed somewhat as Ms. Kashorte is due to have a baby in a few weeks.

Dr Anton Vratuša, Honorary Council President of the International Centre of Promotion of Enterprises, Ljubljana, Slovenia asked me to write a short article on IOI-SA's involvement in Integrated Management projects. This is for a special edition of their journal "Quarterly Public Enterprise" which dealt with "Integrated Coastal Area Management for Sustainable Development". A short article "Sustainable livelihoods at the coast: creating people-centered management of coasts and coastal resources" was submitted to this journal and has now been published.

#### *4.3.2. MIDeSS.learn*

IOI-SA has embarked upon a training project that represents a first for the IOI system, through a grant from the South African Innovation Fund. IOI-SA is preparing a course for delivery entirely online via the Internet. The project is called MIDeSS.learn.

MIDeSS.learn is a web-based Integrated Coastal Management training package to be developed by the IOI-SA located at the University of the Western Cape. MIDeSS.learn is a component of the Marine Integrated Development Support System (MIDeSS) that is coordinated by the Council for Scientific and Industrial Research (CSIR). MIDeSS is in turn a component of the South African Integrated Spatial Information System (SA-ISIS), a program that is funded by the South African Innovation Fund. MIDeSS is one of three components of SA-ISIS, the others being an Agricultural Management and Support System (AGIS), and a Biodiversity Monitoring and Assessment System (BioMap).

MIDeSS is developing web-based decision support tools for coastal and marine management. The MIDeSS.learn component aims to provide web-based learning materials and courseware in support of the aims of MIDeSS. Courses are developed within the framework of the recent legislation on higher education, and will be registered within the National Qualification Framework as equivalent to one undergraduate module.

The first module of MIDeSS.learn is being developed during 1999, and will be "An Introduction to Integrated Coastal Management." The target audience includes mid-career decision makers who may wish to acquire or refresh a basic understanding of ICM principles, as well as undergraduate or postgraduate students of environmental management, coastal engineering, or environmental law. While the focus is South African, the course will be available globally via the medium of the internet. Additional modules are in the planning stages and will be developed during future years.

Participants will be able to register for and study all MIDeSS.learn modules online via the SA-ISIS portal site. There will be no classroom version of the courses, and all assignments will be submitted via email, FTP, or snail mail as participants choose. Modules will be the equivalent of one undergraduate module (100 notional hours), and will be available for degree credit or as a certificate module. The first module is due to be available in November of this year, for delivery to students early in the year 2000.

The MIDeSS.learn website is located at <http://midesslearn.uwc.ac.za/>

We have also entered into a contractual agreement with a computer programmer, Mr. Neil de Jonge, to produce online testing and assignment processing software. This software will be available in beta version in late November. This will not only serve the MIDeSS.learn project, but we believe that we will have a commercially marketable product when the first operational version is available around March 2000. The technological infrastructure for MIDeSS.learn has been built and tested. MIDeSS.learn techniques were pilot-tested in two undergraduate courses during 1999. The website has been prepared, the layout designed, and sample content posted. Content creation is about 65% complete, and is lagging just slightly behind schedule because we have a more ambitious project in mind now than we did when we conceived the course initially.

#### *4.3.3. TSC / Benguela Current*

The Train-Sea-Coast method of course development is offered by the United Nations Division for Ocean Affairs and the Law of the Sea. This method includes a preliminary analysis, job analysis, population analysis, curriculum design, module design, production and developmental testing, and validation and revision. The use of subject matter experts for module design allows for the development of a course by someone who is not a subject matter expert. IOI-SA, together with the Centre for Marine Studies at the University of Cape Town, makes up the Course Development Unit for the Benguela Current Large Marine Ecosystem project. Bernadette Brown (IOI-SA) and Howard Waldron (Centre for Marine Studies) attended a T-S-C course development workshop in New York in August 1998. They are the course developers for the Course Development Unit, and are developing the first of two courses to be completed as part of the agreement with the UN Division of Ocean Affairs and the Law of the Sea. This course, Marine Pollution Control, is scheduled to be ready for validation in March 2000. However, target dates have changed many times because TSC central unit has not been able to provide funds for subject-matter experts, nor has the agreement actually been signed with the university. This is apparently because they are awaiting funds from the World Bank, and we are told this will happen soon. However, it may become necessary to commit the time allocated to Train Seacoast to other projects if something concrete doesn't happen before the end of the year.

#### *4.4. Applications of computer networks in education*

This is an ongoing and highly successful component that has now been bundled into IOI-SA. Individual projects are reported below. Most of them take place under the auspices and with funds from the Telkom-Siemens-THRIP Centre of Excellence in ATM & Broadband Networking and the Internet Biology Education Project funded by the National Research Foundation.

##### *4.4.1. Internet for Environmental Education (INforEEP)*

This is an on-going project that started in 1998, and that has a website located at:

<http://www.botany.uwc.ac.za/Inforeep/>

On the basis of the interviews and contact with schools, a needs-assessment was performed, and this serves as the basis for a rational development of a content-based website, which is ongoing, and which will serve as the basis for an analysis of the potential of network technology in environmental education, particular in forging learning links between university and school. The extensive environmental website will serve as the basis for investigating environmental educators approach to online resources, and provide a model for the development and deployment of online learning resources via computer networks. This project has a strong public outreach component.

The website has been constructed, including online radio programs from Yazeed's community radio broadcasts. A questionnaire to evaluate baseline technology access and use in EE has been designed, and is being circulated at present. Several papers have been presented at conferences and workshops.

#### *4.4.2. Use of Computer Networks in Botany Teaching-and-Learning*

This is an on-going project that started in 1998, and that has courseware website located at <http://hypnea.botany.uwc.ac.za/> . Two of these courses were taught fully online in 1998, and they are now ready for marketing in a distance-learning environment via the web. They have been evaluated, and students interviewed. The use of online-discussion forums has also been evaluated. This will result in several educational research papers that are being written up at present.

#### *4.4.3. Digital Video Network Services*

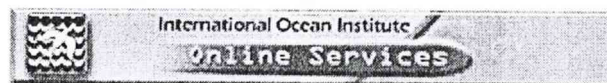
Video can be a very powerful learning tool, and the advent of broadband technology is bringing about a convergence of video with other learning technologies. It is now possible to have web-based multimedia applications that run over a fast network that incorporate all learning technologies into a single device: the desktop computer. However, there are as yet very few published examples of how this convergence can be applied in tertiary resource-based learning.

Within the IOI-SA we are fortunate to have both subject-matter knowledge, as well as skills at video production and networking technology. Courses have already been developed that make use of the advantages of a broadband network using web-based materials. This presents what must be a unique opportunity to bring video-on-demand services into online courses. Here we propose to investigate mechanisms for the development of subject-matter specific video materials, procedures for their incorporation into web-based courses, and procedures for the evaluation of their effectiveness in terms of student learning and student perceptions.

Mr. A. Daniels has an honours degree in Biochemistry, and completed a Masters Degree in the production and use of conventional video. He is the ideal candidate for this project in that he has a strong background in the life sciences (subject matter), video production skills, as well as an understanding of educational research principles. This is a unique opportunity to develop an active unit working on the video over broadband network in a real-life situation. This is much superior to theoretical research in a contrived environment. The Internet Biology Education Research

Project, funded by the National Research Foundation will provide bursaries and a small component of the running costs, and the Center of Excellence in ATM and Broadband Networking have been asked to fund the major costs. We have set up much of the equipment requirements for this project, and Mr. Daniels has learned the basics of digital video production.

#### 4.5. IOI-SA Online Services



IOI-SA Online Services was established in September of 1999 as a means to use existing skills base in website development to generate funds for IOI-SA. The project has a development platform located at <http://protea.botany.uwc.ac.za/>. Since its inception, we have been operating at near full capacity, and have had to hire one person full-time just to keep up with demand.

The idea is that 50% of the funds received can be paid out to the staff, who work on these projects mainly after hours. Of the remaining 50%, half will go to IOI-SA running costs, and half will go into an endowment fund. The following scenario is predicted as far as funds from this source is concerned:

Year	Income	Staff	Running	Endowment
1999	182000	91000	91000	0
2000	700000	350000	175000	175000
2001	1000000	500000	250000	250000
2002	1200000	600000	300000	300000
2003	1400000	700000	350000	350000
Total (not including interest)				1075000

Thus it is expected that by 2003 the endowment can be generating sufficient interest to fund at least one senior position and cover some running costs. Other services, including the software that is presently under development, joint ventures such as the mariculture project, and online courses can also generate funds, some of which can be moved into the endowment fund.

#### 5. IOI-SA Student projects

Now that all our activities are consolidated under IOI-SA, the following student projects are underway. Some of these have been mentioned already, but are listed here for completeness.

##### **M.Sc (Botany) thesis research (Ms. B. Brown)**

TITLE OF PROJECT: 'Site selection for suspended cultivation *Gracilaria gracilis* with a view to community development'.

SUPERVISORS: Prof DW Keats and Dr RJ Anderson

STATUS: Successfully completed & graduated 1999

##### **M.Sc (Botany) thesis research (Mr. J. Wakibia)**

TITLE OF PROJECT: 'Experimental mariculture of *Gracilaria gracilis*'.

SUPERVISORS: Prof DW Keats, Dr. RJ Anderson

STATUS: Successfully completed **with distinction**, papers submitted for



publication.

**Ph.D. (Botany) thesis research (Mr. G. Maneveldt)**

TITLE OF PROJECT: 'Systematics of the coralline algal subfamily Mastophoroideae'.

SUPERVISORS: Prof DW Keats

STATUS: Year 2 of 3.

**M.Sc (Botany) thesis research (Ms. D. Norman)**

TITLE OF PROJECT: 'Experimental mariculture and alginate properties of the South African kelp *Ecklonia maxima*'.

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 2.

**M.Sc (Botany) thesis research (Ms. M. Harper)**

TITLE OF PROJECT: 'Experimental mariculture and alginate properties of the South African kelp *Macrocystis angustifolia*'.

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 2.

**M.Sc (Botany) thesis research (Ms. D. Cameron)**

TITLE OF PROJECT: 'Biomedical activity of red algal secondary metabolites'.

SUPERVISORS: Prof DW Keats, Prof. I. Green, Dr. H. Leng

STATUS: Year 1 of 2.

**M.Sc (Botany) thesis research (Ms. M. Kashorte)**

TITLE OF PROJECT: 'Sustainable livelihoods in St Helena Bay: The potential of seaweed and other scientific knowledge for broadening livelihoods in the community.'

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 2.

**M.Sc (Botany) thesis research (Ms. C. Ras)**

TITLE OF PROJECT: 'Non-geniculate coralline algae of the South African South Coast: species composition & biodiversity.'

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 2.

**M.Sc (Botany) thesis research (Mr. M. Rothman)**

TITLE OF PROJECT: 'Non-geniculate coralline algae of the South African East Coast: species composition & biodiversity.'

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 3 (part time).

**M.Sc (Science education) thesis research (Ms. J. Collins)**

TITLE OF PROJECT: 'Multimedia and broadband networking in tertiary education.'

SUPERVISORS: Prof DW Keats

STATUS: Year 2 of 3 (part time).

**Ph.D. (Science Education) thesis research (Mr. Y Petersen)**

TITLE OF PROJECT: Use of computer networking technology in environmental education

SUPERVISORS: Prof DW Keats, Prof. M. Ogunniyi

STATUS: Year 2 of 3.

**B.Sc Honours (Botany) thesis research (Ms. S. Grimwood)**

TITLE OF PROJECT: 'Biomedical activity of red algal secondary metabolites'.

SUPERVISORS: Prof DW Keats, Prof. I. Green, Dr. H. Leng

STATUS: Year 1 of 1.

**B.Sc Honours (Botany) thesis research (Ms. C. Adriaans)**

TITLE OF PROJECT: 'Properties of agar from Southern African agarophytes'.

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 1.

**B.Sc Honours (Botany) thesis research (Ms. C. Biggs)**

TITLE OF PROJECT: 'Ecological effects of epithallial shedding in South African crustose coralline algae'.

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 1.

**B.Sc Honours (Science Education) thesis research (Ms. N.G. Sikiti)**

TITLE OF PROJECT: 'Identification of learning difficulties in a second year botany module, and computer-based intervention'.

SUPERVISORS: Prof DW Keats

STATUS: Year 1 of 1.

**6. IOI-SA postdoctoral fellow**

Dr. Saravanakumar, who recently completed his PhD in India and who participated in the IOI Halifax course in 1997, joined IOI-SA in 1998 as an FRD postdoctoral fellow. He is proving a valuable addition to the IOI-SA team, and comes at no cost to IOI. His skills in GIS and Coastal Management are useful to our mariculture course, as well as the sustainable livelihoods project. It is only a pity that the funds for the Coastal Zone Management course that we applied for from Commonwealth Secretariat have not been forthcoming, or been heard of in any way shape or form. Dr. Saravanakumar would have been the ideal person to construct such a course. Dr. Saravanakumar is also participating in the MIDeSS.learn project, and will be a valuable resource for the World Bank distance learner project.

An additional application for funds for Dr. Victoria Radchenko, director of IOI-Ukraine, to come to IOI-SA as a postdoctoral fellow has been made. If successful, she will join us in mid 2000.

**7. Administration**

Administration of IOI-SA was the responsibility of the director, Prof. D. Keats,

who reports to the University structures through the Science faculty by means of regular written reports. Financial administration for IOI-SA has been carried out by the Finance department of the University, but it has not been satisfactory. Therefore, we have hired a financial administrator to liaise between our funders and the finance department and ensure that our books are always up to date and accurate. Tanya Potts, IOI-SA secretary, has also provided assistance with administration. Since the 'seed' funds have been made available from IOI headquarters, Bernadette has been employed full time as coordinator of IOI-SA, and she has already raised funds herself in equal in value to the seed money.

#### **8. Meetings, workshops, conferences & other activities**

Derek, Bernadette, Marisa, Mellisa, Dale, Mark, Cherie and Charlene attended the Phycological Society of Southern Africa congress in Swakopmund, Namibia in January. Mark won first prize for best student poster presentation. Jocelyn attended the Educational Media conference in Seattle Washington in June, and presented a paper on her work. Derek & Gavin attended the Conference on Marine Science in Tanzania in Zanzibar in September, and presented two papers, and did extensive regional networking. Martin attended the South African Association of Botanists in January, and presented a paper on the EcoTree project. Yazeed presented papers at Millenium Minds Conference: Education in the Internet age, in Cape Town at the end of September. Jocelyn and Gloria attended the e-Space conference in Camps Bay and presented two papers. Bernadette, Mellisa & Dale attended a three-day mariculture workshop in Cape Town in October. Mellisa attended the SEACAM course on Environmental Impact Assessment for Mariculture held in Tanzania in August. Bernadette and Marisa attended the IOI-Canada course, and returned having grown from the experience.

#### **9. Promotional activities**

IOI-SA designed and produced the promotional folders and contents for IOI-globally. In addition, brochures were produced on various components of our activities, and full colour brochures for IOI-SA and for its online services were produced. Graduate students working on this project produced a colour poster dealing with coralline algae, and this will be distributed to schools. The director and various IOI-SA staff and students have been taken part in a number of radio interviews regarding IOI-SA and UWC. In addition, Yazeed has his own weekly radio program called Envirowise.

## 10. Seed money

The availability of the seed money has enabled us to have a full time coordinator and secretary, and without this the restructuring and other activities of IOI-SA would not have been possible. The seed money has been used as follows:

<b>Item</b>	<b>US\$</b>	<b>Rand amount</b>
Seed funds	30000.00	180000.00
Coordinator salary	15967.83	95807.00
Secretary salary	6513.17	39079.00
Answering machine	66.50	399.00
Brochures	772.67	4636.00
Courier services	1107.66	6645.98
BENEFIT meeting	200.53	1203.18
Bank charges (iro transfers from HQ)	70.00	420.00
Office shelving	81.86	491.15
Stationary	372.13	2232.77
Visa Bernadette & Marisa to Canada	200.00	1200.00
SANCOR membership	41.67	250.00
Repairs to IOI office computer	540.00	3240.00
Partial cost of photocopier	4020.99	24125.92
Phone charges	45.00	270.00
Total	30000.00	180000.00
Balance	0.00	0.00

## 11. IOI staff

The following are full time and part time IOI staff members during 1999. All staff are contractual, and dependent on external funding.

<b>Person</b>	<b>Brief description of key roles</b>
Prof. Derek Keats dkeats@botunix.uwc.ac.za	Director IOI-SA
Ms. Bernadette Brown bbrown@uwc.ac.za	Coordinator IOI-SA; mariculture course; course developer for TRAIN-SEA-COAST/BENGUELA CURRENT
Ms. Tanya Potts tpotts@uwc.ac.za	Secretary
Ms. Jenny Plandt jennyp@uwc.ac.za	Financial administrative assistant, primarily on CoE funds.
Mr. Gavin Maneveldt gmaneveldt@uwc.ac.za	Part time member of web development team
Dr. Saravannakumar kumar@botunix.uwc.ac.za	IOI-SA Post -doctoral fellow in Integrated Coastal Area Management
Mr. Joseph Wakibia left to return to Kenya in Oct.	Part time, develop content for mariculture course; maintaining cultivation raft for mariculture course
Mr. Mark Rothman mrothman@uwc.ac.za	Research assistant, seaweed biodiversity
Mr. René Frans rfrans@uwc.ac.za	Graphic artist, website development
Ms. Jocelyn Collins jcollins@uwc.ac.za	Learning resource developer
Mr. Faghrie Mitchell fmitchell@uwc.ac.za	Learning resource developer
Mr. Martin Cocks mcocks@uwc.ac.za	IT Support and learning resource developer
Ms Tanya Norman tnorman@botunix.uwc.ac.za	Learning resource developer

In addition, several of the students who are involved in IOI-SA research projects are hired on short-term contracts to provide specific functions, for example, assisting with the mariculture course.

## 18. Finances

The following table gives the funds received by IOI-SA in 1998/1999, as well as in-kind input from UWC & sister projects to IOI-SA, and training inputs from other centres and partners. All figures are in SA Rands. Expenditure is not included in this table.

