



International Ocean Institute

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RECEIVED JUN 10 1993

02 June, 1993

Dear Colleagues,

I am enclosing the minutes of the meeting held in Malta on the 17 and 18 May.

May I express my deep gratitude to all of you for participating in the meeting and making such a valuable contribution.

With warm regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director
International Ocean Institute

Enc.

Minutes of the Representatives of the
Operational Centres of IOI
held at the University of Malta
on the 17 and 18 May, 1993

Present: Dr. Kevin Aquilina
Prof. David Attard
Prof. Salvino Busuttil
Mr. A. F. Hoque
Prof. Philip K. Quarcoo
Prof. V.S. Raju
Dr. Krishan Saigal
Ambassador Nicolas Salom
Mr. I. Schuetz-Mueller
Fr. Peter Serracino Inglott
Prof. E. Robin South
Prof. N.V.C. Swamy
Dr. Stella Vallejo

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Work plan of IOI - future role of IOI

The agenda note was discussed in the context of:

- defining the future of IOI so that it could still be relevant 20 years from now
- the workplan of IOI

There was a wide ranging discussion on this issue. The consensus view was that:

- IOI needed to work as a think tank and a generator of policy and implementational ideas flowing from the emerging international consensus in marine affairs e.g. UNLOS, UNCED, et. al.
- IOI should remain a lean networking organisation so as to have a cost-effective and competitive delivery system
- IOI may, subject to ratification by the Planning Council and the Board, consider providing packaged consultancy services to developing countries as a natural outgrowth of its research and training activities
- IOI may go into the hitherto neglected areas including, inter alia, small islands, ocean-air interface, sensitising top decision makers, regional and sub-regional networks, integrating the oceans into African development processes
- the Board of Editors of the Ocean Year Book to be enlarged to include representatives of operational centres

Regards the workplan of IOI for the next five years (1993-97) it was the view of the meeting that this could most appropriately be taken up after revising the UNDP document (Item 3) and along with the budget for IOI (Item 7).

Item 2. Management System of IOI

The agenda note was discussed. The broad view that emerged from the discussions was that while greatest possible autonomy should be given to the operational centres, the role of headquarters was also important for ensuring quality of outputs, ensuring maintenance of accounts in a uniform manner, and for avoiding duplication of effort thereby keeping administrative and overhead expenses to the minimum. Most fund-raising activities should also be centrally coordinated so that the same funders were not approached by different operational centres. It was the view of the meeting that within these parameters the management system of IOI should be allowed to evolve over time in a flexible and organic manner.

The meeting also approved the system of financial accounting, namely, the accounting format, the mode of releasing funds and the addition of a small (20%) surcharge on all activities so as to meet administrative expenses (13% to the centre and 7% to headquarters).

Item 3. Revision of UNDP Document.

The agenda note referred to the UNDP document which needs to be discussed and then revised in the aggregate and then revised centre-wise and year-wise.

In the discussions that ensued, it was agreed that:

- (i) more stress should be laid on modular course development
- (ii) syllabi should be produced in-house through collegial functioning and then subject to expert external scrutiny
- (iii) trainers should be trained in how to lecture to a multi-cultural, multi-speciality audience with uneven educational backgrounds
- (iv) libraries should be linked by E-mail

On the basis of the above parameters, the budgetary parameters were finalised

- in the aggregate (Annexure I)
- centre-wise (Annexure II)
- year-wise (Annexure III)

- Item 4. Modular Curriculum Development.
Item 6. Research Agenda.

The concept of a module was discussed. It was agreed that a module was not a unit but was:

- a discrete piece of information
- something that could be removed from the syllabus without affecting its structure

It was also the view of the meeting that modules and applied research were interlinked with two-way interactions between them. The two should therefore be considered together.

The applied research agenda was very thoroughly discussed. It was ultimately agreed that the centres should specialise i.e. IIT-M (engineering and technology), USP (fisheries), Senegal (economics), Halifax (law of the sea), Malta (islands) and Colombia (spanish case studies). They should finalise their research agenda so that the matter could be discussed in September, 1993.

Regarding the course modules, it was agreed that the centres would work within their areas of specialisation and draw up a list of modules, subject them to regional peer review and then discuss them with the other centres (through fax/E-mail). The final product would be cleared by a Central Committee consisting of the Honorary President, the Executive Director, a representative of UNDP, a representative of the regional centre concerned and two outside, and recognised experts in the field.

Item 5. Training.

The meeting had before it the following papers:

- (i) Advanced Course on the Integrated Management of Coastal and Ocean Areas - Stella Vallejo
- (ii) Syllabi of three new courses:
 - . coastal zone management as a sustainable process - IOI India
 - . coastal zone management with the focus on small islands - IOI Malta
 - . sustainable development and implementation of chapter 17 of agenda 21 in the exclusive economic zone - IOI Halifax
- (iii) A proposal from the University of Malta of a new M.A. degree course as a joint venture between the University and IOI.

On presenting her paper Ms. Vallejo stressed on the integrated nature of the course, that it would require a regional case study and 3-4 national case-studies. It could serve as an advanced course by itself or form a module in a larger course.

In the discussions that ensued on the paper the following views emerged:

- . it may be better to first ask for national case-studies and to let the regional/subregional study flow from then
- . to use the ideas set forth in the document in three ways:
 - * in a 2 week course for trainers and for those with some marine knowledge (alumni as well as others)
 - * in an expanded 4 week course
 - * in a 1 week module in every IOI course

The other syllabi were approved to be tested and evaluated. It was suggested that the islands course be modified to include the following units:

- . customary marine tenure (2 sessions)
- . economy of distance water fleets
- . women in artisanal fisheries
- . environmental impact legislation

The meeting was of the view that the M.A. degree course for Malta was an idea that needed to be further explored.

Item 7. Budget.

The meeting was of the view that the UNDP allocations having been decided, it was necessary to firm up the likely non-UNDP income before drawing up the budget. It was agreed that likely funding sources would be tapped and the budgets drawn up by the centres and submitted by 31.7.93.

A five year plan would have got ready by all centres by September, 1993.

The meeting ended with a note of thanks to the chair.

Dr. Krishan Saigal
Executive Director

UNDP Proposal

ANNEXURE I

Institutional Infrastructure

	Earlier Proposal	Revised Proposal
1.1.2. Execution Monitoring		
. cost of bringing 4 directors together every year	\$ 60,000	120,000 (1.1.2.a)
. consultants fees	\$ 30,000	100,000 (1.1.2.b)
. consultants travel	\$ --,---	10,000 (1.1.2.c)
1.1.3. Equipping 4 Centres	\$ 120,000	120,000
1.1.4. Institutional identity programme		
. hiring PR bureau	\$ 75,000}	
. consultants fee	\$ 10,000}	- 50,000
. consultants fee	\$ 10,909}	(1.1.3.a)
. consultants travel	\$ --,---	
1.1.5. Non-UNDP financial support		
. consultants fee	\$ 75,000}	- 50,000
. consultants travel	\$ --,---	(1.1.4.)
1.2.1. Convening of Rectors and Directors meeting		
. costs of bringing 12 persons to one site (4x3) once	\$ 25,000	Merged in 1.1.2.a
1.2.2. Library Survey	\$ 0	
. Information consultant (45 days)	\$ 13,500	Merged in 1.1.2.c
1.3.4. Alumni Directory		
. costs of production	\$ 25,000}	
. consultant (40 days)	\$ 4,364}	
1.3.5. Quarterly newsletter		
. cost of printing	\$ 17,500}	- 30,000
. consultant (40 days)	\$ 4,364}	(1.1.3.b)
Training programme production	\$ 4,364}	
TOTAL	\$ 590,000*	\$480,000

* including consultants travel \$115,000

	Earlier Proposal	Revised Proposal
Brought Forward	\$590,000 -----	\$480,000 -----
General responsibilities		
. Consultants fee	\$ 16,000	Merged in 1.1.2.b
<u>Policy Research</u>		
2.1.1. Survey of possibilities		
. Travel costs of Founder (25%) and another member of Planning Council	\$ 10,000}	
2.1.2. Academics Meeting		
. Travel costs of academic leaders of 4 centres to one site	\$ 20,000}	
2.1.3. Research Workshop		
. Cost of hotels and meals	\$ 5,000}	\$23,290 (2.1.1.)
2.1.4. Submission of Research proposals to UNDP and other funding agencies		
. Costs of two transatlantic fares	\$ 5,000}	
. Consultants fees	\$ 15,000}	
. Consultants expenses	\$ 5,000}	
	-----	-----
TOTAL	\$ 666,000 -----	503,290 -----