Item	Description	Subtotals	Amount
INCOME	Balance forward		
	1999 MDeSS.learn funds		225000.00
	Seed funds from IOI-HQ		180000.00
	Dutch mariculture funds + HQ topup		120000.00
	Web design & consultation (projected)		182000.00
	Postdoctoral fellowship (P. Saravannakumar)		70000.00
	Dept of Trade & Industry		7000.00
	Seaweed mariculture from NRF		50000.00
	Crustose algae project from NRF		131000.00
	Portion of CoE funds from Telkom-Siemens-THRIP		168000.00
	Internet bioEd funds from NRF		58000.00
	Seaweed sustainable use from NRF		153000.00
	German BERNADETTE HELP		180000.00
		1524000.00	
IN-KIND SUPPORT			
	1999 D.Keats time		38000.00
	Offices & infrastructure		20000.00
	Graphic design		6000.00
	Network infrastructure		80000.00
	Financial management from UWC		4000.00
Other support			
	Training (see below)		135000.00
		148000.00	
	<b>Total</b>		<b>1672000.00</b>

In addition to the above, the following added value to the IOI-SA activities during 1998/99:

Item	Funded by	Value ®
Training course developer for TSC CDU	TWC central support unit	35000
Training of Mellisa Harper in Tanzania	IOI-Canada	10000
Training Bernadette Brown in Canada (10 weeks)		45000
Training Marisa Kashorte in Canada (10 weeks)		45000
<b>Total</b>		<b>135000</b>

# Summary Report

## IOI China Operational Center

1999

### 1. General

With the entry into force of UNCLOS and implementation of decision of the UNCED. The International community is now facing with the urgent task of development and protection of the oceans. Training of the marine management personnel for the developing coastal counties is the important.

### 2. Activities Conducted by IOI China in 1999

#### 2.1 Training Course

Conducting training course on Integrated Coastal Zone Management. 23 participants from various ocean management units of the coastal provinces and municipalities and State Oceanic Administration of China participated. Most of them were public servants engaged in marine management, marine scientist, engineer and technical personnel working for marine research and development. Rest of them were lawyer and teacher working in the marine affairs. We invited 6 lecturers to lecture in the course. A detail the information about the course, please see the Training Course Summary Report.

#### 2.2 Research Programs

- A. Research program on Harmonization of UNCLOS with National Legislation of the Law and Regulations Governing Marine Affairs.

This program supposed to be finished next year.

- B Social and economic issues of urbanization in the coastal areas

This program supposed to be finished next year.

- C Important Events of China's Coastal Zone Management Development

We report this important Events from March 1996 to June 1999.

We will follow up next year.

- D     **Important Event on Important Events on Implementing the Global Program of Action for the Protection of the Marine Environment from Land-Based Activities**

This summary of the relevant action taken by China after the adoption of GPA as well as the list of major action or specific projects of the WESTPAC coast countries. We already sent this information to IOI Canada for GPA Coordination Office by Email.

- E     **Red Tide in China's Huanghai & Bohai Sea Area**

This project is not finished yet, we just wrote the brief report for discussion

**3 Publication of IOI China Newsletter in both English & Chinese**

This to be finished next month

**4 Publication of IOI China Alumni Hand Book**

This to be finished next month

**5 Participation in the International Workshop on Coastal Megacities**

The workshop challenged by IOI , IOC and SOA. 27~ 30 Sept. 1999, Hengzhou, China. More than 50 participants those who were from abroad and domestic experts attended the Workshop. During the workshop they made a declaration.

**6 Participation in the Training Course on Sea Use in China**

This training course is organized by Marine Management Department of SOA. 15 ~ 20 OCT. 1999 in Beihai, China. 15 participants from coastal province attended.



INTERNATIONAL OCEAN INSTITUTE  
OPERATIONAL CENTRE (INDIA)

REVIEW OF ACTIVITIES 1999 and WORKPLAN 2000

1999 IN REVIEW

INSTITUTIONAL ARRANGEMENTS

The new arrangement with the host institution (IIT Madras) set up in 1998 continues to work well. IOI India functions as a division of the Foundation for Sustainable Development (India) set up by IIT Madras. A Centre for Sustainable Development (CSD) is the other division of the Foundation. While CSD works with Indian industries on environment-related projects, IOI India concerns itself with the sustainable use and development of all natural resources (including the ocean and the coastal zone) and with community development.

GTZ – IOI INDIA COASTAL ECO-VILLAGES PROJECT

During 1999 the Project has been extended to 40 coastal villages of Tuticorin District in South Tamil Nadu. The villages are inhabited by *dalits*. (or communities marginalised for years by the social, political technological and economic systems), who are primarily landless labourers. The project focuses on women, since they are under greater pressure compared to the other groups. While IOI India provides all the supervision, monitoring, informational and technological support and expert help, a local NGO carries out the work in the villages. The Project was to end on 30<sup>th</sup> September 1999, but is being extended until 31<sup>st</sup> December 1999 to complete a few ongoing activities.

Over the period 1997-1999, about DM 140000 has been spent on the Project activities from GTZ funds. With this input combined with the in-kind contribution of IOI India, the achievements have been:

- Women's self-help groups have been formed in all 40 villages and there are now over 1100 members in these groups
- 200 training programmes were conducted accounting for a total of 12000 participants-days. The programmes included training in skills, development issues, vocations, and ecology.
- Nearly 4000 tree saplings were given to the villages with the women's groups taking responsibility for planting and taking care of them. Nurseries have been started in two villages as an income generating activity. Vegetable gardening have also been started in two other villages.
- Over 200 fuel-efficient stoves were distributed.
- Four rainwater harvesting tanks have been built in public places like schools.
- A preliminary survey of all the water sources was made
- Five spirulina production units were established using community-based technology. About 1.5 kg of spirulina produced every month is being given to children in the villages as an effective nutritional supplement.

- Vermiculture has been started in two villages
- Over 390 women have been given loans of Rs.2000/- each. The recipients have used loans from income generation activities like Thatch Making, Goat Rearing, Poultry, Lime Production, Petty Shop, Grinding, Palm leaf product making, Cloth Merchant, Tailoring, Milk Animal, Vegetable, Vending, Plastic-wire Weaving, Utensils Merchant, Banana leaf business, Firewood business, Salt business, etc. The repayment has been excellent so far (about 90% making payments on time). The money returned is being used as rolling fund given out as loans to new recipients.
- Other activities carried out under the Project include:
  - the establishment of 15 night schools catering to the needs of 667 students in two villages (with additional financial support from a child relief organisation)
  - 60 women were trained to ride a bicycle mitigating their local transport problem
  - 140 women were trained in typewriting and tailoring
  - 200 children were provided computer training.
  - Sports and cultural programmes were conducted for women and children
  - A 25-minute video film on the Project has been made

## JFGE PROJECT

The Japan Foundation for Global Environment Project on "Conservation of Coastal Environment Through Environmental Education and Capacity Building in Poor Coastal Communities" began in April 1999. The Project had been proposed for three years for a total budget of US \$ 1,35,000. JFGE has sanctioned Yen 4.9 million (US\$ 48000) for the first year. This Project continues most of the ecology-related activities started under the GTZ Project.

The achievements during April – September 1999 were :

- 39 centralised training programmes were conducted for the villagers accounting for a total of over 560 participant-days. The topics included coastal ecology, environment, ecotechnologies, and development issues.
- Village-level Mass Awareness programmes were conducted in 19 villages through street plays and songs on the theme of preserving the environment
- Cleaning campaigns are being conducted every Saturday. The whole village community including women, youth and children participate in a day-long campaign. So far, six villages have been covered.
- World Environment Day was celebrated with competitions on essay writing, songs, and dramas on the theme of "Environment". 42 women and 47 children participated in the competitions.
- Over 3700 tree saplings have been distributed to the women's groups, who have taken the responsibility for planting and taking care of them.
- Community gardens / social forestry has been created in unused government lands in two villages.
- A cultural troupe consisting of women from the villages and the temporary staff of the project has been formed. The troupe has been trained to create awareness through songs and street plays on environment, water conservation, education, etc. The troupe is now being used in the target villages to create awareness on environment.

- A detailed geological survey of all the traditional wells, ponds and other sources of water in about 20 villages has been carried out
- Six wells have been desilted and cleaned and measures are being taken to provide percolation pits near each well in order to recharge them during the impending monsoon. Most of these wells are saline and it is hoped that recharging with rainwater will change the quality of the water.
- An impact assessment of the rainwater harvesting tanks constructed in the GTZ Project has been made. This review will help in planning further activities in rainwater harvesting this year.
- The production of spirulina is being continued and the production given to children in the villages.
- Vermiculture practice is also being continued in two villages
- A computer system with adequate storage capacity has been acquired and trials are on for developing a database of eco-technologies.

### SHASTRI INDO-CANADIAN INSTITUTE PROJECT

The Research Project "Plant Genetic Resources: Formal and Informal Knowledge Systems, Institutional Interests and Sustainability" began in January 1999 and will continue until July 2000. This project is funded under the Canadian International Development Agency (CIDA) - Shastri Indo-Canadian Institute (SICI) Partnership Programme. It is a collaboration between IOI India and the Program of Studies in National and International Development (SNID) at the Queen's University, Kingston, Canada. The total budget of the project is US \$ 33000.

The objective of the project is to examine the present status of people's knowledge, knowledge systems, practices and community's support systems with reference to biodiversity management and conservation with specific reference to particular ecosystem types and to study the interaction between community knowledge and research institutions, particularly publicly funded research in order to understand as well as strengthen such dynamics with regard to developing national and international policy for the conservation and management of Plant Genetic Resources (PGR).

The project activities include fieldwork for collection of primary data / information backed up by secondary research from published material. The work is being carried out by three interns and a research associate guided by the Project Research Team. A field area in the Eastern Ghats of Tamil Nadu, South India has been chosen for primary data collection. This is to be compared and contrasted with secondary information from a similar region in the neighbouring state of Karnataka.

Two issues of the project newsletter "*People, Plants and Resources*", dated April 1999, and July 1999 have been brought out and copies have been sent out to various individuals and organizations. The third issue will come out in October 1999.

## **WORLD BANK PROJECT**

Through the efforts of Dr.V.R.Muraleedharan, Department of Humanities and Social Sciences, IIT Madras, IOI India has secured a grant of US \$ 12,600 from the World Bank to conduct "A Critical Review and Documentation of Available Studies on Private Sector in Health in India". The study is for a period of six months starting from mid-August 1999 to mid-February 2000. The objective of the project is to document, collate and critically review the available studies on the private health sector in India to provide a database on available information on the private health services and financing and to identify the crucial areas for policy intervention.

This Project is seen as a beginning for IOI India to take up studies on the environmental health aspects of coastal communities. Proposals to funding agencies in this regard are on the anvil.

## **ASHA PROJECT**

In June 1999, Director, IOI India, made a presentation before the Boston MIT Chapter of Asha on a project to help the children of the coastal villages. Asha is an organisation of Indians in USA, which raises funds for development projects in India with a focus on children.

The proposal, with a budget of US\$ 6100 for two years, is to bring a fundamental change in the lives of 70 children in one of the most deserving villages of the GTZ Project. Many aspects of the child's life will be touched: education, health, vocational preparation, talent promotion, computer awareness, etc. The children will also directly participate in environment-oriented activities to make the village a better place to live in.

Asha volunteers have made a site visit and there is a good chance of the Project getting off the ground on January 1, 2000.

## **NETWORKING**

The Director, IOI India participated in the Workshop on 'Sustainable Strategies for a Changing Earth' organised from 13<sup>th</sup> to 17<sup>th</sup> September 1999 by the Centre for Scientific Research, Auroville, India. The workshop provided information of applied sustainable practices that have evolved through a process of trial and error over many years with the international community of Auroville. The topics explored were afforestation and restoration; cost effective shelter; biogas, wind and solar technology; affordable ways to recycle waste water; sustainable practices within the community and individuals homes; self-sufficiency and creativity; and networking with others.

The Auroville community is interested in offering such workshops jointly with IOI India. One such workshop, on a self-sustaining basis, is planned for the year 2000 with a budget of about US\$ 7500.

## CONFERENCES AND WORKSHOPS

The Director IOI India participated

- the International Workshop on Coastal Mega-cities organised by the Intergovernmental Oceanographic Commission in cooperation with State Oceanic Administration (IOC-SOA) held in Hangzhou from 27<sup>th</sup> to 30<sup>th</sup> September 1999. The theme of the conference was "Challenges of Growing Urbanisation of the World's Coastal Areas". Director IOI India gave a presentation on "Construction of the East Coast Road in India".
- the Mid-Project Workshop held at the University of Quebec in Montreal, Canada from 9-11 June 1999. The programme included a Management Workshop in conjunction with the Conference of the South Asian Council of the Canadian Asian Studies association (CASA). All the CIDA-Shastri Project partners presented brief project updates in panels. Director IOI India made a presentation in the session "Recent Research on Environment. After introducing the project, he explained how some of the question had to be redefined after the field visits by the project interns. These issues ranged from how the community values its knowledge and the impact of researchers and others who have been collecting information in the area to what the community should know about the national and international regimes and community rights, how they can demand benefits and which authority they should approach. After describing the progress of work so far especially regarding agricultural practices and forest resource use, he concluded with a brief discussion on the changing perspectives of the project from the viewpoint of the community, the research team and the interns.

**INTERNATIONAL OCEAN INSTITUTE  
OPERATIONAL CENTRE (INDIA)  
PROGRAMME ELEMENTS FOR THE YEAR 2000**

**1. Education/Training/Awareness creation**

- Training course on "Sustainable Strategies for a Changing Earth" in co-operation with the Centre for Scientific research, Auroville; participants will be charged fees to cover all the costs; Budget USD 7500
- Participation in IOI Youth Programme, USD 2,000 from seed money;
- Participation in IOI Virtual University actions through twinning with Host institution.

**2. Development**

- Eco-villages project, related also to sustainable livelihoods, USD 45,000 from JFGE;
- Development project for children in the Eco-villages, USD 2500 from Asha (USA)
- Participation in IOI Women and the Sea Programme pilot phase, USD 20,000 from IOI;
- Review of Health Sector in India, USD 5000 from World Bank
- Participation in IOI Sustainable Livelihoods project (through Eco-villages);
- Development of database on eco-friendly technology, USD 2,000 from seed money.

**3. Ocean Governance**

- Participation in regional surveillance/monitoring programme as regards implementation of agreements, USD 2,000 from seed money;
- Preparation of report on coastal zone conditions as part of IOI system wide reporting, USD 2,000 from seed money;

- Participation in PIM Conference and related preparations, USD 1,000 from seed money.

#### **4. Research and Science Applications**

- Participation in IOI risk assessment and management project, USD 2,000 project money;
- Study of Community Knowledge of Biodiversity (Canada CIDA-Shastri project), USD 20,000.

#### **5. Advisory services**

In co-operation with Host institution and Foundation for Sustainable Development provision of advice to private sector, national institutions and other NGOs, e.g., on ISO 14000 Environmental Management Systems standards and other ocean governance matters.

#### **6. Co-operation**

With U.K., Canada institutions, and with UNEP, other IOI Centres and regional bodies, and National Water Harvesters Network and local NGOs

#### **7. Organisation**

- Partner in IOI Virtual University;
- Participation in Planning Council and Directors meetings, and related preparations, USD 2,000 from seed money;
- Participation in PIM Conference;
- Partner in (India) Foundation for Sustainable Development and related governing and advisory bodies and trusteeships;
- Seed money USD 15,000.

**INTERNATIONAL OCEAN INSTITUTE  
OPERATIONAL CENTRE (INDIA)**

**BUDGET OVER VIEW FOR 2000 ( in K USD)**

	TYPE (+ Code No.)	USD	REMARKS
1.	Establishment personnel	10	
2.	Establishment material	20	
3.	Publications	3	
4.	a. SL, ICAM, Villages	30	
	b. Research	15	
	c. Capacity Building	20	
5.	Conferences and meetings	-	
6.	External Services	3	
7.	Contingency	20	
8.	Subtotal	121	
9.	In-Kind	25	
10.	Other funds raised as part of Host inst. or and IOI O.C.	27.5	CIDA-SHASTRI 20, WORLD BANK 5, ASHA 2.5

**SOURCE OF FUNDS FOR 2000 (IN K USD)**

	TYPE (+ Code No.)	USD	REMARKS
1.	Transfer from previous	80?	
2.	Ocean S. and res. Foundation		
3.	Donation, private	15	
4.	CIDA	20	
5.	Swiss Re	?	
6.	UNEP-GPA	?	
7.	Women and the sea donation	30	
8.	JFGE, Japan	45	
9.	Nippon Fnd		
10.	UNDP		
11.	OPEC		
12.	EU		
13.	Subtotal	160	
14.	Others for IOI OC	7.5	
15.	Others with Host		



# **INTERNATIONAL OCEAN INSTITUTE OPERATIONAL CENTRE (INDIA)**

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## **REVIEW OF 1999 AND WORKPLAN FOR 2000**

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### **INSTITUTIONAL ARRANGEMENTS**

**Foundation for Sustainable Development  
(India) at IIT Madras**

- \* **Center for Sustainable Development  
*(industries and environment)***
- \* **IOI India  
*(all environment-related activities other  
than those concerned with industries)***

**YEAR 2000**

**The arrangement will continue**

## **GTZ - IOI INDIA**

### **COASTAL ECO-VILLAGES PROJECT**

- \* Two years (1997-1999)**
- \* DM 140000**
- \* 40 coastal villages in Tamil Nadu**
- \* Disadvantaged communities**
- \* Project focuses on women**
- \* Diverse activities including training, awareness creation, ecology, ecotechnology, micro-credit, self-help groups, etc.**

## **JFGE PROJECT**

- \* One year USD 48000**
- \* Continuation of the ecology-related activities of the ecovillages project**

## **YEAR 2000**

**Current grant continues until March. Renewal for next year expected**

## **SHASTRI INDO-CANADIAN PROJECT**

- \* CIDA - Shastri Partnership Programme**
- \* Partnership with Studies in National and International Development, Queen's University, Kingston**
- \* 18 months (January 1999 to June 2000)**
- \* US\$ 33000**
- \* Study of community knowledge on biodiversity**

## **WORLD BANK PROJECT**

- \* Six months  
(August 1999 to February 2000)**
- \* Studies on the private health sector in India**
- \* US \$ 12600**

## **ASHA PROJECT**

- \* January 2000 to December 2001**
- \* All round development of children in one model coastal village**
- \* US \$ 6100**



## **IOI – CANADA**

Dalhousie University  
1226 LeMarchant Street  
Halifax NS B3H 3P7  
Canada

## **WORK PLAN**

**2000**



INTERNATIONAL  
OCEAN INSTITUTE  
CANADA

DALHOUSIE  
University



## IOI – CANADA: WORK PLAN 2000

### I. TRAINING PROGRAMME

#### 1. Law of the Sea: Agenda 21 and its Implementation

A ten-week training programme for 18 participants will be conducted from 29 May to 14 August. It will be devoted to the implementation and further development of the UNCLOS/UNCED process. As with every year, important changes will be introduced. In 2000, modules will be revised to reflect suggestions and inputs from students, staff, and lecturers. In particular, the modules on Oil and Gas, Coastal Zone Management, and Risk Management will be revised.