	Earlier Proposal	Revised Proposal
Brought Forward	\$666,000 -----	\$503,290 -----
<u>Current, Revised & New Training Programmes</u>		
3.1.1. Update of 1984 Report		
. Travel costs of staff to visit 4 centres	\$ 10,000}	-deleted
. Consultants fees	\$ 10,000}	
3.1.2. Convening of workshop for revised programmes		
. On-site cost	\$ 20,000}	-deleted as
. Consultants fees	\$ 30,000}	meeting on 17,18 May
3.1.3. Revising, Testing and Evaluating courses		
. Training programme costs	\$ 100,000}	\$ 100,000
. Consultants fees	\$ 40,000}	(2.1.4.)
3.1.4. Translation of course materials into Spanish & French		
. External costs	\$ 80,000	Merged in (2.1.2.a)
3.1.5. Provision of scholarships to Centres	\$ 330,000	\$1,000,000 (2.1.3.a)
3.2.1.1. Design of Alumni Advanced Course		
. Development of Course materials, travel costs	\$ 55,000}	\$300,000
. Consultants fees	\$ 20,000}	(2.1.2.a)
3.2.1.2. Testing, evaluation and revision of the course		
. Running 1-week course	\$ 25,000}	
3.2.1.3. Offering the course at other centres		\$ 50,000 (2.1.3.b)
. Scholarships for first test course	\$ 75,000}	
	-----	-----
TOTAL	\$1,461,000	1,953,290

	Earlier Proposal	Revised Proposal
Brought Forward	\$1,461,000 -----	1,953,290 -----
3.2.2.1. Sensitisation workshop for top decision makers		
. Expenses to develop syllabus	\$ 5,000}	Merged in 2.1.3.c
. Consultants fees	\$ 12,500}	
3.2.2.2. Testing and Evaluation of workshop		
. Expenses of one workshop	\$ 25,000}	
3.2.2.3. Holding of workshop in each region with biannual frequency		\$ 50,000 (2.1.3.c)
. Funding of initial workshops (3) through scholarships	\$ 80,000}	
3.2.3.1. Design of two new courses		
. 4 persons at \$5,000 per person (including travel costs)	\$ 20,000}	Merged in 2.1.2.a
. Consultancy	\$ 70,000}	
3.2.3.2. Training the trainers		
. Training & lodging costs of 2x4 trainers	\$ 40,000	\$100,000 (2.1.2.b)
3.2.3.3. Testing the two New courses		
. for each of two courses, costs of 20-participant one-week test courses	\$ 80,000	Merged in 2.1.3.a
3.2.3.4. Scholarships		
. Funding of 4 initial courses	\$ 80,000	Merged in 2.1.3.a
3.2.4.1. Masters degree programme		
. Costs of survey	\$ ---,---	\$ ---,--- (2.1.3.d)
3.2.4.2. Masters degree supervision		
. Consultancy fees	\$ 20,000 -	deleted
TOTAL	\$1,893,500	2,103,290

	Earlier Proposal	Revised Proposal
Brought Forward	\$1,893,500	2,103,290
	-----	-----
3.2.4.3. Working party		
. for each member of		
working party (s) at		
\$5,000 each and \$2,500		
for central expenses	\$ 22,500}	- deleted
. Consultants	\$ 12,500}	
3.2.4.5. Masters funding		
. Consultancy	\$ 15,000	-deleted
3.2.5.1. Decision maker course		
survey		
. Costs of survey	\$ 20,000}	Merged in
. Consultants	\$ 20,000}	2.1.2.a
3.2.5.2. Decision maker testing		
. Testing 4-day course		
in 2 centres	\$ 40,000	Merged in
		2.1.3.c
3.2.5.3. Non-UNDP funding		
. Consultant	\$ 10,000	Merged in
		1.1.4.
<u>Add.</u> Consultants fee: contingency	\$ 32,500}	- deleted
<u>Add.</u> Consultants travel expenses	\$ 70,000}	
	-----	-----
TOTAL	\$2,136,000	2,103,290
	-----	-----
Revised proposal is less by	\$ 32,710	
Difference is explained by		
. preparatory assistance	\$ 110,000	145,000
. IOI overheads	\$ 141,120	138,830
	-----	-----
	\$ 251,120	283,830

SUMMARY (centre-wise)		TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
<u>1. Institutional Networking</u>							
1.1.1.	Appointment of Centre Directors						
1.1.2.	Implementation Monitoring						
	a. Vice chancellors/ directors meeting	120,000	120,000				
	b. Administrative Support	100,000		50,000			50,000
	c. Library Networking	10,000	10,000				
1.1.3.	Information Dissemination						
	a. PR brochures	50,000	10,000	10,000	10,000	10,000	10,000
	b. Quarterly newsletter/alumni directory	30,000	30,000				
1.1.4.	Programme Development (Travel)						
	a. Executive Director and Honorary President	30,000	30,000				
	b. Regional directors	20,000		5,000	5,000	5,000	5,000
	Subtotal	360,000	200,000	65,000	15,000	15,000	65,000
<u>2. Training Programmes</u>							
2.1.1.	Development of Research Programme						
	a. Regional directors (travel)	20,000		5,000	5,000	5,000	5,000
	b. Submission to funders (travel)	3,290	3,290				
2.1.2.	Curriculum Development						
	a. Course Development	300,000		75,000	75,000	75,000	75,000
	b. Training of Trainers	100,000		25,000	25,000	25,000	25,000
2.1.3.	Scholarships						
	a. Courses	1,000,000		250,000	250,000	250,000	250,000
	b. Alumni	50,000		12,500	12,500	12,500	12,500
	c. Leaders	50,000		12,500	12,500	12,500	12,500
2.1.4.	Course evaluation	100,000	100,000				
	Subtotal	1,623,290	103,290	380,000	380,000	380,000	380,000
	Running total	1,983,290	303,290	445,000	395,000	395,000	445,000

SUMMARY (centre-wise) Cont:

	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
Running total	1,983,290	303,290	445,000	395,000	395,000	445,000
Add						
IOI Overheads (@7%)	138,830	138,830				
GEF evaluations	50,000					
Preparatory assistance	145,000					
Equipment(through UNDP OPS)	120,000					
GEF service charges (@6%)	146,227					
Grand total	2,583,347					

SUMMARY (year-wise)		TOTAL	1993 (6 mos)	1994	1995
<hr/>					
<u>1.</u>	<u>Institutional Networking</u>				
1.1.1.	Appointment of Centre Directors				
1.1.2.	Implementation Monitoring				
	a. Vice chancellors/ directors meeting	120,000	24,000	48,000	48,000
	b. Administrative Support	100,000	20,000	40,000	40,000
	c. Library Networking	10,000	10,000		
<hr/>					
1.1.3.	Information Dissemination				
	a. PR brochures	50,000	25,000	15,000	10,000
	b. Quarterly newsletter/alumni directory	30,000	7,500	15,000	7,500
<hr/>					
1.1.4.	Programme Development (Travel)				
	a. Executive Director and Honorary President	30,000	10,000	15,000	5,000
	b. Regional directors	20,000	9,500	9,500	1,000
<hr/>					
	Subtotal	360,000	106,000	142,500	111,500
<hr/>					
<u>2.</u>	<u>Training Programmes</u>				
2.1.1.	Development of Research Programme				
	a. Regional directors (travel)	20,000	9,500	9,500	1,000
	b. Submission to funders (travel)	3,290	1,290	2,000	
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2.1.2.	Curriculum Development				
	a. Course Development	300,000	55,000	149,500	95,500
	b. Training of Trainers	100,000	19,000	45,000	36,000
<hr/>					
2.1.3.	Scholarships				
	a. Courses	1,000,000	170,000	460,000	370,000
	b. Alumni	50,000	3,000	39,000	8,000
	c. Leaders	50,000	3,000	14,000	33,000
<hr/>					
2.1.4.	Course evaluation	100,000	25,000	50,000	25,000
<hr/>					
	Subtotal	1,623,290	285,790	769,000	568,500
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	Running total	1,983,290	391,790	911,500	680,000
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SUMMARY (year-wise) Cont:

	TOTAL	1993 (6 mos)	1994	1995
Running total	1,983,290	391,790	911,500	680,000
Add				
IOI Overheads (@7%)	138,830	27,766	55,532	55,532
GEF evaluations	50,000		40,000	10,000
Preparatory assistance	145,000	145,000*		
Equipment(through UNDP OPS)	120,000	120,000		
GEF service charges (@6%)	146,227	41,073	60,422	44,732
Grand total	2,583,347	725,629	1,067,454	790,264

* \$60,000 released in 1992

Meeting of the Representatives
of
The Operational Centres
on
17 and 18 May, 1993
at
The University of Malta

PROGRAMME

Monday 17th May.