#### 2. World Maritime University

IOI – Canada will organise, as it does every year, a one-week programme on the Law of the Sea for the 100 first-year students of the World Maritime University in Malmö, Sweden. The new item in this programme will be a simulation exercise on negotiating a Joint Development Zone, constructed by Professor Gil Winham and his team in 1996 – 97 and validated during the IOI – Canada training programmes.

#### 3. London Convention

A training programme on the London Convention and issues of dumping at sea in the S.E. Asian region will be developed in cooperation with the OIC, SEAPOL, Environment Canada, IMO, IOI – Japan, and the Ship Ocean Foundation of Japan (part of the Nippon Foundation). Planning is still in the initial stages and delivery is not envisioned until late 2000.

### II. RESEARCH

Research and training, in the IOI vision, are inseparable. It is only its integration with research that makes training creative. Thus there is already a considerable amount of research built into the training programme for 2000. There are, however, additional research areas in which IOI – Canada will engage in 2000.

#### 1. Risk Management in Integrated Coastal Area Management

In 1999, IOI – Canada developed a training module on the use of Risk Management in Integrated Coastal Area Management. The aim is to be able to deliver this training in developing countries and

regions. This will require case studies and awareness material specifically designed for other regions and in particular developing country regions. This research will be conducted by IOI – Canada and other IOI operational centres in 2000 and 2001.

## **2. The International Seabed Authority**

IOI – Canada has represented the IOI at the International Seabed Authority since the establishment of this institution in 1994. A comprehensive study of the problems facing the Authority is included in Elisabeth Mann Borgese's new Report to the Club of Rome, *The Oceanic Circle*, published by the United Nations University Press in November 1998. The main difficulty facing the Authority is that manganese nodule mining, on which it has focused to the exclusion of everything else, is not going to take place in the foreseeable future. Scientific and technological developments, however, have moved on to the exploration, research, and development of other resources which, just like the manganese nodules, are part of the Common Heritage of Mankind. Three categories of resources deserve particular attention:

- the polymetallic crusts and sulphides generated by volcanic activities in the deep sea-bed ("smokers"). These contain concentrations of valuable minerals and metals far higher than the manganese nodules;
- the "genetic resources" cohabiting in these areas of sea-floor volcanic activities, consisting of newly discovered myriads of as yet largely unexplored bacteria, at the very source of the origin of life. These bacteria produce enzymes with unique qualities of heat- and pressure resistance essential for a number of bio-industrial purposes. They have already established a market worth billions of dollars; and
- methane hydrates of the deep sea-floor, which have recently become the subject of more intense exploration.

All these new scientific/technological developments are taking place outside, and quite independently of, the International Seabed Authority. In August 1997, IOI – Canada organised a seminar in cooperation with IUCN, Professor Alexander Malahoff of the University of Hawaii, and the chief of NOAA's huge methane hydrates project, Dr. William Dillon, to draw the attention of the Delegations to the International Seabed Authority to these new developments. There are nascent regimes, at national and regional levels but outside the Seabed Authority, for the exploration and exploitation of these new resources. These regimes must be compatible with the requirements of the Biodiversity Convention as well as with the responsibilities of the International Seabed Authority for the conservation of the flora and fauna of the deep sea-bed. Papua New Guinea, which has entered into a joint venture with the Australian company, Nautilus, has elaborated rules and regulations for the exploration of the rich sulphides in its EEZ. The University of the South Pacific has designed a code of conduct on access to genetic resources. A bill was introduced in the last Congress of the U.S. House of Representatives on the regulation and financing of the methane hydrates under U.S. jurisdiction. IOI – Canada is preparing a study on the complex issues involved as well as an analysis of the "mining code" for manganese nodules about to be adopted by the International Seabed Authority, to see how this code could be adapted to or harmonized with regulations for these other resources. The study will be submitted to the International Seabed Authority in March 2000.

### **III. Workshops and Leadership Seminars**

IOI's policy research usually is carried out in cooperation with other competent organisations which participate, with papers and discussions, in IOI-organised workshops and seminars. The following workshops and leadership seminars are envisaged by IOI – Canada for 2000.

#### **1. Enhanced use of Risk Management in Coastal Area Management Workshop**

This workshop is part of a three year project on enhancing the use of Risk Management in Integrated Coastal Area Management. This two-day workshop will be held in Bermuda, at the Bermuda Biological Station for Research (BBSR), during the week of 14 – 18 February.

The purpose of the workshop is to review the training module and case studies developed in Phase I of the project, discuss the insurance industry's role in the project, familiarize all participants with the Risk Prediction Initiative run at the BBSR in conjunction with the insurance industry, and to decide what awareness material will have to be developed in 2000 and 2001 in order to prepare for the Phase II implementation of regional workshops and training programmes.

#### **2. IOI/WMU Caribbean Alumni Refresher Course**

The purpose of this three-day refresher course is to strengthen the network of our alumni, to keep them up to date on current developments in the law of the sea and ocean and coastal management and governance, and to involve them actively in common projects. This course will be the beginning of a continual process of mutual learning. It is through this process that the lasting effects of the IOI training programme can best be evaluated.

About 3,000 professionals in ocean affairs are alumni of training programmes conducted by the 11 IOI operational centres. Participants for this course will be drawn from alumni in the Wider Caribbean Region.

The World Maritime University (WMU) will be a co-sponsor of this refresher course. The WMU also has a great number of alumni in the Wider Caribbean Region who will be invited to participate. IOI and WMU have collaborated ever since the establishment of WMU. Every year, IOI conducts a one-week seminar on the Law of the Sea in its interaction with the UNCED process for the 100 first-year students at WMU in Malmö, Sweden. Subjects of interest to both IOI and WMU alumni in the region have been selected for this joint refresher course.

The course will be conducted at the University of the West Indies Mona Campus in Kingston, Jamaica. Participants will be lodged in the Campus dormitories. Field trips will be made to the International Seabed Authority, which will be in session while the course is in progress, as well as to a nearby Marine Protected Area to make a first-hand study.

The course will be held 13 – 16 August.

in these scientific undertakings. The purpose of the Seminar is to enhance awareness and encourage this sort of cooperation.

#### **4. Workshop on Ocean Issues for Journalists and Media**

IOI – Canada will collaborate with the University of King's College School of Journalism to develop a seminar for journalists and media representatives aimed at increasing their awareness of and interest in a broad range of ocean issues.

#### **5. International Sea-bed Issues Workshop for Canadian Governmental Representatives**

IOI – Canada will follow up the Jamaica leadership seminar series on international sea-bed issues by presenting the material to representatives in the Canadian government. This will be the first in a series of workshops aimed at enhancing the knowledge and capacity of Canadian representatives to deal with oceans issues in national and international fora. Retirements and severe cut backs have left those departments responsible for ocean-related activity with a serious loss of capacity to deal with ocean issues. The objective of these workshops will be to overcome this loss of knowledge and capacity and to enable Canadian representatives at international fora to be more active and effective in advocating good ocean governance.

### **IV. PUBLICATIONS**

IOI publications consist of the *Ocean Yearbook* (600 pages), *Pacem in Maribus* conference proceedings, occasional papers, and newsletters.

#### **1. Ocean Yearbook 16**

This is the fourth of the *Yearbooks* to be edited at Dalhousie University in cooperation with the Dalhousie Law School. The work for Volume 15, to be published in 2000, will be completed in 1999. Preparations for Volume 16 will begin in 2000.

#### **2. Occasional Papers**

The results of the research and workshop/seminar programmes described above will be published in three occasional papers during 2000.

#### **3. UNEP/GPA News Forum**

IOI – Canada became the implementing agency for the *UNEP/GPA News Forum* in 1999. This involved developing a web site and printing a hard copy edition of the material on the web site. The current project to run the *UNEP/GPA News Forum* at IOI – Canada expires at the end of 1999.



The Coordinator of the UNEP/GPA Coordination Office has asked IOI – Canada to submit a proposal to develop a second version of the *UNEP/GPA News Forum* that is aimed at a different audience, has a more defined purpose, and is designed to be an interactive tool for those who are closely involved in the implementation of the GPA.

#### **4. Web Sites**

The IOI – Canada web site will be developed further in 2000 and more extensive use will be made of the main IOI web site maintained in IOI – Southern Africa. An IOI – Canada Alumni interactive web page was initiated in 1999 and will be developed further in 2000.

#### **5. Alumni Book**

IOI – Canada has contacted 18 alumni from IOI training programmes who have gone on to make significant contributions nationally and internationally in ocean-related fields. They have all accepted an invitation to contribute background material and papers that will be compiled into an Alumni Book.

### **V. PUBLIC RELATIONS**

Public relations activities are directed at both consciousness-raising and fund-raising. They include participation in other fora, intergovernmental (e.g., the United Nations) and nongovernmental (e.g., the Club of Rome). In such fora, the IOI is mostly represented by its Executive Director and by its Founder and Honorary Chair.

Public relations also includes cultural activities such as films and music. IOI – Canada is involved in a number of such activities. 1998 saw the first performance of Maestro Franco Mannino's *Ocean Symphony*, with its four movements (the Antarctic, the Atlantic, the Indian Ocean, and the Pacific), at the Teatro dell'Opera in Rome. It is hoped that this *Ocean Symphony*, dedicated to Elisabeth Mann Borgese, will be performed in Halifax in 2000. An animated film based on Elisabeth Mann Borgese's children's book, *Chairworm and Supershark*, is in preparation in Dresden, Germany. A German translation of this little book will also be published in Germany in 2000.

IOI – Canada has developed an easily updatable publicity folder. This will be developed further in 2000.

Negotiations are on course with IOI – Canada for the establishment of IOI – Germany at the University of Bremen in 2000. This will be on the agenda of the IOI Governing Board and Planning Council meetings in Fiji on 4 – 7 November 1999.

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P.O. Box 3  
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IOI/Planning Council Vol. 2

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# International Ocean Institute

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**Attn:** To all IOI Operational Centre Directors and Members of the Executive Committee.

Mr. Robert L. Race  
Director - IOI Canada  
Dalhousie University  
1226 Le Marchant Street  
Halifax, Nova Scotia  
CANADA B3H 3P7

25 February, 2000

Dear Robert,

With this covering letter, I am sending to you a copy of the Annual narrative and financial report for 1999 (main body excluding Annexes) submitted to CIDA as part of the reporting stipulations in the current grant letter from CIDA, for the programme support 1999-2002. I am also attaching a copy of the related Results-Based Management Framework which CIDA is using for evaluation. The report I prepared this time is structured accordingly.

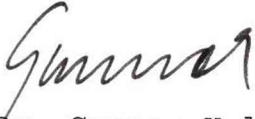
In the report I am trying to address the flow from activities to outputs, to outcomes, related performance indicators and impacts. It is clear that there is a need to address these matters further, for instance in retrieving data, identifying impacts, defining performance indicators. This is why I am sending this material to you, in the hope that you will read the report and give the matter some thought.

Please note I do not need comments on my report. What is needed is identification of indicators, impacts, and development results of our work, and how we achieve our objectives, and what the problems or obstacles are. I am trying to use the CIDA Results-Based Management Framework and my related report to stimulate us to think about this, come up with ideas etc., and discuss it.

It is my intention and hope that we can have a constructive discussion of these matters at our forthcoming 5-8 June meeting.

With best regards,

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Gunnar".

Dr. Gunnar Kullenberg  
Executive Director

Att. (Please note that this is also a document for the June meeting).

## CIDA annual and financial report 1999

Following the Results-Based Management Framework for the grant 0893-854534, an overview report is presented covering the year 1999. For each sub-heading the outputs and indicators are addressed, with an indication of problems, when required. The actions of IOI during the period are summarised in the attached reports (Attachments 1 and 2).

### 1. Activities

#### 1.1 Policy research and feasibility studies

The interactions and linkages between Law of the Sea Convention and Conventions, Agreements and programmes of the UNCED process have been analysed in the book "Ocean Governance" by Prof. Mann Borgese, prepared for and presented to the Club of Rome in 1999 and published by UNU Press. The same subject has provided a fundamental basis for the proposals from IOI to the United Nations through the CSD and other mechanisms to establish a global ocean governance mechanism at the level of the United Nations general Assembly. This helped generate the decision of CSD VII in 1999 to suggest the establishment of an open-ended Working Group to study and prepare a proposal to the general Assembly on this matter. The subject area was also part of the Pacem in Maribus Conference in 1999 with the Theme: Oceans in the New Millennium - challenges and opportunities for the Islands (Fiji, 8-12 November 1999).

The implementation of the GPA-LBA has been supported through the generation by IOI of the GPA News Forum, following an agreement on this with the UNEP GPA Coordination office in The Hague, in May 1999. This has been done in consultation with other NGO's, e.g. WWF-International, Greenpeace and IUCN, and in close consultation/cooperation with UNEP. The News Forum was presented as a Website and a hardcopy at the UNGA Special Session on SIDS, September 1999. All the IOI Centres participated in this process.

The revitalisation of the Regional Seas Programme of UNEP, in cooperation with UNEP has been addressed at regional seminars for the Caribbean, in Jamaica August 1999, and for the Black Sea in Romania, September 1999, and at the PIM XXVII Conference, Fiji, November 1999. Four regional overviews have also been published in cooperation with UNEP, for the Caribbean, Mediterranean, Indian Ocean, the South Pacific, as a set of brochures for UNEP. This action has taken into account proposals from UNEP and other organisations.

The interactions between the UNCLOS and UNCED mechanisms have also been analysed in the study on biodiversity and bioprospecting under preparation by IOI-Canada for the Secretariat of the CBD. This is in co-operation with UNEP. The possibly expanding role and evaluation of the ISBA (International Seabed Authority) has been studied in a report prepared for the ISBA. This was presented in abbreviated form to PIM XXVII,

November 1999. This study also considers the need for interaction between ISBA and the CBD mechanisms.

Problems of coastal communities are addressed in an integrated way, with social, economical, environmental and survival aspects all taken into account in community driven projects, guided by IOI Centres in cooperation with local NGO's, and consultation with local and national authorities as required. The basic approach is co-management and sustainable livelihood considerations. The innovative part is addressing the links between social, survival, economical and environmental needs, in a balanced fashion. This goes beyond integrated coastal area management. An IOI model is emerging. This is exemplified through interests shown by governments and other NGOs in our work and the interest of one Donor (JFGE) to gradually develop a global project or programme on basis of this approach and experiences. The impact on local communities is seen through the improved living conditions, the increased self-reliance and confidence, the establishment of local community-driven enterprises, e.g. mariculture, food processing, treeplanting and gardening, the increased interest in education.

## 1.2 Training

In addition to the training courses mentioned in the Report of IOI for 1998-1999, the following training courses were conducted: (i) UNCLOS and UNCED implementation, at IOI-Canada, for 18 participants in June-August 1999; (ii) on marine ecology and pollution abatement for 20 participants at IOI-Senegal in May 1999; (iii) on integrated coastal area management for 25 Chinese participants at IOI-China in September 1999; (iv) on mariculture development and management for 25 participants at IOI-Southern Africa, in December 1999. Course (i) included a new module on risk management in coastal zone management, which was very well received. It focuses on what may be achieved in coastal area risk management in developing countries, drawing on experiences from various regions. It is intended to be introduced at regional level in the other IOI-Operational Centres.

The integrated coastal area management course in China is being adopted for the region, but addressing chinese speaking people. It will include the adopted risk management module. The mariculture course is also being adopted for other parts of Africa. This is done in co-operation with the new Operational Centre in Kenya for the Western Indian Ocean and Eastern Africa, co-operation in this context is also established with the World Bank - SIDA supported ICAM Secretariat SEACAM in Maputo, Mozambique.

A course on ocean resource economics given at the University of South Pacific by the IOI-South Pacific has been incorporated into the Marine Studies Programme of the USP, and is thus regularly given there. The interaction with Train-Sea-Coast is mainly done through IOI-Southern Africa, being a partner of a Train-Sea-Coast Course Development Centre in co-operation with the University of Cape Town.

The courses are addressing practitioners, civil servants and coastal community leaders. In this way a new set of civil servants knowing about problems of coastal zones and related management is being gradually developed.

The courses are popular as is seen by the number of applicants being about double the available places. The quality of applicants is very variable. The numbers of alumni given promotion after completion of the courses, or representing their countries, or both, are not known. However, there are many as is evident from the wide knowledge of IOI seen in several of the intergovernmental meetings on ocean affairs. A more definite statistics is being generated.

A training course on beach dynamics for participants from the Mediterranean and the Black Sea was conducted by the International Centre for coastal ocean dynamics at the Foundation for International Studies in co-operation with the Operational Centre IOI-Malta. This is a new way of implementing IOI related training activities, which seems rather cost-beneficial.

Linkages with alumni are maintained at global and regional level through the IOI Newsletters 'Across the Oceans' (appearing twice a year) and the Newsletters from the Operational Centres.

Refresher courses were organised at national level by IOI-China and IOI-Canada. However, the linkages with and use of alumni can be much improved. One effort in this direction is the preparation of an alumni book. A number of alumni who have reached significant positions at national or international level have been invited and have accepted to prepare a chapter on their experiences and the significance of their participation in IOI courses and their possible further association with IOI. This effort is led by IOI-Canada and IOI-India. The book is expected to be published in year 2000.

A dedicated IOI Youth Programme is being established as part of the 2000-2001 programme. It is planned that each Operational Centre includes such an activity chosen from an agreed menu of possibilities, endorsed by the IOI Governing Board at its meeting in November 1999. Funds for these activities are made available from general programme support. Through this an outreaching effort to increase awareness, knowledge, participation of young people regarding ocean and coastal matters can be achieved. Such actions are included in the coastal Eco-Villages project referred to in 1.1.

Distance learning modules are being developed notably by IOI-Southern Africa, in co-operation with others. This appears to be a useful approach in combination with trained trainers. The approach is that some of the participants in the related IOI courses can serve as trainers with the distance learning module. This relates to the mariculture, integrated coastal management and coastal community training.

A fairly novel approach is being adopted by IOI in the creation

of an IOI Virtual University on ocean affairs. This was endorsed by the Governing Board in November 1999. The idea is to use existing IOI courses and other courses on ocean-related subjects given at the Host-institutions of the IOI Centres. From the available courses several core courses will be selected so as to form the basis or backbone of a master degree awarding course in coastal management. Additional courses will be taken on an individual basis so as to cater for local, national, or regional needs. The credits will have to be granted by the related Host institutions with a Board composed of representatives from all participating units and the co-sponsors so as to ensure compatibility. The process has been initiated and represents a significant novelty and outlook for IOI, which so far appears to be very stimulating for all.

A fundamental principle of the IOI training activities continues to be the interdisciplinary and inter-sectoral aspects. These include the social ones, which certainly is rather unique for the IOI. An additional example of this line is provided by the IOI module presented annually at the World Maritime University of IMO.

### 1.3 Seminars and Conferences

Leadership seminars are appearing as regular activities of IOI, following the example developed by IOI-Canada. The Leadership seminar of institutional development nature of the International Seabed Authority has been given by IOI-Canada in 1998 and 1999 and will be given also in 2000. The novelty concerns the broadening of the seabed authority to include new very important resources of the seabed e.g. for bioprospecting, hydrates and trans-ocean cables. This requires awareness creation, increase of participation and concern among the national representation at the Seabed Authority. The impact is seen by the strong interest, by the increasing discussions on these matters and the interest of the Convention on Biological Diversity.

A regional leadership seminar was organised by IOI-Black Sea in Romania for the Black Sea region also with reference to the Mediterranean, September 1999. This led to adoption of a programme on awareness creation and regional co-operation and the publication of proceedings, expected in 2000. A continuation is planned for 2000 as a follow-up.

IOI-China organised leadership seminars on UNCLOS and UNCED implications at national level. Here the IOI acts as a facilitating mechanism generating cross-sectoral communications between national authorities and regions at national level. IOI-Japan organised local leadership seminars in co-operation with Yokohama University in order to establish a programme for increasing public awareness and participation.

The 1999 Pacem in Maribus Conference attracted about 250 participants and generated the Fiji Declaration, attachment 3. The conclusions and recommendations of the Conference, as well as leadership seminars as appropriate are brought to the

attention of intergovernmental and governmental organisations, through provision of proceedings, declarations, direct personal communications and statements of related meetings.

#### 1.4 Publishing

The IOI Newsletter 'Across the Oceans' is regularly published twice annually. Several Operational Centres are publishing their own regional Newsletters independently or as part of the newsletter of the Host institution. Inputs to the Newsletters are provided from all the Operational Centres and IOI Headquarters. They serve as essential information and communication mechanisms.

The Ocean Yearbook appears annually with about 700 copies, and are distributed to IOI Centres. It serves as a very useful reference volume on current marine affairs. This publication is achieved in co-operation with the Universities of Chicago and Dalhousie, and thus also represents an essential linkage of IOI with these leading research and learning centres. Proceedings, project reports and brochures are regularly published (see e.g. IOI report 1998-1999). There is a steady interest in these publications, but no firm statistics are available. The distribution can probably also be improved and enhanced. Efforts are being made in this direction, using internet and websites.

#### 1.5 Information sharing

A significant novel approach for which the IOI is instrumental was the generation of the LBA News Forum, in co-operation with the UNEP GPA-LBA Office in The Hague. This action followed negotiations during 1998 and first part of 1999, leading to a Memorandum of Understanding between the UNEP GPA Office and IOI signed end of May 1999 (see Annex 2 of the Activity Report of the Executive Director). The IOI-Canada was selected as the IOI Teamleader, and all the IOI Operational Centres participated (see also section 1.1). This exercise has demonstrated the ability of IOI as an organisation to provide contributions and generate a wholesome product, on the web net and hard copy, which appears attractive. A second printing of the first hard copy was required. This is a good demonstration project showing ability to co-operate pragmatically and respond to the needs of an intergovernmental body, assimilate inputs from a wide range of sources and disseminate the information widely in a useful, attractive form.

The outlook for continuation of this project in 2000, on basis of the experiences from the pilot phase in 1999 is good, but will depend finally on the UNEP funding and decision. The project also demonstrates the need for IOI to secure cash so as to be able to deliver before receiving a contribution from partners. The project also demonstrates the need for improved communication within the IOI system and that the IOI designated teamleader should participate in the negotiations of the project from the start.



The IOI Website established as [ioi.nst.org/ioisa/](http://ioi.nst.org/ioisa/) at IOI-Southern Africa with financial support from Headquarters is now functioning. Information from the IOI Centres is gradually being provided regularly according to an agreed schedule. However, this needs rigorous follow-up. The outlook for 2000 is to put profiles on IOI Centres on the website, with information on research results, training courses and other activities.

#### 1.6 Partnerships and networking

The consolidation of the IOI system of Operational Centres is exemplified through the trend of having more system-wide projects. The UNEP GPA News Forum is one example. Another is the project on risk-management as part of integrated coastal area management. This involves all IOI Centres, under leadership of IOI-Canada. It is a partnership project with the Swiss Reinsurance Company cost-sharing on an equal basis with IOI, and also involving the Bermuda Biological Station. Reference is made to the Project Action Plan presented in Annex 1 of the Activity Report of the Executive Director. The response to this project is most encouraging from research institutions, private industry and the IOI Operational Centres.

The IOI Virtual University initiative is also a system-wide project, involving closely the Host-institutions. The outlook is good but it is too early to say more. The UNU has agreed to co-sponsor the Virtual University and UNESCO will be approached for this. The response of Host institutions so far is very encouraging. The very positive response of the Dalhousie University as a leading Academic institution of high international acknowledgement is noteworthy.

Through a private donation of 1 million Swiss Francs to the Endowment Fund, also known as the Ocean Science and Research Foundation, earmarked for the purpose, an IOI "Women and the Sea" programme has also been established. This will in this phase run for 3 years from 2000, and involve about 7 of the Operational Centres. The programme is dedicated to enhance the capacity and participation of women in poor developing countries in ocean and coastal affairs. A programme package for year 2000 has been submitted to the Ocean Science and Research Foundation.

Besides renewal of MOU's with Host institutions for existing Operational Centres, one new Operational Centre has been created hosted by the Kenya Marine and Fisheries Research Institute in Mombasa with the signing of an MOU in Spring 1999. Two Affiliate Centres have also been established, in Ukraine (Sevastopol) and in Russia (Moscow). (See Activity Report of the Executive Director).

An MOU on co-operation with the Secretariat for the Convention on Biological Diversity, of UNEP, has been signed.

Several local NGO's are associated with IOI projects, e.g. in the Eco-Villages project in India; the community project in IOI-South Pacific involving the Women in Fisheries Network, and the

mariculture/sustainable livelihoods project in South Africa and Namibia.

### 1.7 Evaluation

The self-evaluation is mainly carried out through internal course evaluations, performance reports and the annual reviews of programme implementation at large by the Planning Council and the Governing Board. The specification of performances and impact indicators is still not sufficiently elaborated. This problem is being addressed through the analysis of the experiences of the system-wide projects. The basis for such specifications is however so far too weak. The evaluation of the individual Operational Centres is essentially carried out by the Host institutions. An impact indicator is the attitude of the Host institution, its willingness to continue, its level of participation and support. It appears that all the Host institutions maintain a critical watching eye on the delivery of the IOI system and what they get out of the association. So far it also appears that the results of the scrutiny are positive since they want to continue the association and are in several cases increasing their participation. The response of the USP to the convening of PIM XXVII Conference in Suva, Fiji was very positive. It was seen by the USP leadership as a major institution building activity, enlarging contacts, public awareness and co-operation.

The external evaluation is not sufficiently addressed. It is being discussed by the Board with reference to the awarding of credits, fund-raising and establishment of the Virtual University, with the related renewal of IOI.

### 1.8 Fund-raising

Project proposals for IOI system wide projects are prepared regularly, see list provided as Annex 3 in the Activity Report of the Executive Director. This also includes some proposals involving only one or two Operational Centres.

Some proposals have been successful, following a sequence of negotiations, like the GPA-LBA News Forum, the Risk management project, the Eco-villages project, and the general Programme Support from CIDA. Success has also been achieved with respect to private donations, largely due to efforts of Professor Mann Borgese, the Founder of IOI. This has led to provision of seed funding to all the Operational Centres and to the donation to the Endowment Fund for the Women Programme. It is expected that it will also lead to a further increase of the Endowment Fund in year 2000. However, the proposals generated by the Executive Director have not been sufficiently successful; the MacArthur Foundation was totally disinterested; the Nippon Foundation has not responded; SIDA appears disinterested; UNDP was positively interested, but has finally declared that no funds are available. This situation is not very encouraging. It is evident that more system-wide efforts are required for raising funds for the IOI as a whole. To establish an adequate strategy and mechanism for

this is a major task for the year 2000; the Governing Board is addressing it, but not with sufficient vigour. The Operational Centres are furthermore acting too much as individuals, and not sufficiently as a partner in a system, in this context. It has been noted earlier that IOI Canada, through its Director, is acting as Teamleader for two novel system-wide projects, both essentially negotiated through the Executive Director. It might have been desirable to diversify the team leadership. However, the process reflects the funding situation. IOI Canada is the only Operational Centre with hired staff, including a Director, paid through IOI funds. This Centre can take on tasks without requiring large cashflow in advance and with the possibility of diversified resources. The other Centres so far cannot do this. There are signs that some Centres are approaching this situation, e.g. IOI India, IOI South Pacific, now renamed IOI-Pacific Islands and possibly IOI Southern Africa. This is encouraging. However, the point made underscores the concern we have for fundraising.

## 2. Outcomes

A brief analysis is made of how the activities relate to the expected outcomes, focusing on some of the major actions rather than being comprehensive at this stage of programme sequence.

A major contribution from the policy research and feasibility studies is the proposals which have been made from IOI to the relevant United Nations mechanisms and related inter-governmental meetings for the establishment of an integrated and comprehensive global ocean governance institution as part of the United Nations General Assembly. This very significantly helped the creation of the open-ended UN Working Group (in 1999) to study this matter, which inter alia concerns the coupled UNCLOS-UNCED process. This is an outcome, obtained by way of several outputs and through several actions, introducing innovative concepts and approaches at global level, also leading to more effective implementation of the UNCLOS-UNCED process. The IOI will participate in the work of the open-ended WG, and has filed for observer status with ECOSOC so as to be able to attend the CSD sessions as IOI.

Another result of policy research and feasibility studies of the regional level concerns the specification of a regional, integrated, and comprehensive surveillance and monitoring mechanism which can meet the needs of all the agreements of the UNCLOS-UNCED process rather than having a monitoring mechanism for each of these. Establishment of such a mechanism will lead to an enhanced and more effective implementation of the agreements and the whole UNCLOS-UNCED process.

The IOI leadership seminars held at the Seabed Authority in Jamaica in 1998 and 1999 have raised the awareness among the delegations and the Secretariat. The impact is evident through the organisation by the Seabed Authority in 2000 of a workshop-meeting at the intergovernmental level which essentially repeats

the IOI seminar of 1999. This represents an outcome enhancing strategies and tactics in planning ocean management, as well as institutional innovation.

At the local and national level the introduction of the community-based co-management process in coastal areas which includes social, economical, environmental and natural science aspects for improving livelihoods and survival appears to be an innovative approach. This leads to institutional innovation in the coastal communities and is enhancing the tactics and effects of coastal management. The decentralised capacity and confidence building furthermore leads to a decentralised decision making process, which is an innovative approach in most developing countries.

Through the participation of the IOI course alumni in national institution consolidation and implementation of international agreements, the enhancement of planning and implementation of agreements is also gradually achieved. This is evidenced through examples where alumni are playing a leading role at national level and the interest expressed in several countries to have nationals participate in the IOI courses as well as to participate in IOI activities. The preparation of the alumni book may help illustrate this process further.

The public awareness creating and participation enhancing activities implemented by several Operational Centres help diffuse information about the need for ocean and coastal area management and protection, and about the related international agreements which the governments have signed onto. This process also leads to a strengthening of the implementation, to improved management and gradually an institutional innovation from more public pressure on the national authorities.

The Pacem in Maribus Conference serves as a focus for presenting and discussing issues related to ocean governance at global and regional level. This is well exemplified by the Conference in Fiji 1999, where the regional co-operation and revitalisation of the regional seas programme was discussed, as were the development of the seabed authority, the biological diversity and the fisheries problems. The Conference served as an integrator, public awareness and participation enhancement, and institution building effort. These cover the expected outcomes at local and regional level.

The IOI approach to rural coastal community development was also discussed with representatives of the Fiji Government through the Director of IOI India. The attendance of the President of Malta at the Conference part-time, and his delivery of the first IOI Arvid Pardo Memorial Lecture (as a public lecture) draw strong attention to the Principle of the Common Heritage as well as the development of ocean governance approaches in the United Nations system.

The partnership and networking activities with private industry, e.g. the Swiss Re risk management co-operation, academic

institutions like the Bermuda Biological Station, local NGO's as in India, South Pacific, South Africa, and co-work with the Host-institutions all lead to an enhancement of attention to UNCLOS-UNCED and the need for ocean and coastal management and governance. The increasing demands for participation in IOI activities, as evident e.g. through expressed interests in establishment of new Operational Centres as well as enhanced participation of local NGO's, are indicators of achievements.

### 3. Impacts

That the various impacts which are expected from the IOI work do occur has been alluded to in sections 1 and 2. Several performance indicators also evidence this: the success of the coastal community work in generating self-reliant local coastal area management is clear; the level of contribution by participants from developing countries is high; the IOI network is gradually and in an organised fashion, expanding. The progressive development of international agreements is occurring, but very slow and it is very difficult to quantify the IOI contribution. In the case of the CSD and the United Nations open-ended WG, the contribution was very significant.

The advisory role of IOI is growing gradually, shown, as examples, by the advice required by the Nippon Foundation as to its further actions regarding ocean governance; the consultation with the Fiji Government; the work in South Africa, Namibia and Angola with respect to mariculture development; the national actions in China through the linkage between IOI China and the State Oceanic Administration of China. It is not possible as yet to say anything about employment and income, only to reflect that the coastal community work certainly drives in the right direction.

The impact of the IOI much depends upon the strength of the IOI to work as a coherent and comprehensive network. The coherency still leaves much to be desired. The Operational Centres are autonomous and are very dependent upon the goodwill, support and policy of the Host institutions. There is clear evidence of a positive trend as regards the interest and support of the Host institutions. There are also positive signs as regards the coherency and the willingness to function as a strong network and a system, that is as an organisation, evident e.g. through the system-wide projects. However, this aspect must be further pursued. This is being addressed by the Governing Board and the Planning Council.

The financial support has been much strengthened through the Endowment Fund, and the private donation giving support to the Operational Centres in the form of seed money. This helps generate coherency. It is expected that the Endowment Fund will be further strengthened in 2000.

The corporate profile is also being further developed through the increasing coherency and the system-wide projects going beyond

training. The IOI is presently in its third development phase. The Objectives of IOI are clearly being addressed through the activities, and are being gradually achieved.

#### 4. Projections for 2000

The IOI programme and budget for the year 2000 was endorsed by the Governing Board at its meeting in November 1999. A copy is attached hereto as Attachment 4.

The Activities respond to the Mission Statement of the IOI. They include actions in all the categories of Activities specified in the CIDA Grant Project Document, although the section headings are not the same.

The adjustment of the Programme to respond to changing conditions is clearly seen in more focus on coastal work, community level work, distance learning, networking, and IOI system-wide projects. The actions address global, regional and national-local concerns. Co-operation at the global level is focussed on the United Nations system, and at the national-local level with the Host institutions of the Operational Centres and the other local NGO mechanisms. The funding is being diversified and attempts are made to delineate the pure contributions of IOI, of the combination of Host institution and IOI Operational Centre, and in kind. This is an on-going process, also leading to increased transparency as regards the budget and resources situation.

The Governing Board is gradually becoming more involved also intersessionally. This is likewise an on-going process. Thus there are several novelties as regards the Organisation.

There are also some innovations. The Virtual University idea and development will be pursued, and represents an innovation. It combines traditional and new teaching and outreaching methods, technologies, networking and partnerships, and should give a high cost return.

The efforts in the direction of integrating sustainable development and regional security also represent an innovation, initially rather controversial. However, it will be pursued through policy-oriented studies and seminars. An overall conceptual framework is being developed through a project on "The Economics of Peace" through Professor E. Mann Borgese.

The Women and the Sea Programme is also an innovation in that it endeavours to associate the persons primarily involved in sustainable family development in poor developing countries with the IOI work and beyond. The time span of 3 years will help generate experiences and create sustainable activities.

The evaluation procedure, specification of performance and impact indicators will be pursued essentially through the mechanisms of the Planning Council and Governing Board. The training and

education parts of the IOI programme remain central elements. However, the shift towards using other approaches than formal courses is to be noted. So is also, that some so-called flagship courses developed by the IOI are now included in the curricula of the Host institution. The association with the United Nations Train-Sea-Coast programme is becoming weaker, which is to be regretted, but cannot apparently be avoided.

Efforts will be made to collate the experiences of the IOI work with coastal communities so as to gradually develop a related global programme. Co-operation regarding this is in hand with some foundations as the JFGE (Japan Fund for Global Environment), and is being developed with UNDP and the Commonwealth Science Council.

The link with private industry exemplified through the co-operation with Swiss Reinsurance Company, Zurich, as regards risk management in coastal areas will continue and is expected to be enlarged. Efforts are being made in this direction for a global ocean information network, also in co-operation with the World Bank.