- 09.30 - 17.00: Meeting at Fr. Peter Serracino Inglott's
farmhouse (residence on University campus)

(Buffet lunch will be served at the
meeting itself).
- 19.00 - 21.00: Cocktails at Dr. Krishan Saigal's
residence (invitations circulated)

Tuesday 18th May.

- 09.30 - 17.00: Meeting at Fr. Peter Serracino Inglott's
farmhouse (residence on University campus)

(Buffet lunch will be served at the
meeting itself).

N.B. A taxi will pick you up from the Preluna Hotel at
09.10 hrs on Monday and Tuesday to take you to the
meeting. A taxi will also take you back to your
hotel at 17.00 hrs after the meeting.



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MEETING OF OPERATIONAL DIRECTORS
OF IOI OPERATIONAL CENTRES

17-18 MAY 1993, MALTA

Please find enclosed the travel claim which all participants are kindly requested to fill in and return to the International Ocean Institute on return to the country of origin.

You are kindly requested to submit, together with the travel claim the following documents:

- . boarding pass
- . air ticket counterfoil

Thank you for your co-operation.

Amraono.



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MEETING OF DIRECTORS OF IOI OPERATIONAL CENTRES

17-18 MAY 1993, MALTA

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MEETING OF DIRECTORS OF
IOI OPERATIONAL CENTRES

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From:	Dr. Krishan Saigal IOI University of Malta	Fax: +356 346 502	
Subject:	UNDP Document		

Dear Robin

The UNDP Document has been approved.

To release money for IOI South Pacific please send requirements for funds for August - Sept. and Oct. - Dec. 1993 based on the UNDP Document and the programme outlined therein.

We are having Directors/Vice Chancellors meeting in Tokyo on 2nd Sept. Course Development Committee (cf Appendix L UNDP document) on 3rd Sept. and Board Meeting on 4th September. Then we shift to Takaoka for PIM XXI from 6 - 9 September.

Any items you may like to support for these meetings may be sent to me soon. We shall need from each Centre:

- Budgets for 1993 and 1994.
- Work Plans for 1994 (1993 is there in UNDP document)
- Fund raising strategy for last quarter of 1993 and 1994
- Proposals, including syllabi for training in 1994.

I hope that you will attend all the above meetings and also be kind enough to act as rapporteur for the working sessions of PIM

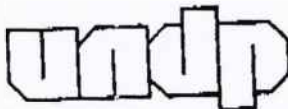
With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Amb. Layachi Yaker

United Nations
Development Programme



World Development

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FACSIMILE NO: (212) 906-6350
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DATE: 27.8.93

NO. OF PAGES: (including this page)

TO: Mr. Krishan Saigal
IOI, Malta

FROM: Philip S. Reynolds
Senior Programme Officer, DGIP

If there is a problem please call 906-5866

GL0/91/G33

Dear Dr. Saigal, *Krishan*

Many thanks for your fax of 12 August inviting me to your Directors meeting on 5 September. I am pleased to advise you that I will attend that meeting and a few days of the Pacem in Manibus meeting. I will be at the New Otani Hotel in Tokyo in the afternoon of 4 September and would appreciate a note from you on the meeting - agenda, participants, papers, location, etc. Perhaps you could also let me know how to reach you so that we might get together that evening.

With kind regards,

Yours sincerely,

Philip S. Reynolds
Philip S. Reynolds
Senior Programme Officer
Division for Global and Interregional Programmes

cc: (by fax) Ms. E. Mann Borgese





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7 October, 1993

Dear Board Member,

As desired by Prof. Borgese, I am enclosing a copy of a report of the fund raising activities in Japan in September 1993.

Copies of the Minutes of the Meeting of Representatives of the Operational Centres of IOI and of the Courses Development Committee held at Tokyo and Takaoka are enclosed for favour of information.

With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Minutes of the Meeting of the Representatives
of
The Operational Centres of IOI
on
5 September 1993
at
United Nations University, Tokyo

Present:

Prof. Elisabeth Mann Borgese, IOI Halifax
Dr. Anton Vratusa, Vice-President, IOI
Mr. Maxwell Bruce, Vice-Chairman, Planning Council IOI
Prof. N.V.C. Swamy, IOI India
Prof. V.S. Raju, IOI India
Dr. Kevin Aquilina, IOI Malta
Dr. Jeggan Senghor, IOI Senegal
Prof. Vijay Naidu, IOI South Pacific
Prof. E. Robin South, IOI South Pacific
Mr. Philip Reynolds, UNDP/DGIP
Ms. Chinwe Dike, UNDP/OPS
Dr. Krishan Saigal, Executive Director IOI

Prof. Elisabeth Mann Borgese presided over the meeting.

Item 1: UNDP Project: General

The meeting considered the documents before it. After discussions the Meeting came to the following conclusions:

- (a) the efficient execution of the UNDP Project required proper reporting, monitoring and evaluation so that mid-course corrections, if any, could be made. This would also help in timely and adequate flow of funds;
- (b) for successful implementation of the project it was necessary to:
 - carefully draw up workplans and the related budgets centre-wise (including CVs of key personnel);
 - lay down the relevant milestones and physical targets to be achieved;
 - provide details of equipment required to UNDP/OPS with latest price quotations.
- (c) a tripartite review of the project be done at the next Meeting of Representatives to be held in Malta in the last week of April, 1994. This review would be based on the first Project Progress Report due in April 1994 and which will cover all activities starting with the preparatory phase.

Item 2: UNDP Project: Library Networking

The Meeting noted the progress made by IOI India in this regard. Mr. Reynolds offered to make available details of UNDP's Sustainable Development Network to IOI so that the same could be used by the IOI System for global networking.

Item 3: UNDP Project: Information Dissemination

The matter was generally discussed. The Meeting was of the view that IOI needed to be projected as a network of operational centres collaborating with other international institutions on ocean management and other ocean matters. Salient features to be stressed could include:

- . the global reach of the IOI System
- . the wealth of expertise available in the IOI System
- . IOI's ability to provide non-profit making consultancy services.

Mr. Reynolds offered to ask UNDP/DOI to advise on or prepare a final version of a folder in which information sheets on the mandate and activities of all Centres and the Headquarters could be appropriately disseminated.

Alumni directories and newsletters needed to be published and disseminated on a regional basis so that the valuable resource represented by IOI alumni could be suitably tapped.

Item 4: UNDP Project: Training Programmes

The Meeting noted the courses which are organised, namely, the small islands course, the managers of the Enterprise course and the coastal zone management course in the context of sustainable development. The Meeting decided that the courses for which outline curricula had been submitted should be taken up by the Courses Development Committee.

Item 5: Research Agenda Centre-wise

After extensively discussing the subject the Meeting came to the following conclusions:

- (i) the research activities to be undertaken by the IOI System should be secondary policy research driven by the requirements of the different regions - as indicated by the trainees and others;
- (ii) the IOI Centres should act as foci for information dissemination on research undertaken in the region as well as globally in the domain of marine technology - a Technology Watch system on the lines of what is at present being done in IOI India.

Item 6: Accounting System and Budget Calendar

The Meeting approved the system as suggested as well as the budget calendar.

Item 7: Consultancy System on a Cooperative Basis

It was noted by the Meeting that the IOI Board was cautious about commercial consultancy services being provided by the IOI System but would consider consultancy where the IOI System and the concerned developing country could work together on a cooperative basis. The Centres were directed to give more thought to the matter and come up with concrete proposals.

Item 8: Non-UNDP Funding

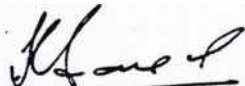
The importance of local funds being raised was emphasised while the Meeting was also informed about the efforts of the Headquarters in this regard. All the Centres agreed to explore the possibility of getting UNDP Res Reps on their Advisory Committees to help with non-UNDP Fund Raising on the patterns of what had been done by IOI South Pacific. The Committee was informed by Mr. Philip Reynolds of the possibility of utilising Mr. Ziad Shekadeh, SIFR Executive Secretary to help in bilateral funding.

Item 9: Private Sector, NGO's and others

The Meeting noted the steps taken by IOI India to hold a Seminar/Workshop for leaders in the private and public sectors and the manner in which they had managed to enlist the support of private industry in its endeavours. The Centres were requested to explore modalities of involving the private sector with the IOI System.

Item 10: Annual Workplans and Budgets 1993 and 1994

The Centres were requested to send their workplans for the remaining part of 1993 and for 1994, along with the international travel proposed, so that the same could be submitted to UNDP/OPS.


Dr. Krishan Saigal 6 Oct. 1994
Executive Director



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Attention: IOI
Cables: INTEROCEAN

7 October, 1993

Dear Board Member,

As desired by Prof. Borgese, I am enclosing a copy of a report of the fund raising activities in Japan in September 1993.

Copies of the Minutes of the Meeting of Representatives of the Operational Centres of IOI and of the Courses Development Committee held at Tokyo and Takaoka are enclosed for favour of information.

With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Minutes of the Courses Development Committee
held on
5 & 7th September, 1993
at
Tokyo and Takaoka, Japan.

Present (Tokyo on 5th September):

Prof. Elisabeth Mann Borgese, IOI Halifax
Dr. Anton Vratasa, Vice-President, IOI
Mr. Maxwell Bruce, Vice-Chairman, Planning Council IOI
Prof. N.V.C. Swamy, IOI India
Prof. V.S. Raju, IOI India
Dr. Kevin Aquilina, IOI Malta
Dr. Jeggan Senghor, IOI Senegal
Prof. Vijay Naidu, IOI South Pacific
Prof. E. Robin South, IOI South Pacific
Mr. Philip Reynolds, UNDP/DGIP
Ms. Chinwe Dike, UNDP/OPS
Dr. Krishan Saigal, Executive Director IOI

Present (Takaoka on 7th September):

Prof. Elisabeth Mann Borgese, IOI Halifax
Dr. Anton Vratasa, Vice-President, IOI
Mr. Maxwell Bruce, Vice-Chairman, Planning Council IOI
Prof. N.V.C. Swamy, IOI India
Prof. V.S. Raju, IOI India
Dr. Kevin Aquilina, IOI Malta
Dr. Jeggan Senghor, IOI Senegal
Prof. Vijay Naidu, IOI South Pacific
Prof. E. Robin South, IOI South Pacific
Mr. Philip Reynolds, UNDP/DGIP
Ms. Chinwe Dike, UNDP/OPS
Amb. Nicolas Salom, IOI Colombia
Dr. Garcia, IOI Colombia
Dr. Krishan Saigal, Executive Director IOI

Prof. Elisabeth Mann Borgese presided in both the meetings.

Item 1: Laying down the procedure by which courses and modules are approved.

The Meeting considered the documents circulated, including Appendix L of the UNDP Project Document and after discussion came to the following conclusions:

- (i) while the IOI courses conducted so far had proved their worth, with the expansion of its activities the IOI System had now to shift IOI courses from:
 - . centrally prepared to regionally prepared courses;
 - . instructor dependent to material dependent course;
 - . from ad hoc to systematically prepared courses;

. from unique courses to exchangeable course modules;

- (ii) while the systems approach to decentralise course development as exemplified by the TRAIN-X system was good, the IOI lacked the time and money to develop courses through a formal TRAIN-X Programme. The meeting came to the view that a good way would be for UNDP and IOI to organise a Workshop in Geneva from 22-26 November, 1993 where participants can be briefed on TRAIN-X and give their reactions (2 days) and receive preliminary training on accepted elements of TRAIN-X.

Item 2: Selecting Pedagogical Experts from Each Centre

It was decided that the following will attend the Geneva Workshop:

IOI Colombia	:	Dr. Garcia
IOI India	:	Prof. Swamy Prof. Raju
IOI Senegal	:	Dr. Philip Quarco
IOI South Pacific:		Prof. Robin South + 2 to 3 others
IOI Halifax	:	Prof. Elisabeth Mann Borgese
IOI Headquarters:		Dr. Krishan Saigal
UN DOALOS	:	Ms. Stella Vallego (to be funded by IOI)
UNDP/DGIP	:	Mr. Philip Reynolds.

Item 3: Consideration of Course Structures (Takaoka 7th September)

IOI Fiji presented 10 course proposals. Two were in collaboration with the Australian Maritime College, Tasmania and would go ahead with or without IOI. All were considered to be acceptable but priority might be set on the basis of the following criteria:

- perceived need in the IOI network and beyond;
- transferability;
- complementarity with existing IOI courses.

On this basis priority was given to the following Fiji proposals:

Course 4: Fisheries Economics and Management

5: Resource and Environmental Economics

7: Management of Coastal Fisheries

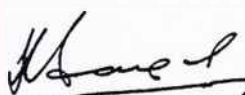
Number 5 was top priority. For numbers 4 and 7 there could be consultation with Mr. Rolf Willmann (FAO) and Chua Thia Eng (ICLARM). Mr. Philip Reynolds promised to establish contacts.

IOI Madras presented only one course (modified 10 week) for which they will use modules of 90 minutes presented through workshops, case studies, site visits and lectures.

IOI Senegal will send their training officer to Geneva in November and will develop a leadership workshop or alumni course within 6 months. In terms of organization, they will limit their core staff and will engage outside personnel for each course as is done for the Arusha, Tanzania based Eastern and Southern African Management Institute (ESAMI).

IOI Colombia has recently obtained collaboration with a well respected academic, Dr. Garcia, who will help Ambassador Salom choose and develop a course over the next 6 months.

Dr. Saigal agreed to pay special visits to the Senegal and Colombia Centres, if necessary.


Dr. Krishan Saigal
Executive Director

6 Oct, 1993

EMB

R 1314

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Meeting of Directors / Vice Chancellors

Tokyo - 5 September 1993

Notice of continuation of meeting

The Meeting started at the UN University of Tokyo on September 5 will continue on Tuesday, 7 September 1993 at 7:00 a.m. at the Rainbow Room, 14th floor, New Otani Hotel, Takaoka.

The proceedings will be followed by a meeting of the Courses Development Committee.

Breakfast will be provided during the meeting.

George Muscat
Deputy Director

6 September 1993

N.B. Please let me have, possibly today, your flight ticket so that a photocopy thereof may be made for UNDP purposes.



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Prof. Elisabeth Mann Borgese
International Ocean Institute
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
Canada B3H 3P7

31 January, 1994

Subject: Directors/Vice Chancellors meeting on 28 and 29 May, 1994

Dear Elisabeth,

The next meeting of Directors/VCs will be held at Barbados on 28 and 29 April, 1994. This is to enable the IOI to "present" itself to the UN Conference on Small Islands being held from 25 April onwards. The meeting of the Course Development Committee will also be held at the same time.

The agenda of the Directors/Vice Chancellors meeting would be:

1. Tripartite review of the UNDP Project by IOI/UNDP (OPS)/UNDP (DGIP) - Project Performance Evaluation Report or the PPER
2. Workplans, centre-wise for 1995
3. Research agenda centre-wise
4. Suggestions for consultancies
5. Any other matter

The agenda of the Course Development Committee would be:

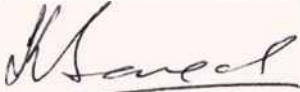
1. Consideration and approval of courses proposed to be conducted in 1994

2. Follow-up on Geneva Workshop
3. Reports on course modules prepared
4. Any other matter.

The PPER has to be sent to UNDP by 14 April, 1994. Progress reports on work done by the Centres should therefore reach headquarters by 15 March, 1994. Also notes on the other agenda items, including matters that the Centres would like to be taken up for consideration/approval.

With regards,

Yours sincerely,



Dr. Krishan Saigal
Executive Director

c.c. **Mr. Schutez-Mueller**
 Mr. Philip Reynolds

RECEIVED MAY 26 1994

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Prof. Elisabeth Mann Borgese
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Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

17 May, 1994

Subject: Informal Meeting of Representatives of IOI Operational
Centres at Barbados on 28 April, 1994 at 09.00 hrs.

Dear Prof. Mann Borgese,

Please find enclosed the minutes for the above mentioned meeting.

Yours sincerely,

Natasha Ralston
Secretary and Administrative Assistant

Enc.

**Informal Meeting of Representatives of
IOI Operational Centres at Barbados**

**on
28 April, 1994 at 09.00 hrs**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Prof. N.V.C. Swamy, IOI Madras
Prof. V.S. Raju, IOI Madras
Prof. E. Robin South, IOI South Pacific
M.Sc Lorena San Roman, UNA Costa Rica
M.Sc Alexandro Cuttiriez, UNA Costa Rica
Ms. Anita Coady, Editor Across the Oceans
Mr. Seremaia Kalokalo Tuqiri, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI

Prof. Elisabeth Mann Borgese took the chair.

Sustainability of Centres after 1996

There were extended discussions on this issue. The Meeting noted that:

- the UNDP Project would end in February 1996 for Madras and Fiji Centres and at a somewhat later date for the Costa Rica and Africa Centres;
- UNDP would have major funds to distribute under GEF II in the years 1994-96;
- IOI India could sustain the present tempo of activities after 1996 nationally because of a great need for training in Coastal Zone Management at both the Federal and State levels but that funds would be needed for international and regional activities for which external funding would be necessary;
- IOI South Pacific was facing a complex situation in that there were many agencies in the area and donors were insisting on a review with the intention of reducing the number of actors involved. Therefore IOI South Pacific had to have a clearly defined mission and niche;
- a Centre for Science and Technology is likely to come up in the South Pacific under the aegis of SPREP;
- the Universidad Nacional (UNA) where IOI Costa Rica was going to be located, had working arrangements with a number Central American Universities and NGOs in Costa Rica;
- there was growing competition to IOI from a burgeoning NGO community.