The employment situation in poor coastal areas is being addressed through artisanal fisheries and mariculture developments and through the coastal eco-villages and women in fisheries projects. These will hopefully continue for several years.

It is expected that the network of IOI Operational Centres will expand slightly in 2000. Promising consultations are going on with several countries, in Africa, Europe, Asia and Southeast Asia. At the same time the consolidation of the existing network is critically watched by the Governing Board.

## 5. Financial Overview

The audited accounts and financial statements for 1998 previously submitted to CIDA were endorsed by the Governing Board at its meeting in November 1999. For easy reference the Auditor's report, income and expenditure accounts, statement of affairs, notes for the financial statements and the detailed income and expenditure account are attached hereto as Attachment 5.

The current state of affairs as regards Headquarters are provided in Tables 1 and 2 (also in the Workplan and Budget for 2000). The final incomes for Headquarters for 1999 are not yet fully specified. However, the Swiss Re and JFGE sources have been smaller than given in Table 1, as indicated in the foot note. All the incomes for year 2000 are reasonably certain, although some parts may be dispatched directly to the Operational Centres from the sources rather than by way of Headquarters. The current budget for the operation of Headquarters alone is about USD 180,000, including travel and transport. These funds are essentially: transfer from the previous year; the Ocean Science and Research Foundation; and some parts of the support from CIDA.

The provisions to Operational Centres and support for Conferences etc. (items 5 and 6 in Table 2) originate from several sources, e.g. partly CIDA, private donations, other foundations and governments.

A budget overview for year 2000 for the IOI as a whole is provided in Table 3, and the sources of the funds in Table 4 (from the Workplan and Budget for 2000). The total cashflow budget adds up to KUSD 3.221, with the additional in-kind contribution estimated at KUSD 607. The overall situation and the distribution of the funds among the activities is in reasonable agreement with the projections in the CIDA Project Document.

Further improvements of the IOI financial resources base are expected during year 2000, but it seems premature to specify these at this early stage of the year.



End of year Financial Statement for the  
International Ocean Institute - 1999

1. Headquarters

Table 1

INCOME	USD
Transfer from 1998	80,700
Ocean Science and Research Foundation	150,000
Donation	200,000
CIDA	138,700
Germany	31,200
The Netherlands	36,100
UNEP-GPA	19,500
Swiss Reinsurance	18,000
Japan Fund for the Global Environment	5,000
<b>Total</b> (Conversion factor of 1.5)	<b>USD 679,200</b> <b>CAD1,000,500</b>

Table 2

EXPENDITURES	USD
Transfer to Operational Centres	416,300
Establishment: staff, travel, management	145,300
Establishment: material	5,400
Publications	2,700
Conference, meeting	30,700
External Services	2,600
<b>Total</b> (Conversion factor of 1.5)	<b>USD 603,000</b> <b>CAD 905,000</b>

## 2. Operational Centres

INCOME (partially estimated)	USD
Transfer from 1998	240,000
Transfer from Headquarters	416,300
Ocean Science and Research Foundation	150,000
Japan - JFGE	4,700
OPEC	40,000
Others (Foundations, Governments)	300,000
<b>Subtotal</b>	<b>1156,000</b>
(In-kind	500,000)
<b>Total</b> (Conversion factor of 1.5)	<b>USD 1656,000</b> <b>CAD 2480,000</b>

Table 2

EXPENSES (partially estimated)	USD
Establishment: staff etc.	146,000
Establishment: material	45,000
Coastal zones	120,000
Research	120,000
Capacity building, training	510,000
Conferences, meetings, seminars	200,000
Publications	15,000
Contingency	-
<b>Total</b> (Conversion factor of 1.5)	<b>USD 1156,000</b> <b>CAD 1730,000</b>

3. IOI as a whole

Table 1

INCOME (partially estimated)	USD
Transfer from 1998	320,700
Ocean Science and Research Foundation	300,000
Donation	200,000
CIDA	138,700
Germany	31,200
The Netherlands	36,100
UNEP-GPA	19,500
Swiss Reinsurance	18,000
Japan - JFGE	5,000
OPEC	40,000
Others	300,000
<b>Subtotal</b>	<b>1409,200</b>
(In-kind	500,000)
<b>Total</b> (Conversion factor of 1.5)	<b>USD 1909,200</b> <b>CAD 2866,000</b>

Table 2

EXPENSES (partially estimated)	USD
Establishment: staff etc.	291,300
Establishment: material	50,400
Coastal zones	120,000
Research	120,000
Capacity building, training	510,000
Conferences, meetings, seminars	230,700
Publications	17,700
External services	2,600
Contingency	66,500
<b>Total</b> (Conversion factor of 1.5)	<b>USD 1409,200</b> <b>CAD 2146,000</b>

**RESULTS-BASED MANAGEMENT FRAMEWORK  
INTERNATIONAL OCEAN INSTITUTE  
O893 - S54534  
GENERAL PROGRAM SUPPORT 1999-2001**

**GOAL:** 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

**OBJECTIVES:**

To bring direct benefit to people, especially the poor and other vulnerable sectors of coastal populations;  
To advance implementation of the Law of the Sea Convention and UNCED Conventions, Agreements and Programs, including their interaction;  
To enhance capacity and institution building at local, national and regional levels;  
To find practical ways of integrating economic development and employment generation with the safeguarding of the ocean and coastal environment and its ecosystems;  
To enhance the role of women in coastal management and ocean governance; and,  
To create trust, understanding and cooperation and sustainability among the institutions participating in the IOI system.

**REACH:**

Users and beneficiaries of the project and its results include local communities, local and national authorities and international organizations:  
Participants in IOI training programs;  
Course developers, lecturers and discussion leaders who keep learning from the work of the participants;  
Institutions hosting the IOI Operational Centres;  
Participants in IOI leadership seminars and *Pacem in Maribus* Conferences, including leaders and delegates to intergovernmental institutions and conferences;  
Other NGOs;  
Other institutions for research and training in developing countries;  
Internet browsers

ACTIVITIES	OUTPUTS	INDICATORS
<p><b>Policy research and feasibility studies re:</b></p> <ul style="list-style-type: none"> <li>- interactions and linkages between Law of the Sea Convention and Conventions, Agreements and programs of UNCED process;</li> <li>- implementation of GPA-LBA, in cooperation with UNEP</li> <li>- revitalization of Regional Seas Programs in cooperation with UNEP</li> <li>- technology development and transfer in cooperation with UNEP and UNIDO</li> </ul>	<ul style="list-style-type: none"> <li>- set of brochures for UNEP</li> <li>- feasibility study for UNEP and UNIDO</li> <li>- 3 issues of <i>Ocean Yearbook</i></li> <li>- Report on the Ocean to the Club of Rome</li> <li>- study on biodiversity and bioprospecting on deep sea-bed and role of ISBA and Biodiversity Convention</li> </ul>	<ul style="list-style-type: none"> <li>- consideration given to proposals by other NGOs, intergovernmental organizations and diplomatic conferences</li> <li>- impacts on local communities</li> </ul>

<ul style="list-style-type: none"> <li>- evolution of International Sea-bed Authority</li> <li>- effective and innovative solutions to the problems of coastal communities</li> </ul>		
<p><b>Training:</b></p> <ul style="list-style-type: none"> <li>- develop and conduct training programs for those directly involved in ocean and coastal management</li> <li>- train trainers</li> <li>- maintain liaison with alumni and organize refresher courses for alumni</li> </ul>	<ul style="list-style-type: none"> <li>- set of course syllabi, teaching materials and reading material which can be adapted for further uses, partly in cooperation with Train-Sea-Coast</li> <li>- core of a new type of civil servant in developing countries, experienced in interdisciplinary work, integrated coastal and ocean management</li> </ul>	<ul style="list-style-type: none"> <li>- number of alumni given promotions after completion of program</li> <li>- number of alumni representing their countries in ocean-related international conferences</li> <li>- number and quality of course applicants</li> </ul>
<p><b>Seminars and conferences:</b></p> <ul style="list-style-type: none"> <li>- leadership seminars</li> <li>- <i>Pacem in Maribus</i> Conferences</li> </ul>	<ul style="list-style-type: none"> <li>- conclusions and recommendations on a number of aspects of ocean and coastal management, governance and sustainable development</li> </ul>	
<p><b>Publishing:</b></p> <ul style="list-style-type: none"> <li>- <i>Ocean Yearbook</i></li> <li>- brochures, reports, proceedings</li> </ul>	<ul style="list-style-type: none"> <li>- 3 issues of <i>Ocean Yearbook</i></li> <li>- newsletters</li> <li>- studies, reports, proceedings</li> </ul>	<ul style="list-style-type: none"> <li>- inputs and reactions to Newsletter</li> <li>- reviews in technical and scholarly journals</li> <li>- requests for copies</li> </ul>
<p><b>Information sharing:</b></p> <ul style="list-style-type: none"> <li>- on implementation of and followup to UNCLOS and UNCED</li> <li>- on research results and training courses on UNCLOS and UNCED followup</li> </ul>	<ul style="list-style-type: none"> <li>- improved communication and well functioning IOI website</li> </ul>	<ul style="list-style-type: none"> <li>- demonstration projects and ability to widely disseminate results and experiences for other users</li> </ul>
<p><b>Partnerships and networking:</b></p> <ul style="list-style-type: none"> <li>- establish partnerships and networking involving IOI Operational Centres, local NGOs and communities and other international organizations</li> <li>- consolidate existing IOI Operational Centres in association with their host institutions and initiate one or two new Operational Centres</li> </ul>	<ul style="list-style-type: none"> <li>- consolidated system of IOI Operational Centres</li> <li>- MOUs with NGOs, UN agencies and programs, other research and training institutions</li> </ul>	<ul style="list-style-type: none"> <li>- participation levels and response of local NGOs and of academic institutions including IOI Centres and their host institutions</li> </ul>
<p><b>Evaluation:</b></p> <ul style="list-style-type: none"> <li>- performance and impact indicators</li> <li>- perform self-evaluations of training, technical assistance and field activities</li> </ul>	<ul style="list-style-type: none"> <li>- performance indicators</li> </ul>	
<p><b>Fundraising:</b></p> <ul style="list-style-type: none"> <li>- continue fundraising for sustained activities of the whole IOI system</li> </ul>	<ul style="list-style-type: none"> <li>- further development of Endowment Fund</li> </ul>	

<b>OUTCOMES</b>	<b>INDICATORS</b>
<p>Introduction of innovative concepts and approaches at local, national, regional and global levels</p> <p>Enhancement of strategies and tactics in planning ocean and coastal management</p> <p>More effective implementation, management and development of the UNCLOS-UNCED process</p>	<ul style="list-style-type: none"> <li>- institutional innovation. legislation and regulation in home countries of trainees</li> <li>- demand for participation in IOI activities</li> </ul>
<b>IMPACT</b>	<b>INDICATORS</b>
<p>Awareness enhancement : emergence of a new vision of relations between humans, their struggle for survival, and nature among widening circles of people</p> <p>Enhanced capacity of sustainable use and management of oceans and coastal areas and their resources</p> <p>Strengthened and broadened implementation of international agreements, conventions and regulations for the protection and conservation of the marine environment</p> <p>Reduction of poverty and employment generation in coastal areas and inclusion of disadvantaged sectors of the population in integrated coastal management</p> <p>Sustainable mechanism for sharing information, knowledge and experiences and for cooperation, development and "transfer" of traditional and high technologies</p> <p>National, regional and global networks addressing universal problems such as coastal zone degradation and poverty, resources over exploitation, overinvestment, deregulation, market competition and "globalization"</p>	<ul style="list-style-type: none"> <li>- level of contribution by participants from developing countries in IOI projects, programs, seminars and conferences</li> <li>- success in self-reliant local coastal areas management projects</li> <li>- progressive development of international agreements, such as Barcelona Convention, on which IOI policy research had a major impact</li> <li>- requests for IOI consultancy by intergovernmental organizations and by governments</li> <li>- employment and GDP per capita statistics</li> <li>- further expansion of IOI network</li> </ul>

**RISKS:**

That the integration between economic development and employment operation and sustainable livelihoods cannot be well or sustainably developed or that the replications and expansion are beyond our reach. Experiences show, however, that replications can be attained, but that expansions are more difficult. The nature of IOI being active at local, national, regional and global level and focussing on the marine and coastal environments should help.

The national policy situations vary and these must be taken into account in the specific actions so as to facilitate a smooth development. Co-operation is also sought with national authorities, and the Host institutions of the Operational Centres are also important elements in helping address this matter.

Other risks are related to the assumption that the IOI Operational Centres are willing and able to participate proactively in the programme and contribute to its success, and that the co-financing will come through to a sufficient extent. Through prior consultations and joint planning with the IOI Centres and with other donors these risks are minimized.

Co-operation between IOI and other NGOs and the UN system is already well established; and experiences from other previous programs are fully available, including in working with local communities.

The sustainability of a sufficient infrastructure in IOI is partially secured through an endowment fund and through the existing agreements between IOI and the Host institutions for the Centres.

**ASSUMPTIONS:**

That practical ways can be found at integrating economic development and employment operation while safeguarding the ocean and coastal environment, and that these can be replicated and expanded.

That the national policy conditions will allow the community-based work to proceed and become self sustained;

That linkages can be established between local actions and national, regional and global actions.



# International Ocean Institute

HEADQUARTERS

RECEIVED MAR 23 2000

## TELEFAX TRANSMISSION

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Date: 22 March, 2000 No. of pages: 1  
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Attn: Members of the Governing Board and Planning Council

To: Mr. Robert L. Race  
Director - IOI Canada  
Dalhousie University  
Halifax, Nova Scotia  
CANADA Fax: (1 (902) 494 2034

From: International Ocean Institute  
H.Q., University of Malta  
Msida, MALTA Fax: +356 (-) 346 502

Subject: Dates for meetings

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Dear Robert,

Through this communication, I wish to convey to you that I have been informed that the Pacem in Maribus Conference in Hamburg, Germany, will be held in the second part of November, for 3-4 days. However, the exact dates are still unknown to me.

It is the plan to convene the meetings of the IOI Governing Board and Planning Council back-to-back with the Conference, preferably just before. The meeting times are 2.5 days for the Planning Council and 2 days for the Governing Board, including a joint session of half a day.

It would be much appreciated if you could please keep part of the second half of November free or inform me as to which days in the second half of November you are free.

As soon as I receive the Conference dates from the organisers in Germany, I will of course inform you.

Yours sincerely,

Dr. Gunnar Kullenberg  
Executive Director





# International Ocean Institute

RECEIVED FEB 06 2001  
IOI PLANNING COUNCIL VOL 2  
HEADQUARTERS

**Attn:** To participants in the Planning Council Meeting

**Subject:** Minutes of the 11th Meeting of the Planning Council of the International Ocean Institute, held in Hamburg, Germany, 29-30 November and 2 December 2000

24 January, 2001

Dear Participant,

Please find attached the report of the 11th Meeting of the Planning Council of IOI, held in Germany on 29-30 November and 2 December 2000.

Please consider the report with respect to follow-up actions. Comments or suggestions you may have as regards follow-up and possible additional tasks, would be most welcome.

Kindly acknowledge receipt.

With best regards,

Yours sincerely,

Dr. Gunnar Kullenberg  
Executive Director

**Att.**

c.c. For information to Planning Council members unable to attend the meeting.

Minutes of the Eleventh Meeting of the Planning Council  
of The International Ocean Institute  
held in  
Hamburg, Germany  
on 29 and 30 November and 2 December 2000

Item 1: Adoption of Agenda

The provisional agenda was presented, having been circulated in due time to all participants. The Planning Council adopted the provisional agenda as circulated (Annex 1).

The Chair noted that all but a few Centre Directors were present as well as other members of the Planning Council. Some members had sent excuses due to other commitments. The list of participants is given in Annex 2.

The Executive Director reviewed the documentation which had been circulated before the meeting.

Item 2: Reports of Executive Director and Operational Centre Directors

The Executive Director introduced his report on activities of Headquarters in the period December 1999 - October 2000 (Document PC/11/2/1). The report is presented in two parts, with part I covering December 1999 - May 2000. This part was also presented to the June 2000 meeting. The report deals with activities of Headquarters, and should therefore be supplemented with reports from the Operational Centre Directors, who were invited to present their reports highlighting major events, results, impacts, problems, experiences and needs. It is desirable that these reports are also made available in writing.

The information available in all the reports will provide inputs to the IOI Report for 2000-2001.

The Executive Director went through the follow-up actions resulting from the last Governing Board and Planning Council meetings in November 1999. He noted that most of these were implemented. Gaps were noted as regards efforts in marketing the IOI, and in fund raising, in preparation of an African Strategy for the Ocean, preparation of an alumni book, more inputs to the IOI bibliography, preparation of an overview of conditions in coastal zones where IOI is working. He informed that contacts had been established with IOI alumni, with many in Asia, Africa, from SIDS, but rather few from Central and South America. He noted that much work had gone into preparing the report on the IOIVU.

A leadership seminar on Mediterranean Basin-wide Co-development and Security had been organised by Headquarters, in cooperation with IOI Malta and support from the Government of Malta and participation of UNEP and IOC of UNESCO. Several system-wide projects were underway and the experiences were mostly positive. The situation as regards the Youth Programme was summarised in the report, showing a wide range of activities, most Centres participating. The cooperation with other organisations includes IOC, UNEP, IMO, United Nations, ECO SOC, but also others. The IOI has been invited to become associated with ICRI and its Coordination and Planning Committee (CPC) from 2001. Contacts have also been established with WWF.

The financial situation of Headquarters is reasonably sound. Seed moneys have been distributed, with some reserves kept for the meetings. Proposals for support to IOIVU, the PIM Conference and coastal zone activities have been prepared. The support for PIM 2000 is most likely secured.

The Planning Council took note of the report and the information with appreciation. It considered it essential that such reports were provided for the IOI system. Following this, the Centre Directors presented their reports. Several of them were provided in writing. These will be used for the preparation of the next IOI "annual" report. Here some highlights are recalled so as to show that much action is going on.

The training programme at IOI-Canada should be seen as a system-wide activity. This now includes tele-conferences and distance learning.

The project on risk management in coastal area management in association with Swiss Re is continuing. The first phase has been implemented, and the second phase is expected to start early 2001.

The IOI-Canada is merging with the Oceans Institute of Canada to form a new organisation called International Oceans Institute Canada.

Considerable work is being done on enforcement. Following the Mediterranean Seminar in Malta a protocol on enforcement had been prepared as a contribution to the follow-up.

Through interaction with Headquarters, a special assistant for Professor Mann Borgese had been recruited and started to work in October 2000. His name is Mr. Francois N. Bailet.

In IOI-Southern Africa, Ms. Bernadette Brown, who took up another position, has been replaced by Dr. Neville Swejd. The IOI-SA has several projects in education, including an on-line course on ICAM, which will start to be delivered in February 2001. Much coastal community work is going on, including mariculture development, women in fisheries, a poverty alleviation project will start in 2001; the association with Train-Sea-Coast is going on; ocean governance through coastal management in a dedicated

development centre; seaweed studies, including for possible medical applications; biological diversity of coralline algae, including cooperation with institutions in Asia to prepare an overview; active participation in the Youth Programme using also the website and internet, stimulating programming work. The website and on-line services in the institution has generated funds and created one of the technologically most well equipped centres in South Africa.

The IOI-Pacific Islands is serving as a node for the Global Coral Reef Monitoring Network in the Pacific (part of GOOS), and funding for this appear secured through a GEF project associated with SPREP; the Centre is cooperating with FAO in the Train-Sea-Coast programme, although there appears to be some concerns about release of funds. The proceedings of PIM 1999 are ready on CD; IOI-Costa Rica is probably proceeding to publish a hard copy. It will also be put on the IOI website.

The Director, Professor South, has participated in ICRI-CPC and a meeting of the Scientific Group of the London Convention, where the IOI training actions were noted. This may lead to cooperation with IMO in regional training actions. Contacts with IMO Headquarters should be followed up.

The cooperation with the Women in Fisheries network is going very well, as part of our Women and the Sea programme. An education project with the ARGO float programme and involving several other partners is under preparation as part of the IOI Youth programme.

In all, 23 Governments of the Pacific Islands are developing an ocean policy. The IOI-Pacific Islands is a member of a special Working Group addressing substantive specifics. This is all being coordinated and steered by the Pacific Forum.

Professor South proposed that IOI, possibly in the fall of 2001, organise a regional leadership seminar addressing some aspects of an ocean policy formulation. The IOI would then act as a non-governmental mechanism to facilitate informal discussions and exchanges involving also experts from outside the Pacific Islands region. This would be an IOI action carried out in association with the Pacific Forum.

Professor Mann Borgese welcomed this proposal and expressed a strong interest to participate. This seminar could also be relevant to the IOI contribution to UNICPOLOS and possibly Rio + 10. It could, inter alia, address issues as piracy and other crimes at sea, enforcement, technology cooperation and transfer at regional level. The Planning Council endorsed the proposal and agreed that September 2001 might be an appropriate timing. The Director of IOI-Pacific Islands was requested to follow-up and take the lead in preparations.

The Director of IOI-Black Sea, Professor A. Bologna, recalled that the economic situation in the region, and the country, makes it very difficult for research and has a sad influence on the host institution of the Centre. However, he will continue his

efforts, including follow-up to the leadership seminar held in 1999. The publication of the proceedings was distributed, and is a very nice book. He will also have consultations with the Affiliates in Ukraine and Russia about regional cooperation and joint actions.

The IOI-Costa Rica is very active in coastal work, including cooperation with IDRC and the University of Delaware; and the Women and the Sea programme. Dr. Gutierrez also reported on the joint project with IOI-Japan on local fisheries development introducing new fishing technology, and the visit from Costa Rica to Himi City in Japan.

A regional study of vulnerability of the South American coast is underway through a proposal to the Tinker Foundation, in cooperation with University of Delaware.

A seminar on maritime delimitation has been organised, with proceedings published. Contacts are maintained with Chile with respect to the possible establishment of an Affiliate Centre there.

In IOI-Ukraine efforts are made in the youth programme, in establishing training activities, and in basic research regarding human dimensions of global change. Ukraine can also contribute to the development in Africa.

The IOI-China Operational Centre has organised very successful courses in ocean and coastal management for Chinese participants, and will continue with these efforts. The Centre is also moving to the "on-line" method, and has initiated some course preparations. The Centre also cooperates bilaterally with Japan in an effort to stimulate sub-regional exchanges. Much development is going on in the region with respect to coasts and seas, and there is a need to follow this development, to be aware of possible harmful effects.

For IOI-China the funding situation is now sensitive. The SOA administration has changed and there is a need to ensure continued support from SOA. Cooperation or interaction with other institutions in China is increasing as a result of the visit of the Executive Director. This includes SOA First Institute of Oceanography in Qingdao; and the Ocean University in Qingdao. A strong interest has been expressed from the University to cooperate with IOI in development of education in Ocean Governance. The Planning Council recommended that a visit be arranged through IOI-China by Professor Mann Borgese, and possibly the Executive Director, in 2001. This would be useful also with regard to the relation with SOA.

The Director of IOI-Senegal, Dr. D. Toure, reported on the preparations for PIM 2001, including establishment of a local organising group and a proposed regional theme (Sustainable development of West African Littoral area). This was further discussed under Item 11. He informed that the women and the sea project is going very well. There has also been related national

meetings on fisheries and concern is expressed for the impacts on fisheries from environmental changes. The training course programme of the Centre has not been implemented due to lack of funds.

Professor Serracino-Inglott, Director of IOI-Malta Operational Centre (which is not to be confused with the IOI Headquarters) reported on considerable progress in strengthening the Centre, including hiring of a senior staff, Dr. A. Drago. There are 3 main themes of the Centre: (i) holistic approach to marine studies; (ii) development of ocean economics; (iii) studies of implications of the Common Heritage Principle beyond the ocean floor application. He referred to the regional leadership seminar and the concern expressed by UNEP with respect to development being detrimental for the environment; he informed that IOI-Malta is providing services to Med GOOS, is cooperating with ICoD of the Foundation for International Studies, and with MedCOAST. A joint training course with IOI-Black Sea and MedCOAST was implemented this year in Romania; and in 1999 with ICoD in Malta.

The Malta Centre is now also providing for the physical oceanography research and education to the University; with the existing biological and chemical departments, this may make it possible to have an integrated marine studies programme at the University, possibly with ocean economics included.

Many aspects of human rights and protection of intellectual products possibly as part of a Common Heritage are being analyzed in cooperation with other institutions. He also noted the contribution of IOI-Malta to the UNEP GPA News Forum.

Professor Vratusa informed that ocean economics is being introduced in the Centre in Slovenia. Perhaps this subject could be developed into a system-wide programme.

The Director of IOI-Japan, Ms. Masako Otsuka reported on the cooperation with IOI-Costa Rica and consultations for IOI as a whole with the Nippon Foundation and the JFGE.

The Chair, Professor Fuse, reported on the initiation of cooperation between IOI-Japan and IOI-China which has been informally endorsed by the Governments. This interaction will now proceed in research and construction of a data base for future references. A 3-4 year programme is envisaged using IOI as an umbrella. If this is successful it could be expanded to include Korea and other countries of the South China Sea. This is a good example of bilateral centre cooperation to address crucial issues.

Professor Rajagopalan reported on the very extensive activities of his Centre, IOI-India. One flagship activity is the coastal eco-villages project which is going very well, with several sources of support. IOI-India is also active in the Youth programme, the Women and the sea programme, the GPA News Forum and the risk management project.

There are also on-going discussions with IOI-Eastern Africa about possible cooperation in development of an eco-villages type project in Kenya. A site-visit is being planned, possibly in the first quarter of 2001.

The eco-villages approach and philosophy is fundamental; involving concerns for coastal ecology, sustainable livelihoods, technology; and building up community trust, using local systems or partners.

The Director of IOI-Eastern Africa, Dr. K. Kairu, reported on the initiation of the work in the Centre. This includes active participation in the Women and the Sea programme, cooperating with IOI-Southern Africa in the mariculture development; public awareness creation in coastal townships and schools, through provision of curriculum at secondary school level; support to scientists making public presentations; beach cleaning activities, trying to get some practical aspects into ICAM. The Centre is providing support to existing aqua- (mari) culture projects through providing scientific advice, identifying seeds and hatcheries. Site-identifications for further aquaculture developments have proceeded, now we must train and get participation of the local people. Proposals for other actions have also been prepared and submitted to donors for funding, e.g. SIDA (SAREC). However, the result is not yet known.

The Honorary Chair informed that the Alumni book is proceeding, but that more manuscripts are needed. Selection of further potential contributors is going on. The book will therefore not appear until in 2001. The IOI story has, however, been completed and will be published reasonably early in 2001.

After this long round of reporting the Chair concluded that much is going on, and that we should endeavour to get it on to the website. If nothing else perhaps the minutes of this meeting could be helpful in getting it on to the website. He thanked all for their inputs, and requested the Directors to give their reports in writing to the Executive Director.

### Item 3: Workplan and Budget of IOI for years 2001 and 2002

The Executive Director introduced the item, explaining that the draft Workplan and Budget for 2001 and 2002 (Document PC/11/3/1) has been prepared on the basis of the information provided by the Directors of the Operational Centres at the June 2000 meeting, and subsequently, as well as on the basis of decisions by the Planning Council and the Board in 1999. It is expected that the provision of seed money will continue. The Executive Director recalled that the Board last year had requested that a 2 year programme be presented this year.

The budget is made as complete as possible, taking into account the level of certainty of the funding, and the level of developments of the projects or the system-wide programme.

There are essentially 3 levels: secured funds which are allocated; promised but not yet available funds which are provisionally allocated; and funds which have been applied for, associated with project applications, the fate of which is not yet clear.

Projects which are under preparation and which have not yet been submitted for funding or to any foundation for consideration have not been included, except in some cases, and these are clearly indicated.

The structure of the workplan is in accordance with agreements reached in June 1999 as well as June 2000. It basically follows the structure of the IOI Report. In the budget we have also endeavoured to identify the sources of the funds, i.e.: the IOI funds; the national or in-kind contributions; and the cash funds of the Operational Centres associated with their Host institutions but related to IOI activities, or raised as joint projects and proposals with the Host institution.

The Planning Council is requested to review the proposal, evaluate it as to reality and feasibility of implementation, and provide advice accordingly.

The Planning Council is also expected to provide advice to the Board as regards the budget as a whole, and in particular for the IOI system-wide activities.

The Planning Council should also agree on the system- or near-system-wide programmes or projects and identify the team leader for each of these, of the leading Operational Centres; or alternatively the Executive Director as the responsible team leader for the implementation.

The Planning Council may also wish to identify priorities or flagship activities, or core-programme elements which should have priority with respect to funding, and communicate this advice to the Board.

The Planning Council took note with appreciation of the draft prepared by Headquarters. It noted that secured and not secured funds had been identified.

The Director of the newly established Operational Centre at NIOMR in Nigeria confirmed that they are developing a programme. This will probably focus on coastal problems and try to be of practical value while contributing to ICAM actions.

The Director of IOI-Canada noted that a new business plan is under development as a result of the merger referred to earlier. There will be a new agreement between the IOI and the Host institution.

IOI-China considered that the regional, international training course will have to be cancelled; the Centre wants to focus on the distance learning developments, in support of IOIVU.



IOI-Malta would wish to see the ocean economics subject be developed into a system-wide programme.

Other Centre Directors were satisfied with the draft. Minor changes were transmitted to the Executive Director. These will be introduced into the adopted version.

The Planning Council endorsed the workplan and budget for 2001 and 2002, and recommended the Governing Board to adopt it subject to the minor changes brought out by the Directors.

**Item 4: Follow-up to meeting of Executive Committee and Operational Centre Directors, Malta, 5-8 June 2000**

The Executive Director presented the report from the meeting (Document B/39/6/1), highlighting points of particular interest to the Planning Council. He also informed about follow-up actions taken so far, and identified requirements for further follow-ups and related responsibilities. The Directors of Operational Centres were invited to provide additional information as required.

The Executive Director noted that many points would be discussed under other Agenda Items, e.g. the IOIVU, the system-wide projects, cooperation and further strengthening of IOI, coastal zone reporting. He emphasised the issues of marketing, fund raising and preparation of public awareness creating material. He concluded by stating that he considered the mid-term meeting as very essential.

The Planning Council took note of the report. There was no substantial debate, only the question of organising Pacem in Maribus Conferences being raised. There were some options for the hosting of the Conference in 2002 and 2003, including in a land-locked country. The Planning Council generally considered it desirable that the Conference become a self-sustained activity, as a flagship action of the IOI. These points were further considered under Agenda Item 11.

**Item 5: Presentation and discussion of experiences from coastal community work**

The Executive Director introduced the item, recalling the development. Following the decision of the meetings in Fiji, November 1999, the June 2000 meeting spent considerable time discussing this subject. The confusion and misunderstandings as to the purpose and use of the results of the effort in collating and putting together the information were cleared up. The June meeting ended up agreeing to pursue the collation of information, aiming at preparing one or several technical reports, and extract common problems, needs, priorities in an IOI system-wide summary. It was noted that all the Operational Centres are active in the coastal zone.

The Executive Director then presented his report and his views on the material he has received (Document PC/11/5/1).

The Planning Council was requested to review the material and advise on further steps, e.g. publication of report, and provision of the results for use in other related projects such as the Risk Management in coastal areas and the Women and the Sea programme.

The Planning Council considered that a collation of information from coastal community and livelihoods conditions could be a useful contribution to Rio + 10, to the GPA-LBA information base, and to the conference "Oceans and Coasts at RIO + 10" (see also Agenda Item 12). Such a report could relate to the coral reef reports and GIWA reports now being prepared. Thus the Planning Council decided to proceed with preparing a system-wide report, focusing on the coastal community situations. Dr. Rajagopalan would be the coordinator, leader and pusher. Dr. South would address the SIDS component. The deadline for a product would be the May/June 2001 meeting, and deadline for submissions to Dr. Rajagopalan are March-April 2001; latest end of April 2001. Dr. Rajagopalan presented an outline of a structure, suggesting that one concentrates on the community level, e.g.: location; similar groups; distinguishing features; current status; status 25-30 years ago; major problems; solutions and their impacts; conclusions. Centre Directors agreed to contribute as follows:

- Costa Rica, at the regional level since we are more advanced having accomplished the local level;
- Black Sea, would select one community;
- Malta, would select a port;
- Canada, would not wish to force a structure; will consider;
- Pacific Islands, SIDS;
- Japan, would do Himi City;
- Ukraine, local community;
- Senegal, local community;
- China, will consider;
- Nigeria, could be a good starting point for their programme; and will try to contribute;
- Kenya, will contribute at local level, but may use different model, structure;
- Southern Africa, will contribute.

The length of the reports was left open; and the structure was flexible.

Some Centre Directors requested some very limited financial support. The Executive Director considered this reasonable and agreed to such a commitment. It was also agreed that Dr. Rajagopalan would present the report at the mid-term meeting in 2001. Professor Mann Borgese may then endeavour to crystallize out the generic aspects of it all for presentation in suitable fora.

In concluding this discussion the Planning Council noted that much awareness creation activities are being done at the level of the Centres, but we do not share the experiences and the development work. This may be useful to consider for the future.

#### Item 6: Regional cooperation and networking

The Executive Director introduced the item. He endeavoured to communicate an overview of issues related to cooperation, the trend toward regionalisation, the establishment of several IOI Operational Centres in the same region, e.g. Africa, Asia, and the IOI regional leadership seminars. Clearly this opens up many perspectives, and should also be related to the globalisation and the UNICPOLOS and Rio + 10 processes.

It was recalled that cooperation with other organisations is extensive, and such cooperation is generally reviewed at our meetings. The June 2000 meeting concluded that we should be selective in our cooperation efforts, prefer those where we can gain and can have influence, and that the Operational Centres can choose from several local, national and bilateral possibilities.

It was also noted that at the regional level the cooperation seems to be very advantageous, and that many cooperative agreements and conventions are aiming at being operational at the regional level. This situation is very obvious on the terrestrial side, where strong regional economical unions are real power centra. As regards the marine environment and marine affairs in general the efforts have been made but the results are slow to come. In most cases where there is success the regional sea has been connected to the associated drainage area, e.g. the Baltic Sea, the North Sea, the Great Lakes, the Arctic Basin. In all these cases success has also been coupled to similarity in political systems.

The IOI may gradually develop its strategy for regional and sub-regional cooperation and networking on the basis of its inter-sectoral work. An example is provided by the leadership seminars. The IOI may seek cooperation with relevant regional bodies. These can be related to the UNEP Regional Seas programme, but can also be related to other partners in the UN system, e.g. IOC, WMO, IMO, FAO, and the non-governmental system, e.g. IUCN and WWF. The Operational Centres can play a leading role in such efforts, knowing local-national-regional conditions, cultures etc.

In Africa the IOI now has four Operational Centres. These should endeavour to cooperate and work as a network in relevant and mutually reinforcing possibilities. An example is the development of the African Strategy and the hosting of PIM Conference 2001 in Dakar, Senegal.

The Executive Director invited the Planning Council to discuss these matters and possibly agree on a strategy. In particular the director of IOI-Southern Africa was invited to present the progress as regards development of an African Strategy, and the Director of IOI Senegal to present the initial plans for PIM 2001, in this respect.

The Honorary Chair was invited to reflect on the significance and strategy of the leadership seminars at the Seabed Authority in Jamaica, and the Executive Director reported on experiences with the leadership seminar on Mediterranean Basin-wide Co-development and Security held in Malta in September 2000. The Director of IOI-Black Sea may reflect on the follow-up to the seminar on the Black Sea held in 1999.

The Planning Council is invited to discuss the whole and advise on further actions. In particular the Planning Council may wish to advise on the organisation of the next regional leadership seminars.

The Planning Council agreed that the regional workshops that IOI is organising are very effective and should be continued and be inter-sectoral, all-encompassing and not narrow. The sequence should learn from experiences of the previous ones, e.g. the ones in Jamaica and the Mediterranean. Inter-regional exchanges could be very important.