Inspite of all the above factors, however, the Meeting was happy to note that the Centres were optimistic of finding external sources of funding for IOI programmes which had a proven demand.

After considering everything the Meeting came to the following conclusions:

- the sustainability of IOI Centres would be dependent on their finding a distinguishable niche in the global marine affairs infrastructure;
- it was necessary for IOI to make its programmes cost-effective through development of transferable modules, insisting on sponsors paying airfares, holding national programmes where local governments paid local costs etc.;
- IOI needed to develop specialised programmes e.g. islands, environmental management;
- IOI needed to "market" itself at various fora like meetings of the Commission on Sustainable Development;
- IOI South Pacific should develop a role for itself in both the Marine Studies Unit of USP and the S & T Centre of SPREP;
- all Centres should have plans and programmes ready for discussion in the December meeting of Directors so that proposals could be got ready for submission for funding from GEF II.

Networking

The Meeting was informed that IOI was getting recognition as a premier training institution by various bodies. It had MOUs with UNU, Tokyo, ICPE, Ljubljana and IOC/UNESCO, Paris, while MOUs would soon be entered into with the University of Rhode Island and Dalhousie University. ESCAP had invited IOI to its meeting in New Delhi to be held in May while they were in Barbados on the invitation of the UN. University of Malta was in the process of establishing a Masters Course in Business Administration on Coastal Zone Management where the 8-week IOI course would act as an introductory programme. The Meeting was also informed of the twinning arrangements between USP Fiji and IIT Madras to run a joint B.Tech programme in engineering. The Meeting was of the view that collaboration between IIT Madras, USP Fiji and IOI Japan could be very fruitful for developing and expanding the IOI System in the Asia-Pacific Region.

Host institutions/IOI interactions

The Meeting noted that in some host institutions there was concern about IOI being a competitor. It was the view of the

Meeting that the IOI Centres should make it clear that their activities were supplementary to the activities of the hosts and not substitutive. Also it should be brought to the notice of the host institutions that IOI Centres, being members of an international network, had much to contribute to the host institutions e.g. twinning arrangements between IIT Madras and USP Fiji, the likely flow of \$ 10 million to the Marine Studies Unit of USP from Japan on the initiative of the Founder of IOI and UNDP etc.

World Oceans Commission

The Meeting was informed of the proposal for a World Oceans Commission (like the Brundtland Commission) composed of eminent persons like President Mario Soares of Portugal and for whom the IOI Centres would act as regional secretariats for arranging hearings, collecting material etc. An applicant for funding would be made and each regional centre would get \$ 30,000 as per proposed budget.

Duration of courses

The Meeting discussed about duration of courses and their location. The Meeting noted that:

- there were requests to IOI South Pacific from many governments for short and intensive 2-3 week courses on implications of the Law of the Sea Convention which would come into force from November, 1994;
- IOI Madras was holding a 5 week course in Coastal Zone Management as a sustainable process. This was a departure from the earlier 8-10 weeks programmes;
- the IOI Centres gave scholarships regionally but advertised their courses internationally;
- there was considerable interchange and interaction between IOI Centres: 2 faculty from IOI Madras went to Halifax and China, while 1 from IOI South Pacific is attending the Malta course on islands.

After discussing all aspects, the Meeting came to the following conclusions:

- there were differing views on whether 10 week courses could be reduced to 5 weeks without affecting the effectiveness of the course. One view was that the shorter course could not change mindsets, as was the objective of IOI courses, while the contrary view was that a short, intensive course if allied with adequate reading material would be as effective as a longer course as the learning would be partly in the classroom and partly at home. The Meeting decided to

await the feedback on the shorter course to be held at Madras;

- IOI South Pacific may respond to governments in the South Pacific and hold programmes in the island concerned with the government meeting the local costs with the IOI providing the training materials and the faculty.

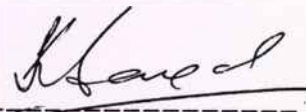
Alumni

The Executive Director requested help from the regional centres to update the alumni directory.

The meeting concluded with a vote of thanks to the chair.

13 May, 1994

Date



Dr. Krishan Saigal
Executive Director

11/03 84 10.10 FAX 7000 040002
*Elisabeth
For approval please
Krishan
11 May, 1994*

COPY

Informal Meeting of Representatives of
IOI Operational Centres at Barbados

on
28 April, 1994 at 09.00 hrs

Present:

- Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
- Prof. N.V.C. Swamy, IOI Madras
- Prof. V.S. Raju, IOI Madras
- Prof. E. Robin South, IOI South Pacific
- M.Sc Lorena San Roman, UNA Costa Rica
- M.Sc Alexandro Cuttiriez, UNA Costa Rica
- Ms. Anita Coady, Editor Across the Oceans
- Mr. Seremaia Kalokalo Tuqiri, IOI South Pacific
- Dr. Krishan Saigal, Executive Director, IOI

Prof. Elisabeth Mann Borgese took the chair.

Sustainability of Centres after 1996

There were extended discussions on this issue. The Meeting noted that:

all this is true, but I think all Centres indicated that external funding could be found. - as if now needs, it might worry Phil.

- the UNDP Project would end in February 1996 for Madras and Fiji Centres and at a somewhat later date for the Costa Rica and Africa Centres;
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- a Centre for Science and Technology is likely to come up in the South Pacific under the aegis of SPREP;
- there was growing competition to IOI from a burgeoning NGO community.

After considering everything the Meeting came to the following conclusions:

- financing*
- the sustainability of IOI Centres would be dependent on their financing a distinguishable niche in the global marine affairs infrastructure;
 - it was necessary for IOI to make its programmes cost-effective through development of transferable modules, insisting on sponsors paying airfares, holding national programmes where local governments paid local costs etc.;
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After discussing all aspects, the Meeting came to the following conclusions:

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EMB -- I fail to understand how based on the history of courses in Madras, and complaints by Alumni, it can be used as an institute wide example and adjust training programmes

- IOI South Pacific may respond to governments in the South Pacific and hold programmes in the island concerned with the government meeting the local costs with the IOI providing the training materials and the faculty.

Alumni

The Executive Director requested help from the regional centres to update the alumni directory.

The meeting concluded with a vote of thanks to the chair.

Date

Dr. Krishan Saigal
Executive Director

**Third Meeting of Representatives of the
Operational Centres of IOI held at
Barbados
on
28 and 29 April, 1994**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Amb. Bhagwat Singh, Governing Board, IOI
Mr. Philip Reynolds, DGIP, UNDP, New York
Prof. N.V.C. Swamy, IOI Madras
Prof. V.S. Raju, IOI Madras
Prof. E. Robin South, IOI South Pacific
M.Sc Lorena San Roman, UNA Costa Rica
M.Sc Alexandro Cuttiriez, UNA Costa Rica
Ms. Anita Coady, Editor Across the Oceans
Mr. Seremaia Kalokalo Tuqiri, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of Agenda

The circulated agenda was adopted.

**Item 2: Tripartite review of the UNDP Project by IOI/UNDP
(OPS)/UNDP (DGIP) - Project Performance Evaluation
Report or the PPER**

The Committee had before it the Project Performance Evaluation Report (PPER) prepared by the Executive Director, IOI and covering the period 28 January, 1992 to 31 March, 1994. This covered both the Preparatory Phase (28 January, 1992- 31 August, 1993) and the Project Phase (1 September, 1993-31 March, 1994).

The Committee noted that it was required to assess and evaluate the progress of research, policy and training objectives, networking and achievement of Project objectives and outputs.

There was wideranging discussion on all the issues and a number of questions were asked by the UNDP representative especially with regard to the shortfall in courses and outputs compared to what was outlined in the Project Document.

The conclusions and recommendations of the Committee are as below:

Preparatory Phase

It was the view of the Committee that the Preparatory Phase had produced mixed results. While some of the expected outputs like finalising agreements with the host governments and institutions, of appointing centre directors for the four centres etc. had been achieved, the finalised multi-year plans for IOI Latin American

and IOI Africa as finalised had not been to the satisfaction of UNDP. So in the contract entered into between UNDP and IOI, flow of funds to the operational centres in India and South Pacific started from 1 September, 1993 while funds for IOI Latin American and IOI Africa were contingent on UNDP approving their revised work plans.

The Preparatory Phase, which was delayed, however resulted in syllabi being developed for two courses, namely, coastal zone management as a sustainable process and coastal zone management with focus on small islands. These have been thereafter conducted and are in the process of validation.