The PIM 2001 should devote some time to the broader African scene, through an African leadership seminar. The four African Operational Centres should all contribute to this and proper preparatory work must be done. The situation of Africa is special and there is a strong need for an African Strategy for the ocean. This should take into account and link if possible the four ocean parts around Africa - the Mediterranean, East Atlantic, Southern Ocean and Indian Ocean. We would try to relate the ocean and coastal regions coupling to the drainage basins. This would be good also from the demographic point - it is the human concentration at the land-sea interface that makes the pressure and the need for the effort. One common element for Africa is the need for eradication of poverty. It was recalled that IOI-Southern Africa is starting a dedicated programme for this in 2001.

The efforts of IOI should not be done in isolation from the on-going actions in Africa. We must link up with these and this linkage is already by-and-large established, mainly through IOI-Southern Africa but involving also the other Centres. The GIWA and LME programmes are going on. IOI-SA will have a focus person in the office for GIWA coordination, and the Director, Dr. Keats, will meet with the Secretary of the African process, and also

endeavour to involve the other Centres in the GIWA process.

It was emphasised that Northern Africa must also be involved. It would be very useful to have an IOI Operational Centre in Northern Africa.

The Planning Council also re-emphasised the inter-sectoral nature of the IOI. This supplements the UNEP Regional Seas approach which focuses on the environment. The planned UNEP meeting in March 2001 will only address environmental problems - some of which, like decertification, are forcing the population towards the coast.

The Planning Council decided that we should prepare a document for the African process, relating it to Agenda 21 and the Principle of Common Heritage so as to also include the security issue in a comprehensive fashion. Such a working paper should be prepared for the African leadership seminar, at the PIM Conference, Dakar, November 2001. This could take into account experiences and results from the Mediterranean leadership seminar, Malta, September 2000, as well as the Seminar at the United Nations Economic Commission for Africa held in Addis Ababa in 1996.

Reference was made to the development in the Adriatic Sea as a sub-regional example. Now the coastal States there are cooperating in coastal area management with an integrated approach. Inter-regional linkages have also been established with the Baltic Sea. The IOI could link up with this through its relationship with ICPE through Dr. Vratusa.

It was noted that regionalisation often is done on terrestrial level. Our efforts in IOI are focusing on regionalisation on the basis of the ocean. This must take into account the importance of the ocean services and ocean economics. This would fit to generating a related system-wide programme on ocean economics.

In the Pacific a regional ocean policy for the participating 23 Pacific Island States is being developed as noted under Agenda Item 2. The Australian National ocean policy has also been developed. The proposed IOI regional leadership seminar in association with the Pacific Forum fits very well into the IOI strategy. In the Pacific the IOI-Pacific Islands under Professor South will take the lead in the further development.

The Planning Council concluded that the strategy of regional, inter-sectoral leadership seminars, responding to or under the guidance of the Principle of the Common Heritage should continue. Inter-regional exchanges should be included.

**Item 7: Funding possibilities and preliminary plans for joint actions in 2002 and 2003**

The Executive Director introduced the item. It was noted that the plans for 2002 were already considered under item 3.

However, in order to stimulate upstream planning and fund-raising it is suggested that consideration be given in a preliminary way to programme actions in 2003. This should in particular include possible joint actions and system-wide projects and recurrent actions. These of course include the standing IOI system-wide meetings, the PIM Conferences, and the IOIVU. The joint actions being planned and included in the workplan for 2002 may also be considered for possible continuation in 2003.

It is also relevant to identify projects which may be specified in the next six months submitted for funding. These should be included in the programme for 2003. The Planning Council should endeavour to prepare an indicative workplan and budget for 2003 which can also be considered by the Board.

The Executive Director presented his framework in Document PC/11/7/1. He stressed that this mainly builds on the system-wide actions expected to continue and includes references to follow-ups to regional seminars and to Rio + 10, as well as UNICPOLOS.

The Planning Council should give advice and ideas as to the further specifications and related fund-raising efforts.

The Planning Council agreed that it was very useful to generate such an indicative plan for 2003 that is two years in advance.

The Directors of the Operational Centres were invited to provide their preliminary plans for 2003. Following a discussion in the Board this could then be used for fund-raising efforts.

We all agree also that the system-wide projects are useful and should continue. The Operational Centre Directors can also relate their actions to the related system-wide projects, this providing for an umbrella to the actions. We should also, however, ensure that we can support representation in meeting of cooperating partners.

The Planning Council acknowledged that the IOIVU is a very important project, and should be a priority now so that we can get it into operation. If we delay this too much we may be overtaken by others. The other actions we have could in a way be related to or provide input to the IOIVU, without losing their identity. The system-wide projects could all help the IOIVU with proper planning and cross-referencing. The ocean economics and services subject could clearly be related to the IOIVU. Cooperation with others in this respect was encouraged.

A target date for initiation of operations of the IOIVU should be 2001/2002. However, this must depend upon additional funding. We cannot achieve this without additional IOIVU earmarked funding.

Reference was made to various forthcoming dates like 2002 being 20 years after 1982 as well as 10 years after 1992; and 2004 being 10 years after 1994. So, there are plenty of dates we can

relate our IOIVU operational start to - as long as we concentrate on achieving it.

The Planning Council was also informed about the Caspian Environment Programme and the new Operational Centre in that region. There were possibilities through this mechanism to establish cooperation with the CEP. The Planning Council requested the Executive Director to follow this up with the observer from CEP/IOC, Dr. I. Oliounine, and the Caspian Sea Operational Centre.

The Planning Council concluded by recommending to the Board that an advance planning for 2003 should be pursued, and this should become a regular feature of our planning and programme formulation process. Next year 2004 should be considered in such a fashion.

**Item 8: Further strengthening of IOI (joint with Governing Board)**

This item was considered in the joint session of the Planning Council and the Board. However, in order to facilitate the discussions at that session the Planning Council devoted some time for a separate discussion in its own meeting.

The June 2000 meeting discussed several possibilities of further strengthening of the IOI, and these are also to be presented and discussed for further actions by the Board (see Document B/39/6/1). The Board will also consider suggestions for its own role (see Document B/39/13/1). Now the Planning Council is invited to consider further possible medium-term strategic actions which could be initiated with the aim of further strengthening the IOI. It may wish to advise the Board with respect to establishing strategic alliances at global and regional level, and on flagship projects and priorities of IOI.

The Planning Council emphasised marketing as the main requirement at this stage for the IOI. This involves networking, meeting people, having an advisory marketing team, making people aware of what IOI is doing and that IOI really is doing, person-to-person networking, acknowledgements between and of ourselves. We should make more use of the Board in this process. The members should be encouraged to volunteer their time for marketing of IOI.

System-wide projects are good also in this context. The PIM Conferences should be used more and we should follow-up the proposals, ideas emerging from PIM Conferences. The suggestions made in the paper of the Executive Director should be followed.

The IOIVU effort will also strengthen us if we do it right. Marketing is also a question of the image of the Organisation. We have had several images of IOI, as a think tank, as a training mechanism. Now we must establish our new image in the new period. It appears as if the IOIVU could be a good possibility

to use, in light of the current focus on the land-sea interface, the coast, the ocean, the ocean services and economics, the need for a related education approach and mechanism. The IOIVU responds to all this, at least potentially. The ocean is also really our last resource, to help address poverty, inequality. We should project IOI as doing more than the Law of the Sea now; the inter-sectoral holistic education through the IOIVU. There is a world vision behind this, at the same time realistic, pragmatic and achievable. We must generate enthusiasm for this vision, act as the facilitator to help glue it all together, and use the guidance of the Common Heritage Principle.

The Operational Centres should perhaps focus more and concentrate on addressing current issues, be community-related and use their local knowledge to give practical results. However, at the same time the IOI must address up-coming problems and be ahead of governments.

In order to achieve the IOIVU, we must raise funds. This should be done in combination with our substantive work, and not as a separate exercise.

The IOI also needs stability and continuity. Organisational stability and functioning must be secured - we are well on our way in this respect. We should also bring in research, use post doctoral fellowships and prepare more research reports.

Each time we create a new Centre or Affiliate we add people and an institution or several to the IOI family. We must help ensure that all advertise the IOI as a whole, and not only themselves. It is not "I" who do or own a project, it is the IOI who has it and is behind it. Each Centre Director should be invited to advertise IOI as much as possible at home base.

We must also be aware of the fact that several large international NGOs like IUCN and WWF are moving more towards the coast and the ocean. These are very large organisations. We should cooperate with them while maintaining our independence and identity. However, this also means we need to market ourselves more and better. The Operational Centres should be our main strength in this process. They should also profile themselves as useful partners, pro-active and yielding practical results.

The Planning Council suggested that an advertising short video on IOI be prepared, and urged that Board members become more active for IOI. We should not maintain in-active Board members, and there should be provision of information about what the Board is really doing.

We should also have a short mission statement and only one, and use it. The current mission statement is reproduced here, at the end of this section, in order to be sure we use the same. We should help the Centres to be acknowledged at home base, by their Host-institutions. We could also increase the information flow about IOI in our own countries, and perhaps identify a focal point for this.



In the United Nations office for IOI and through Dr. Noel Brown there is now an active briefing to the delegates on ocean issues and about IOI.

The joint session further debated this matter. Here follows the summary of the debate in the joint session of the Board and the Planning Council (its Item 13):

The Executive Director introduced the item recalling that the June 2000 meeting had discussed several subjects related to further strengthening of the IOI. These were presented in Document B/39/6/1 under Agenda Item 6, including: system-wide projects and their role; importance of identifying impacts, concrete results and outputs, innovations and performance indicators; importance of use of website, updating and communication; creation of new centres and affiliates.

The Board took note of these points and considered them part of the further deliberations, to be pursued through the appropriate mechanisms. The Executive Director also recalled that the Board at its last session had requested him to prepare a discussion paper on the role of the Board, and presented the paper (Document B/39/13/1). The Board is invited to review the proposals made in the report with a view to adopting them as they are or as amended, or reject them. The Board is also invited to consider how to proceed with the process of strengthening the IOI and give instructions accordingly. The Board may wish to identify one or two of its members specifically charged to follow this process and help it.

The Board congratulated the Executive Director, welcomed the paper and concurred in general with the proposals. These should all be born in mind in the subsequent strategy formulation. However, at the same time the Board expressed some differing views and made alternative suggestions.

The Board agreed that the Executive Committee should be used more, rather than having other Board Committees, except the agreed PIM Committee (Agenda Items 11 and 15 of the Board Agenda). Some of the functions proposed to be undertaken by Board members could be better done by a Board of Directors, essentially our Planning Council, since these are more directly and hands-on related to the operations of IOI.

The Board should focus on the wider policy issues of IOI. Some other matters brought out in the paper can more appropriately be dealt with by the Advisory Boards, or equivalent, of the Operational Centres. This may also be better since it is often easier for potential donors to identify with a given region. It appears advantageous to deal with the donors at the level of the Operational Centres. The Board agreed, however, that it could seek to establish strategic alliances, e.g. with some other leading

or major NGOs.

The Board decided that consultations between the Executive Director and the Executive Committee could identify tasks which individual Board members could be involved in. It was agreed that the proposals made in the paper should form one basis for such consultations.

The Board agreed that its composition must be reviewed. The rotational principle which is being applied according to our Statutes makes it possible to adjust the composition. Concerns were expressed about inviting representatives of donors or United Nations on the Board.

However, representatives from private industry, resource managers, finance, local and other NGOs could be considered. It was noted that the Statutes (article 5(4)) would have to be adjusted if we were to have other ex-officio Board members than the representative from Malta.

The Board agreed that more frequent communications to them and from them to Headquarters are required, and requested the Executive Director to address this matter.

In order to proceed further with the gradual adjustment of the IOI to changing outside conditions the Board finally requested Mr. N. Gelpke and the Executive Director to draft terms of reference for a strategy and marketing group with the overall charge to "re-examine the strategy of the IOI", and present these to the Executive Committee for endorsement or adjustment, together with suggestions for 2 outsiders who would constitute the group together with the Executive Director. The Board must be regularly kept informed about the development, including about the actions of the Executive Committee in this regard. A report should be presented to the session of the Board in November 2001.

The Board emphasized that the suggestions of such a group will only be seen as advisory, and that it is the Board that makes all the decisions. The Chair stressed that it is the Board alone who can reform the Organisation if and when so required, but that the Board in such a process can seek outside advice. He also emphasized the special nature of the IOI, making the selection of outside advisors particularly delicate. The Board did not allocate any funding for this activity.

The Board hereafter took note of, and concurred with, the suggestions for creation of new Operational Centres or Affiliates, e.g. in western Australia, and the association of IOI with the International Coral Reef Initiative following invitation from its steering group. The Board noted that necessary allocations for this were made in the budget.

Mission Statement: The purpose of the International Ocean Institute is, guided by principle of the Common Heritage of Mankind, 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.

Item 9: Developments of IOI System-wide projects (joint with Governing Board)

This item was also partly dealt with through the joint session of the Planning Council and the Board. However, in order to facilitate the discussions with and of the Board the Planning Council also considered the subject in its own separate meeting.

In introducing the item the Executive Director recalled that a number of system-wide projects are going on and are further encouraged, in response to the call for such efforts by the Board, considering that they will in the long term strengthen the IOI. Such projects include: the IOIVU; the GPA-LBA News Forum; the PIM Conference; the coastal zone activities; the Women and the Sea programme; the Youth Programme; the association with the UNICPOLOS process; the regional leadership seminars and related actions. These projects can form a package which could be presented as IOI global or universal-type actions.

In light of this it may be advantageous to develop or agree on an IOI strategy for system-wide projects. With this in mind the Executive Director had prepared a discussion paper, Document PC/11/9/2, entitled "Strategy for development of system-wide projects". He went on to briefly introduce the paper. The paper considers that the system-wide projects should be seen in the context of the mission of IOI and the goals, as they are identified in the IOI profile agreed upon at the Planning Council and Board meetings in Halifax 1998. The system-wide projects ought to respond to the mission and the goals. These projects should be joint ventures, they should also be do-able within our resources and use the synergy inherent in the IOI Network; they should pool resources and contacts, and be implemented in partnership. Rather than being individual pieces of work they should aim at generating a contribution that can be seen as a whole. The paper suggests that we should have a strategy for specifying and formulating the system-wide projects, including the objectives, the problem formulation, the specification of a "science" plan and an "implementation" plan. This appears to be what we are trying to do in the case of the IOIVU.

The paper then reviews very briefly what may be considered on-going system-wide projects with reference to the previous analysis in the paper. It is concluded that we need a strategy, that the approach of system-wide projects is wise, and that the line we are following appears reasonable, but that we must acknowledge more that these projects are IOI projects, and not activities of individual Centres only.

Thereafter he referred to the document prepared by the Honorary Chair reporting on the first session of UNICPOLOS and presenting the various steps associated with the establishment of the process and the role which IOI had played.

Professor Mann Borgese then reflected on this, confirming that there is general acknowledgement of the role of IOI in this matter and that we are to a large extent responsible for the existence of UNICPOLOS.

Ambassador Slade, co-chairman, is very positive towards the IOI. For the coming year two main issues are selected: suppression of piracy and armed robbery at sea; transfer of technology. We (IOI) are preparing papers on both these matters. These should be useful for UNICPOLOS and Rio + 10. This gives an opportunity to link our policy-oriented research to the political arena where ocean governance is made. She also acknowledged the important role of Ambassador Bhagwat-Singh for IOI, working directly as a liaison officer at the United Nations Headquarters.

The Planning Council agreed that system-wide projects are very useful, but we should be careful not to have too many. We must also identify products of these projects. We can then in the Operational Centres relate our local projects to these system-wide ones on a selective basis. This will help in fund raising.

The Planning Council then discussed the GPA News Forum following an introduction by Robert Race. It appears that the UNEP GPA Coordination office is now dropping us and does not want to continue any funding. How can we mobilise NGOs? The Executive Director stated that he was thinking of the NGOs with whom we are cooperating locally/nationally such as Anawin Trust in India, the Women in Fisheries network in the Pacific and other similar ones in Africa and Costa Rica. These can also play a role at grass root level.

It was strongly recommended that we keep the News Forum going, broaden its scope, re-name it; but keep the relation to the GPA-LBA, and the land-sea interface. That is where the actions are, and where the 'problematic' lies. Hence the Planning Council concluded that we would maintain the News Forum as an IOI activity, call it the IOI News Forum on the LBA; and keep the link to GPA-LBA and the Regional Seas programme of UNEP. We could include risk management and several other system-wide projects, even the IOIVU. The operation of the News Forum will be kept in Canada for the time being. We should inform all contacts and national partners and cooperating NGOs and alumni of the existence of the News Forum.

Thereafter Robert Race presented the situation as regards the project on risk management in coastal zone management. The proposal for the second phase includes several modules. Our partner Swiss Re had picked one, the Eco-villages project. There were other potential partners in other modules, e.g. Petrobras, University of Queensland in Australia. However, we must raise funds. It appears that Swiss Re is willing to provide initial

funds for the Eco-villages project, provided we can agree on the terms.

Some caution was voiced in this context. This is one of the first projects we are doing with partnership of a large private company. We have to be very careful. The partner Swiss Re may well push us into using methods we do not want to use, such as highly paid consultants. We must maintain our freedom of action and remember our mission statement. As much of the funds as possible must be used for the benefit of the poor.

The Planning Council after discussion agreed on the principle of our freedom of choice and the autonomy of the Centres. We cannot accept outside experts to be pushed on us, and we cannot accept that we are some broker being used to do things involving consultants so as to make the project appear to be or become massaged so as to fit a particular partner or customer.

Here follows the summary of the discussion of this item in the joint session with the Governing Board (Item 14):

The Executive Director introduced the item, recalling that a number of system-wide projects are going on and are further encouraged, in response to the call for such efforts by the Board, considering that they will in the long term strengthen the IOI. Such projects include: the IOIVU; the GPA-LBA News Forum; the PIM Conference; the coastal zone activities; the Women and the Sea programme; the Youth Programme; the association with the UNICPOLOS process; the regional leadership seminars and related actions. These projects can form a package which could be presented as IOI global or universal-type actions.

Of particular interest at this time is the process initiated through the UNICPOLOS mechanism. The Honorary Chair participated in the first session May-June 2000. She has prepared an extensive report, including the development phase. This is provided to the Board for consideration under this item (Document B/39/14/1).

The Executive Director then introduced his paper presenting a strategy for IOI system-wide projects as a discussion paper (Document PC/11/9/2 and B/39/14/2). He presented the motivation and related the development to the IOI mission and corporate profile, and analysed the on-going system-wide projects.

The Board in association with the Planning Council is invited to review the progress in the projects, the experiences, problems, successes. In order to facilitate the discussion this item is joint with the Planning Council.

The Board concurred with its previous strategy that system-wide projects should be encouraged. These can be used to raise funds through the individual Operational Centres, and

collectively. The Operational Centres can also relate their projects to the relevant system-wide action, and thus obtain a reference connection and an umbrella which may be helpful in raising support, and which also is strengthening the IOI network. We can also report on these projects and make associations and cross-references. All this will bring out the impact and additionality of the IOI, also in a wider global and regional context.

The Board also considered that a small group is needed to follow the developments and to help in formulations, for instance in relation to coastal zone work. The Board requested the Executive Committee and directors meeting in 2001 to consider this and possibly establish such a small group.

A lead Centre can be identified for a system-wide project, but it is not a necessity. Headquarters can also act as coordinator, and the role of Headquarters could be more specified. A Standard Operational Procedure could perhaps be developed, but this was not considered essential.

The Board agreed with the general principles in the paper prepared by the Executive Director and requested him to continue working on it with the Executive Committee and in consultation with members of the Planning Council. The matter should be reviewed at the mid-term meeting in 2001; and the Board informed at its meeting in November 2001. The Board added two additional system-wide projects: Ocean Yearbook; leadership seminars at regional scale.

The Board noted with great appreciation the report on the first session of the UNICPOLOS (Document B/39/14/1) and agreed that active participation and contribution to this process of IOI should continue as a flagship activity.

**Item 10: Report on IOI Virtual University (joint with Governing Board)**

This item was also discussed at the joint session of the Planning Council and the Board, under Agenda Item 12 of the Board meeting. However, in view of the importance of the IOIVU effort the Planning Council also considered the matter in a separate session.

The Executive Director reviewed the report of the Working Group established by the Board at its session in November 1999 (Document B/39/12/1 same as PC/11/10/1).

The Planning Council welcomed the report and basically endorsed it as a basis for further work.

The Planning Council expressed concern about the time schedule and several directors considered an operational start in September 2001 as unrealistic. They need more time for course

preparation and testing. It also requires considerable time, about one year, to get the course into the curriculum or calendar of the host institution. Furthermore the directors cannot take on more work; we must secure additional resources for this work.

The Planning Council emphasised the need to have the key persons, the Chancellor and the Rector in place, and have a focal administrative office. It appears that the cooperation and partnership with the host institutions will be clarified provided the ownership is clear and provided their students can also have access to the IOIVU.

The Planning Council stressed that we need a development process. The courses must be developed and tested. However, the delivery mechanism must also be established. On-line course delivery is more time-consuming than ordinary class room lecturing. There must also be established a common format and standards. Guidelines can be provided from IOI-SA. A technical advisory group must be established. We must identify a Centre where we have the core-technology available for on-line course delivery. It was agreed that initially this would be IOI-SA.

We also need to prepare an on-line website for the IOIVU.

Courses can be developed anywhere where it is most appropriate. However, there must be a common understanding of the delivery requirements. Hence a training course for course developers from the Centres will be organised in IOI-SA in the spring of 2001.

The Centres are ready to start when funds have been made available.

Subsequently a technical meeting was held which specified several actions for near-future implementation: the course for developers and the brochure were most important in addition to the fund-raising.

The joint session of the Planning Council and the Board gave further considerations. The summary is reproduced here (Item 12 of the joint session):

The report of the Working Group on the development of the IOIVU, established by the Board at its meeting in Fiji, November 1999, was presented by the Executive Director. A draft of the report had been presented to the mid-term meeting in Malta, June 2000, of the Centre Directors and Executive Committee, and comments given then had been taken into account. The Board was invited to review the report so as to endorse it and approve the proposals made including as regards interim mechanisms and the continued work for the establishment of the IOIVU. Particular attention was drawn to the proposed Charter.

The Board welcomed the report as a solid base for further development and also for use in raising funds.

The Board endorsed the report and concurred with the proposal for further developments, establishing the Development Committee, and the interim measures.

The Charter was adopted with some minor corrections and modifications, to be introduced by Professor Yankov. He and the Executive Director were requested to do the necessary editing. The legal provisions in Article 17.2 and 17.3 will be clarified.

The Board emphasized that the IOIVU must get accreditation as a university and seek acknowledgement as such. Since IOI is incorporated in The Netherlands the requirements for accreditation or licensing in The Netherlands should be obtained. Ambassador Pinto undertook to investigate this matter. The IOIVU should operate in the framework of IOI. The University should grant its degrees.

The priority work now is the development of the core courses, and the organisation of this. Guidelines will be provided through IOI-Southern Africa. A training course for course developers will be organised at IOI-SA so as to ensure a similarity in structure, a given format, and compatibility with the course delivery system. It is planned that initially the on-line course delivery system in place in IOI-SA will be used by IOIVU. This will also help ensure reasonable rigidity.

Concern was expressed about the time, and it was agreed that about 6-9 months are required for course preparations.

Board members informed about on-line course deliveries in their institutions and invited IOIVU to cooperate, e.g. the University of Costa Rica.

The marketing of the IOIVU is now also a priority. It was agreed that a brochure on the IOIVU should be prepared and IOI Canada through Mr. Race should take the lead in this matter.

The Board noted that the IOIVU will supplement existing University teaching and cooperate with all the Host institutions as well as other universities, also in developed countries. Discussions are underway with several.

It is also noted that there is a need to have an identified interim Rector and Chancellor. For the initiation period these will be appointed in accordance with Article 18 of the Charter. The administration will initially be associated with the IOI Headquarters. Interim financial procedures will follow those of Headquarters, and a special IOIVU bank account will be established.

A technical advisory group should also be established, preferably chaired by Professor D. Keats.



The interim Chancellor will chair the IOIVU Development Committee, with the Terms of Reference as given in the Working Group report (its Annex 8).

Item 11: Preparations for Pacem in Maribus Conferences: XXVIII, XXIX and XXX (joint with the Governing Board)

This was considered as part of the joint session with the Board.

In its preliminary or preparatory discussions the Planning Council however reviewed the preparations for PIM 2000 in Hamburg. Information was provided by Dr. Johanna Wesnigk, confirming that the organisation was well in hand.

Dr. Toure presented his preparatory work for PIM 2001, carried out at the Centre level and the African international level. The proposed regional theme addressed the West African littoral zone conditions and sustainable development. A number of panels were suggested to consider specifics. It was agreed these would be reduced to four, and that also situations from other parts of Africa could be included.

The four African Centres should all be involved in the preparatory work and the directors members of the international organising committee. Association and co-sponsorships should be sought; preliminary exchanges had been held in this respect with IOC of UNESCO. Contacts should be sought with the Secretary-General of the United Nations, inviting him to send a message.

The dates for PIM 2001 must be set soonest, and avoid clashing with other conferences in the region. The Planning Council recommended that consideration be given to have both English and French as conference languages. It was recognised that PIM has been held in Africa before. The seminar organised by the UN Economic Commission for Africa in 1996 was mentioned and should be used.

For 2002 the theme of the oceans and the new economy was mentioned by Prof. Keats, and the possibility of having the Conference in 2002 in South Africa. It could also be dedicated to IOIVU.

The paper on PIM by the Executive Director (Document PC/11/11/1) was considered very good and should be followed-up. However, there is a need to develop a check list for the preparatory work of the Conference, with a time table. Possibly a Committee of three could do this, including the last, the present, and the upcoming organiser.

Here follows the summary of the discussion of this item in the joint session with the Board (Item 15):

The Executive Director recalled the need to briefly review the preparations for the coming Conferences. In light of the discussions with respect to financing of the PIM

Conferences under Agenda Item 11 and the paper of the Executive Director (Document B/39/15/1) there was also a possibility for a general discussion of overall generic needs of the PIM Conference preparations.

The meeting agreed that the PIM Conference is a flagship and priority activity of the IOI. However, in view of this we should review the process from time to time, adjust the Conference procedure and content according to changes and developments outside IOI, along with changes of IOI, and identify what it is we wish to achieve.

We also need to draw on the experiences we have made in the previous preparations and flexible guidelines should be prepared. The format of the Conference should be adjusted according to needs. The workshop format of PIM 2000 was noted with interest. The experiences of this should be used.

The meeting agreed that every PIM Conference could have two basic elements: one part oriented to the regional and sub-regional specifics, and consider these in-depth; one part with a global connotation, which should link to the regional part. In this way the local-regional-global perspectives would be maintained.

It was not considered essential to have the PIM Conferences hosted only by Operational Centres. It was recorded that several PIM Conferences had been hosted by institutions without having any IOI Operational Centre or indeed any previous association with IOI. Before the establishment of Operational Centres in the mid-1990's these were of course the normal conditions - and they worked well; and also stimulated the creation of Operational Centres. Thus PIM in 2002 could very well be held in Chile or in Brazil, as proposed by IOI-Costa Rica and IOI-Canada, respectively. The meeting stressed that the Centres in the region would then have to take the lead in the organisation. At the same time, however, there were several proposals for having PIM 2002 also in Africa, hosted by IOI-Southern Africa.

The IOI should also consider in all cases to invite other bodies to co-sponsor the Conference, involving related financial input from the co-sponsor and contribution to the planning. A case at hand is the possible IOC Co-sponsorship of PIM 2001, which is under consideration. The African regional bodies should also be invited to co-sponsor PIM 2001.

The timing of the Conferences in the 4th quarter of the year is unfortunate since it clashes with a very hectic period of the United Nations General Assembly. This makes it difficult to achieve representation from the United Nations.

Several proposals were made to establish a small working

group to work further on the PIM Conference development, including general guidelines for the organisation. The Board decided to establish such a working group. The group should also consider why, where and when to have PIM Conferences and the generic organisation and financing of them. It was suggested that the Working Group should include the immediate past, the present and the up-coming PIM organiser. However, there was no clear decision about this. It was left to the Executive Director to initiate the process with an ad hoc group. The Executive Committee would then return to the matter of its May/June 2001 meeting.

The meeting was then informed about the state of preparations for PIM 2000 at ITLOS by Dr. Johanna Wesnigk. All practical arrangements are in place. An information package is delivered to all participants, including schedule, programme and list of participants. The opening session has all the speakers. All plenary speakers are confirmed as coming. The participant list includes about 150 persons. All in all the Conference is appearing to the good. This was later confirmed. The Conference turned out to be a great success.

The Board expressed its great appreciation to Dr. Wesnigk and the local organisers, and also thanked the Foundations which had supported the Conference financially, in particular the Lighthouse Foundation.

The Director of IOI-Senegal, DR. D. Toure then presented the state of preparations for PIM 2001, including an indicative budget.

The meeting agreed on the two parts: the regional one focusing on sustainable development of the west African littoral zone; and the global part in the form of an African leadership seminar in support of the African Strategy for the ocean. This part should include some high-level leadership personalities. The results of the Seminar should be presented to the plenary. The coastal zone development problems would be analyzed in-depth by up to 4 panels, working on the basis of some plenary presentations and other working documents. The reports of these panels would be presented to the final plenary sessions, with the adoption of a declaration. The leadership seminar could draw on the results of the leadership seminar hosted by the UN Economic Commission for Africa, in Addis Ababa 1996.

The African organisations OAU, UN Economic Commission for Africa, the African Development Bank should be invited to co-sponsor the Conference. Highlevel contacts should be established with the Government of Senegal. Ambassador Yaker and Dr. Toure undertook to take the necessary actions to this end.

An international organising Committee was established Chaired by Dr. Toure, and including Drs. R. South, D. Keats, K. Kairu, E.O. Oyewo, J. Warioba, A. Gutierrez, R. Rajagopalan, Professor E. Mann Borgese and Ambassador Yaker. This would work by correspondence.

The meeting also invited Dr. Toure to prepare a first announcement as soon as possible. The dates for the Conference were settled through consultations to be 6-11 November 2001 in Dakar, Senegal.

The meeting then turned to consider the place for PIM 2002. Following discussion it was agreed to accept the proposal of Dr. Keats that IOI-Southern Africa host PIM 2002, and that the overall theme of that Conference be "Oceans and the New Economy". This was considered to be a very timely theme, which needed to be addressed now. It would raise the profile of IOI in Africa, and particular Southern Africa.

However, the meeting was also aware of the interests of Brazil to host a conference in 2002. It was therefore decided that IOI-Canada through E. Mann Borgese and R. Race, would work with the contacts in Brazil in order to organise a regional leadership seminar in Brazil in the May/June 2002 period. This could consider the theme integration of sustainable development and regional security. This could well relate to the concept of the South Atlantic as a zone of peace, and could provide an input to the PIM Conference in South Africa.

This effort should also be done in harmony with, and consultations with contacts in Chile to be done by IOI-Costa Rica through Dr. Gutierrez, with a view to possibly organise PIM 2003 in Chile. Dr. Gutierrez was in agreement with this sequence.

Item 12: Consideration of and contribution of IOI to Rio + 10  
(joint with the Governing Board)

This item was only considered in the joint session with the Board. The minutes from the session of the Board are given here (Board meeting Item 17).

The Executive Director introduced the item. He stressed that the next 2 years provide for a window of opportunity to achieve progress in our efforts for enhanced ocean governance, through the UNICPOLOS process and the preparations for and implementation of the Rio + 10 Conference.

It was recalled that IOI participated in UNCED 92 as an NGO, and is consequently allowed to attend as an observer CSD sessions and participate in Rio + 10. It is appropriate for the Board and the Planning Council to

consider at this time possible actions which could be identified in the IOI programme of 2001 and 2002 with particular relevance for Rio + 10. It is recalled that the CSD is in charge of making preparations for the 10 year review of UNCED 92 follow-up. Hence the Board may wish to identify actions of IOI which could contribute both to the preparatory work and to the event in itself in 2002. In order to facilitate the discussion a brief note prepared by the Honorary Chair had been provided (Document B/39/17/1).

The Executive Director noted that some actions were identified in the adopted workplan and budget 2001 and 2002 as contributions to the process. This included the association of IOI with the GPA-LBA intergovernmental review 2001.

The Board was requested to discuss the matter, jointly with the Planning Council, and provide instructions and advice to the Executive Director and Operational Centre Directors for possible, realistic actions to be taken.

The Board stressed that the IOI association with the UNICPOLOS process was to be seen as a contribution to the implementation of UNCLOS and UNCED 92, and hence also to Rio + 10. This should be born out in IOI presentations.

Furthermore the regional leadership seminars are seen as contributions generally, and the proposed one in Brazil in particular. The timing of this event may be considered in light of this.

The work with the GPA-LBA process and the technology transfer and partnership development should also be referred to as contributions to Rio + 10.

The IOI may also seek cooperation and coordination with other NGOs, perhaps in particular WWF and IUCN. The Board requested the Executive Director to make contacts and seek to establish some coordinated joint input, on an equal basis.

The IOI efforts in developing a new education approach through the IOIVU should also be presented as a contribution to Rio + 10, the implementation of the educational part of Agenda 21. Education is high on the priority list. Cooperation may be sought with UNESCO in this matter, especially since we have good contacts there.

The first preparatory conference is in April 2001, and the Board decided we should get a document prepared for that. A potentially significant special contribution could be made by IOI through our participation in the Conference "Oceans and Coasts at Rio + 10: Assessing Progress, Addressing Continuing and New Challenges", organised by NGOs in cooperation with governments and intergovernmental bodies through ACC-SOCA and hosted by IOC of UNESCO, at

UNESCO in Paris, 3-7 December 2001.

The IOI had been invited to be a member of the NGO Organising Committee, and several IOI experts (Professors Mann Borgese, R. South, R. Rajagopalan) had also been invited to participate and contribute to that Conference. It was agreed that IOI-related contributions could be prepared on: coastal community conditions in poor developing countries, through Prof. Rajagopalan; ocean governance, through Prof. Mann Borgese; aspects of sustainable developments in Small Island States, through Prof. South; an approach to holistic ocean education for the ocean century through the IOIVU by Prof. Kullenberg and a representative from IOI-SA; conditions in the Western African coastal zone on the basis of PIM 2001 through Prof. Toure; the Wider Caribbean institutional framework requirements for the formulation and implementation of national ICZM plans, through Prof. Gutierrez; Fusing SL and ICAM at community level, through D. Keats, IOI-Southern Africa.

The meeting agreed that the Executive Director would communicate these proposals to the organisers. In addition, Professor South and other invited individuals will respond directly to the organisers. The Board agreed that some resources would be reserved to support the Conference, in particular IOI participants from developing countries, and possibly other inputs such as preparation of documents and advertising the Conference. The Directors of Operational Centres are called upon to spread information about this Conference, as well as about UNICPOLOS, and other activities of IOI serving as inputs to the Rio + 10 process.

**Item 13: Any other matter with the permission of the Chair.**

No other matters were raised. The Chair closed the meeting on 30 November at 18.00 hrs, thanking all participants and contributors for making the meeting worthwhile. He also reminded about the joint session with the Board to be held on 2 December.

Agenda for  
ELEVENTH MEETING OF THE PLANNING COUNCIL  
OF THE  
INTERNATIONAL OCEAN INSTITUTE  
in Hamburg, Germany  
on 29-30 November, and 1 December 2000

## AGENDA

- Item 1 - Adoption of Agenda
- Item 2 - Reports of Executive Director and Operational Centre Directors
- Item 3 - Workplan and Budget of IOI for years 2001 and 2002
- Item 4 - Follow-up to meeting of Executive Committee and Operational Centre Directors, Malta, 5-8 June 2000
- Item 5 - Presentation and discussion of experiences from coastal community work
- Item 6 - Regional cooperation and networking
- Item 7 - Funding possibilities and preliminary plans for joint actions in 2002 and 2003
- Item 8 - Further strengthening of IOI (joint with Governing Board)
- Item 9 - Developments of IOI System-wide projects (joint with Governing Board)
- Item 10 - Report on IOI Virtual University (joint with Governing Board)
- Item 11 - Preparations for Pacem in Maribus Conferences: XXVIII, XXIX and XXX (joint with the Governing Board)
- Item 12 - Consideration of and contribution of IOI to Rio + 10 (joint with the Governing Board)
- Item 13 - Any other matter with the permission of the Chair.

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