Workplans for IOI Latin America and IOI Africa

The Committee went into the draft workplan of IOI Costa Rica as presented by the representatives of the Universidad Nacional (UNA) and was of the view that the workplan needed to be firmed up by the Executive Director who was visiting Costa Rica soon especially regarding:

- Spanish course development work, its elements and time scheduling;
- the specific courses proposed to be run by IOI Costa Rica with scheduling year-wise, outputs by trainee-weeks etc.

The Committee also noted that the Executive Director would be visiting Dakar to revise and firm up the Work Plan for IOI Africa so as to lead to sustainability. In case this was not possible, he would explore other candidate sites like Abidjan in the Cote d'Ivoire.

Networking

The Committee noted that the outputs and objectives regarding networking as per the Project Document had, by and large, been achieved. There had been two meetings of directors/vice chancellors, one meeting of the courses development committee, dissemination of an alumni directory, issue of the quarterly newsletter, issue of PR brochures, and the development of software by IOI/IIT Madras by which the libraries of the IOI System can be linked by E-Mail.

The Committee further noted that there had been MOUs/networking arrangements with the University of Rhode Island, ICPE Ljubljana, IOC/UNESCO, Paris and UNU, Tokyo. There had also been twinning between IIT Madras and USP South Pacific regarding grant of B Tech degrees. These outputs are a spin-off of the activities of IOI regarding programme development and were not an expected output as per the Project Document.

Links with UNDP/UNEP

The Committee noted that links with UNDP were both close and interactive. UNDP representatives from headquarters attended the six monthly Directors and VC's meeting while UNDP Res Reps in Fiji, India and Costa Rica were closely involved at the regional level.

The Committee noted the need to link up the Centres with UNEP's Regional Seas Programme and was of the view that steps needed to be taken in this regard.

Non-UNDP financial support

The Committee noted that there had been significant progress in attracting new sources of funding: from Japan, Australia, India, France and some South Pacific organisations. Sasakawa Foundation had funded a programme in China in 1993 and may fund two in 1994 - in Fiji and Madras. The Government of India is funding a course for policy makers and the Government of Malaysia an advanced course for alumni and others. In the South Pacific, WPFCC, a regional organisation and the Government of France are contributing about \$ 50,000 to a customary tenure workshop, while AIDAB is considering funding a course on Ports and Shipping in collaboration with the Australian Maritime College, Tasmania.

The Committee further noted that due to the efforts of the Honorary Chairman of IOI, and UNDP/DGIP the Ocean Resources Programme of the university of South Pacific was likely to get US\$ 10 million from Japan. This would considerably aid IOI South Pacific by augmenting the infrastructure likely to be available to it.

Programme Development

The Committee was informed that there was a growing demand for more IOI Centres. IOI Japan was likely to be in place by the end of 1994 as was the case with IOI China. Both would be locally funded. For the Arabic speaking areas IOI Qatar was in the process of being established with all costs to be met by the Government of Qatar. During the recently concluded leaders workshop in Addis Ababa, there was a demand for three centres for languages other than French, namely, Arabic, Portugese and English. The feasibility for setting up these centres would be explored by IOI in association with UNECA. The initial responses from the Government of Kenya (English centre) and Oporto University (Portugese centre) have been positive.

TRAINING PROGRAMME

The Committee noted that the strategic approach as outlined in the Project Document was to improve the ability of developing countries to manage their ocean resources within the context of

sustainable development. This was to be done by the operational centres serving as vehicles for focusing attention on emerging issues, providing training on the management of the coastal zone and the exclusive economic zone and initiating research programmes to deal with local/regional concerns. This was to be achieved by revising and updating the existing programmes of IOI, as well as developing new ones, to bring them in line with the latest developments in instruction technologies and to developing new courses for planners, policy makers, leaders, IOI alumni and small islands.

The Committee further noted that the main instrumentalities to keep the programme on course are:

- meetings of the courses development committee;
- training of course developers;
- training of trainers;
- evaluation to ensure quality.

Instrumentalities

The Committee noted with satisfaction that the meetings of the courses development committee (which included UNDP representatives) had done a good job of keeping the courses on track. 9 course developers from IOI had been sensitised to the TRAIN-X System in a one week's workshop conducted by Mr. Michel Couroux of UNCTAD and a noted expert on the TRAIN-X System. IOI was also going to be an integral link in the TRAIN SEA COAST System now under development. And during 1993, two trainers (IOI India) went through the training of trainers programme and they along with the 9 course developers would provide a good base for expanding the trainers network of IOI and for linking it with TRAIN SEA COAST.

The Committee was informed by the UNDP representative that a TRAIN-SEA COAST meeting would be held in New York in June and a two-week TRAIN-SEA COAST Workshop for trainers would be held in September. The Committee was of the view that one trainer from each centre should attend the TRAIN-SEA COAST Workshop.

The Committee further noted that the present evaluation system of IOI was composed of three elements, namely,

- feedback from participants;
- feedback from the Course Director and the faculty of the programme;
- internal evaluation by the Honorary Chairman and Executive Director.

The Committee was of the view that the evaluation needed to be supplemented by evaluations by experts external to the IOI System as that would add to the conduct and credibility of the courses. In this context the Committee welcomed the suggestion of the UNDP representative to have an independent evaluation of the Project in early 1995.

Revision of IOI courses and new courses

The Committee noted that the following training programmes were conducted in 1993/1994:

Name of course	Conducted by whom and when	Revised/New	Participants
Alumni Refresher	IOI Madras 4-7 March, 1993	New	23
Coastal Zone Management as a Sustainable Process	IOI Madras 11 Oct-17 Dec., 1993	Revised C	18
For Managers and Planners of the Enterprise	IOI HQ 04 Oct-05 Nov., 1993	Revised A	13
Leaders Sensitising Workshop	IOI South Pac. 17 Nov., 1993	New	18
Leaders Sensitising Seminar	IOI HQ/UNECA 18 Mar-02 April., 1994	New	49

The Committee further noted that the following new courses were to be held in 1994:

- coastal zone management: focus on small islands (IOI Malta) - 18 April-10 June, 1994;
- course for policy makers (IOI Madras) - 1 week

The Committee was informed that the course for planners on EEZ and coastal management would be developed in consultation with IOI Africa and would be conducted in 1994/1995 depending on the scheduling.

Training outputs

The Committee noted that the position regarding projected training outputs and requirements of funds, and actual achievements were as below:

Trainee Outputs and Budgeted Funds - 1993

Centre	Project document (6 mos.)		Actual achievement (4 mos.)	
	Funds budgeted (\$)	Projected Output (trainee weeks)	Funds expended (\$)	Output (trainee weeks)
South Pacific	50,000	25	24,301	13 (1)
Caribbean	50,000	100	-	-
Indian Ocean	76,000	242	71,436	203 (2)
Africa	-	-	-	-

Notes:

- (1) 17 trainees in a one-day seminar (3 t.w.)
1 trainee trained in IOI Madras CZM course for 10 weeks (10 t.w)
- (2) 18 trainees in a 10-week CZM course (180 t.w.)
23 trainees in a 1-week alumni course (23 t.w.)

The Committee noted that the shortfall in trainee output and courses was due to:

- delay of 2 months in starting the project by 2 months;
- cancellation of a leaders programme by IOI Madras due to the untimely death of Chief Minister of Gujrat, a State in India.

The Committee further noted that the funds actually expended were lower than originally budgeted. Also 65 trainee weeks were accounted by the training programme for planners and managers of the Enterprise held in China in October-November, 1993.

Item 3: Workplans, centre-wise for 1995

The Committee had before it the Work Plan for IOI South Pacific for 1995. After considering and reviewing the Work Plan, the Committee recommended that IOI South Pacific augment its course development activity by taking up some more courses for development. The Committee was of the view that all Work Plans for 1995 should be finalised by October 1994 and should give details, inter alia, of name of the course, number of participants, duration of course, where it would be held, percentage overhead, if any, how it made for future self sufficiency and sustainability etc.

The Committee noted that IOI Madras would be submitting its Work Plan for 1995 shortly while the Costa Rica and Africa Work Plans would also be finalised soon.

The Committee also approved the collaboration of IOI South Pacific with the Women and Fisheries Network, an NGO located in Fiji and was of the view that joint research projects with the Women and Fisheries Network could be worked out and submitted for funding to various donors.

Item 4: Development of research programmes

The Committee noted that though a preliminary survey of research possibilities had been made more work needed to be done to link up the IOI research proposals with ongoing regional research so as to avoid duplication. The Committee was of the view that research proposals should be got ready by October, 1994 by all the centres so that they could be considered at its next meeting.

Item 5: Suggestions for consultancies

There was detailed discussion on this issues. The general consensus was that:

- the term "consultancy" was inappropriate and should be replaced by the term "professional services";
- it should be made clear to the host institution that the IOI Centre was not in competition with it.

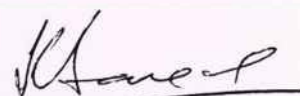
The Committee came to the following conclusions:

- the term "professional services" to be offered by IOI Centres should be confined to the strengths of IOI in the fields of policy research, policy advice, training of multi-disciplinary and heterogenous groups, sensitisation of policy makers etc.;
- the host institution/government should, as far as possible, be associated in the proposed activity;
- the "professional service" should be harmonised with the host institutes activities so as to be complementary and supplemental and not substitutive.

Item 6: World Commission for the Oceans

The Honorary Chairman informed the Committee of the proposal for a World Commission for the Oceans. The IOI Regional Centres would be expected to act as Secretariats for the World Commission for the Oceans for their respective regions.

The meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director

Second Meeting of the Courses Development Committee
held at Barbados
on
29 April, 1994

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Amb. Bhagwat Singh, Governing Board, IOI
Mr. Philip Reynolds, DGIP, UNDP, New York
Prof. N.V.C. Swamy, IOI Madras
Prof. V.S. Raju, IOI Madras
Prof. E. Robin South, IOI South Pacific
M.Sc Lorena San Roman, UNA Costa Rica
M.Sc Alexandro Cuttiriez, UNA Costa Rica
Ms. Anita Coady, Editor Across the Oceans
Mr. Seremaia Kalokalo Tuqiri, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of Agenda

The circulated agenda was adopted.

Item 2: Consideration and approval of courses proposed to be conducted in 1994

The Committee noted that the following courses were proposed to be conducted in 1994.

Name of Course	Where to be held	Duration	No of participants	Source of funding
1. Coastal Zone Management as a sustainable process	Madras	5 weeks	20	UNDP
2. For Managers, Policy and Project Planners of the Enterprise	Madras	5 weeks	15	Sasakawa Foundation

Name of course	Where to be held	Duration	No. of participants	Source of funding
3. Coastal Zone Management as a sustainable process	Madras	8-10 weeks	20	UNDP
4. Alumni Refresher	Kuala Lumpur	1 week	20-25	Government of Malaysia
5. For Policy Makers	Madras	1 week	20-25	Government of India
6. Customary Tenure Workshop	Suva	2 weeks	20	UNDP, WPFCC and SPREP
7. Coastal Fisheries	Suva	5 weeks	20	UNDP and Sasakawa
8. EEZ-Sustainable Development	Halifax	10 weeks	20	CIDA and others

The Committee noted that courses for Costa Rica and Africa were not included in the above list as their Work Plans had not yet been firmed up and accepted by UNDP.

The Committee noted that IOI Madras had both a 8-10 week and a 5-week programme on coastal zone management. The Committee looked at the 5-week programme as an experimental measure whose success would have to be judged by the extent to which it achieved its objectives. A view as expressed that if the 5-week programme was not to be too much diluted, then plenty of reading materials should be handed out to the participants so that they could complete the learning process later on in their own countries.

The Committee approved the idea of some external evaluation system for the courses.

Item 3 & 4: Follow up on Geneva workshop and reports on course modules prepared

The Committee had before it the course materials from IOI South Pacific and a report on how the course material for the IOI Madras 5-week course was being got ready.

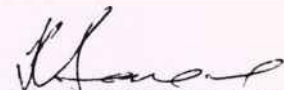
Regarding the course material of IOI South Pacific, the Committee was satisfied with the material, but felt that in view of the plan to network and exchange courses with other centres, the present materials were too strongly focussed on the South Pacific. For purposes of exchange and networking, it would be better to have region-specific sections developed in a manner that are separate from the main course, so that these sections can be readily substituted for other region-specific material.

There was discussion on methodologies employed in course preparation. IOI-Madras is using a team approach and has a considerable number of lectures involved. Summaries of lectures from their Coastal Management course were provided for information. IOI South Pacific, on the other hand, has a much smaller pool to draw from. The Committee was of the view that they would like to wait for the course materials before reaching any conclusions in the matter. Also evaluation of courses should include interchange between centres, and the idea of a pedagogical evaluator to review courses should be tried out.

In discussion of the TRAIN-X system and its applicability to IOI courses, the Committee was of the view that while in general the system has a number of advantages, but disadvantages included the fact that TRAIN-X was too detailed and designed for homogeneous groups, whereas most IOI courses were offered to heterogeneous groups. In addition, it was felt that the Mastery test in its present form was unsuitable for IOI courses. The Committee noted that streamlining and simplification of the TRAIN-X system was under way, and centres were asked to provide UNDP with comments and feed-back so that these could be considered in the simplification process.

The Committee was further of the view that the Distance Learning expertise of USP needed to be transferred to the other centres.

The meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director

INTERNATIONAL OCEAN INSTITUTE

Second Meeting of Courses Development Committee
on
29 April, 1994
at
Barbados

AGENDA

- Item 1: Adoption of Agenda
- Item 2: Consideration and approval of courses proposed to be conducted in 1994
- Item 3: Follow-up on Geneva Workshop
- Item 4: Reports on course modules prepared
- Item 5: Any other matter with permission of the Chair

INTERNATIONAL OCEAN INSTITUTE

Third Meeting of the Representatives
of
The Operational Centres of IOI
on
28 and 29 April, 1994
at
Barbados

AGENDA

- Item 1: Adoption of Agenda
- Item 2: Tripartite review of the UNDP Project by IOI/UNDP (OPS)/UNDP (DGIP) - Project Performance Evaluation Report or the PPER
- Item 3: Workplans, centre-wise for 1995
- Item 4: Research agenda centre-wise
- Item 5: Suggestions for consultancies
- Item 6: Any other matter with permission of the Chair

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Attention: IOI
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Prof. Elisabeth Mann Borgese
International Ocean Institute
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

08 June, 1994

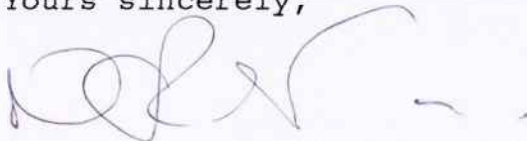
Subject: Third Meeting of Representatives of the Operational
Centres at Barbados on 28 and 29 April, 1994.

Second Meeting of the Courses Development Committee
Meeting at Barbados on 29 April, 1994.

Dear Prof. Mann Borgese,

Please find enclosed the minutes for the above mentioned
meetings.

Yours sincerely,



Natasha Ralston
Secretary and Administrative Assistant

Enc.



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Prof. Elisabeth Mann Borgese
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RECEIVED NOV 17 1994

9 November, 1994

My dear Elisabeth,

I am enclosing herewith the papers for the Directors Meeting and the Meeting of the Courses Development Committee to be held in Madras on 3 and 4 December, 1994.

Hoping to see you in Madras.

With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Enc.



Dalhousie University

International Ocean Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Krishan Saigal
FAX No: 356 346 502

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

Date: 16 December, 1994

Subject: Minutes

Dear Krishan,

here are my observations:

COURSES DEVELOPMENT COMMITTEE

P. 2., the para. starting "after considering..." I suggest as follows:

After considering all the pros and cons of the issue, the Committee decided that the 2-week core should be considered the highest common denominator and included in every IOI course of 2 weeks or more. However, the time actually devoted to the core reader in a course would vary according to circumstances. Two introductory lectures might suffice, after which the basic reader should be given to the participants for self-study. This would apply, in particular, to courses of two weeks or less. It would be important to train lecturers who could give introductory, broadly interdisciplinary lectures.

REPRESENTATIVES OF OPERATIONAL CENTRES

P. 5 arrived mutilated. It starts with the line

"achieved. There had been three meetings of Directors/Vice"

Something must be missing just before that!

p.6 "para. on "Programme Development, second line. IOIs should not have an apostrophe (although the plural of IOI is a little strange in any case).

Last line of that same para.: Is it clear that Oporto University is in Portugal, but that the Portuguese speaking operational centre would be in Africa?

p.7. "Instrumentalities", line 7, TRAIN SEA COAST is without hyphens; in the next para., there is a hyphen. Should be consistent.

p.9, last 3 para.s: I would simplify and make it less controversial. Phil thinks that it is already quite clear to everybody what a TRAIN SEA COAST course is! and that we don't need any more clarity! I would suggest:

- IOI/TRAIN SEA COAST courses would have to conform to the IOI "philosophy of multidisciplinaryity.
- Operational Centres should send their proposals to Headquarters for advice and consent;
- In the meantime, IOI Centres would send persons to the TRAIN SEA COAST workshop in January.

I notice that under "Workplan centre-wise for 1995 (p.1) You don't mention the Halifax work plan which I drew up obediently for you. Since it was distributed, and given the impassioned laudatio by Vratusa, I think it might have been mentioned. His main point, right or wrong, was that it is only Halifax that really does policy research.

But if you have any reason for excluding it -- I see that you exclude Malta as well -- that is o.k. with me too!

That is it. I think everything else is just fine.

Love,

Elizabeth



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TELEFAX TRANSMISSION

Date: 03.10.94 No. of Pages: 1

To: Prof. Elisabeth Mann Borgese
IOI Halifax, Nova Scotia Fax: +1 (902) 494 2034

From: International Ocean Institute
HQ Malta Fax: +356 (-) 346 502

Dear Elisabeth

The Directors Meeting and the Courses Development Committee would be held in Madras on 3 and 4 December.

The agenda of the meeting of representatives of Centres would be:

1. Workplan centre-wise for 1995.
2. Research agenda centre-wise.
3. Suggestions for professional services.
4. Suggestions for funding from the second tranche of GEF (for Madras and South Pacific).
5. Any other matters.

The agenda for the Courses Development Committee would be:

1. Consideration of introduction of a 2-week basic reader (already circulated) in all IOI programmes.
2. Consideration and approval of courses proposed to be seen in 1995.
3. Report on course modules prepared (South Pacific and India.)
4. Consideration of course modules proposed to be developed (Senegal and Costa Rica).
5. Any other matters.

Could you please send me notes on all agenda items concerning you (plus anything else you want considered) by 21 October, 1994 so that I can send the consolidated agenda to everyone by the end of October.

Regards,

Yours sincerely


Dr. Krishan Saigal

Third Meeting of the Courses Development Committee
of the International Ocean Institute
held at Madras

on
3 and 4 December, 1994

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Dr. Anton Vratasa, Vice President, IOI
Mr. Maxwell Bruce, Acting Chairman, Planning Council, IOI
Amb. Bhagwat Singh, Governing Board, IOI
Mr. Philip Reynolds, DGIP, UNDP, New York
Ms. S.M. Vallejo, UNDOALOS, New York
Prof. N.V.C. Swamy, IOI Madras
Prof. V.S. Raju, IOI Madras
Dr. Hou Wenfeng, IOI China
MSc Lorena San Roman, IOI Costa Rica
MSc Alexandro Guttierrez, IOI Costa Rica
Dr. Tsutomu Fuse, IOI Japan
Dr. Diafara Toure, IOI Senegal
Prof. Robin South, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI

Also Present:

Ms. Anita Coady, Editor Across the Oceans
Prof. Rajagopalan, IOI Madras
Prof. S.P. Subramanian, IOI Madras
Prof. J.S. Mani, IOI Madras
Ms. Margaret Wood, IOI Halifax
Mr. Seremaia Kalokalo, IOI South Pacific

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of Agenda

The circulated agenda was adopted.

Item 2: Consideration of introduction of a 2-week basic reader
for all IOI programmes of 2 weeks duration or more

The Committee noted that there had been a quantum jump in the activities of IOI all over the world through a networking system where a lot of autonomy was being given to the regional centres. Network management is, by its very nature, dependent on information dissemination, the establishment of linkages and the laying down of a strategic policy.

It was in the above context that the Committee considered the proposal that any course with a duration of 2 weeks or more must include a basic multi-disciplinary input as per the circulated 2-week reader (Appendix 1) if it was to be certified as an IOI course.

The Committee deliberated on the proposal at great length and during discussions the following points were made:

- while in principle there was a great deal to be said about integrating the various IOI courses through inclusion of a core syllabus, in implementing the proposal, however, some difficulties may arise in the case of courses of, say three weeks or less;
- there was also the problem of how to include the multidisciplinary philosophy of IOI in courses of less than 2 weeks;
- the time given for case studies (2 sessions) was too short. In this connection it was clarified that the basic reader only laid down a minimum and the centres could give more time to any of the areas mentioned;
- it was noted that IOI Senegal was running the 2-week reader as a full course for 10 days.

After considering all the pros and cons of the issue, the Committee decided that the 2-week core should be considered the highest common denominator and included in every IOI course of 2 weeks or more. However, the time actually devoted to the core reader in a course would vary according to circumstances. Two introductory lectures might suffice, after which the basic reader should be given to the participants for self-study. This would apply, in particular, to courses of two weeks or less. It would be important to train lecturers who could give introductory, broadly interdisciplinary lectures.

Item 3: Consideration and approval of courses proposed to be run in 1995

IOI Madras

The Committee had before it an agenda note submitted by IOI Madras which stated that the following courses were proposed to be conducted by it in 1995.

SI.No.	Name of Course	Duration
1	Coastal Zone Management - India only	4 weeks
2	Coastal Zone Management as a Sustainable Process - regional	7 weeks
3	Coastal Zone Management as a Sustainable Process - regional	8 weeks
4	Course for policy makers - India	1 week
5	Advanced Alumni - India and regional (2 courses)	1 week

In the note IOI Madras explained that they had arrived at the syllabi of the courses proposed for 1995 on the basis of experience gained by them in 1993 and 1994 on courses of 10-, 5- and 9- weeks (really 8-weeks because 1-week was for attending PIM XXII) conducted by them. The break-up of courses input-wise was as below.

INTERNATIONAL OCEAN INSTITUTE, OPERATIONAL CENTRE, INDIA

	Weeks of training programme in units of 1 1/2 hours each					
	10	5	9	4	7	8
INPUTS BY RESOURCE PERSONS						
* Lectures	110	52	76	37	66	75
* Case Studies	5	4	4	5	4	5
* Simulation	5	2	2	2	2	2
Total	120	58	82	44	72	82
INPUTS BY PARTICIPANTS						
* Group discussions, weekly reviews	30	14	30	12	24	28
* Country reports	9	6	7	-	8	8
* Research reports	-	8	7	6	8	8
* Feed back	1	2	2	2	2	2
Total	40	30	46	20	42	46
FIELD VISITS						
Total	40	12	36	6	26	32
Grand total	200	100	160	80	140	160

The breakup of the courses theme-wise is as below.

INTERNATIONAL OCEAN INSTITUTE, OPERATIONAL CENTRE, INDIA
 TRAINING COURSE ON COASTAL ZONE MANAGEMENT (CZM) AS A
 SUSTAINABLE PROCESS

THEME AND TITLE	Weeks of training programme in units of 1 1/2 hours each				
	5	9	4	7	8
0: Introductory lectures on coastal zone management, group discussions and aspects related to spoken communication are organised in the introductory theme	6	6	3	5	5
1: Contemporary concept of development and the law of the sea convention	7	7	8	8	8
2A: The oceans: oceanography, the sea-air interface with emphasis on coastal zone	10	14	7	10	14
2B: Coastal ecology, pollution and environmental impact assessment	3	16	-	12	16
3: Managerial process, structure and strategy: application to coastal zone activities	6	9	6	9	9
4: Management of coastal zone activities - utilization of living resources	8	9	6	6	8
5: Management of coastal zone activities utilization of non-living resources	6	7	5	7	7
6: Infra-structure development of coastal zone and management of ports, harbours, transport network and tourism	7	7	5	9	9
7: Sustainable development of the coastal zone	5	7	4	6	6
TOTAL	58	82	44	72	82

For the year 1995 IOI Madras proposes to repeat a programme of 8-weeks and also to run a programme of 7-weeks which they think could be fitted into the new requirement. At the same time, IOI Madras also proposes to run a 4-week programme for personnel from the States of the Indian Union and this has been done by reducing field visits, inputs by participants and some of the lectures as compared to the 5-week programme. In the introductory lectures, the 2 units devoted in the 5-week course on teaching of English are being eliminated while 23 units are being reduced in theme 2A & 2B because of the jurisdiction of the States of the Indian Union does not cover the total coastal ecology, their jurisdiction being limited by the extent of the territorial sea. The way all the units are divided can be seen in the details of the 4-week course already given in the table above.

Syllabi for the 4, 7 and 8 week courses are at Appendices 2, 3 and 4.

Syllabi for the 1-week policy makers programme and the two 1-week alumni programmes (which will be adapted from the course conducted in Malaysia) are at Appendices 5 and 6. The policy-makers programme has been approved by the Government of India for their senior officers while the alumni courses would be adaptations of the Malaysia programme which had been a great success.

The UNDP representative informed the Committee that in the UNEP concept the coastal zone was taken to be the land area from the watershed to the coast while the sea area was to be up to the limits of national jurisdiction, i.e., up to the outer limits of the Exclusive Economic Zone. GEF came into the picture when a number of countries took up a programme as that would take the programme into the domain of international waters, which was one of the elements of GEF.

The Committee expressed its gratefulness to the representative of UNDP for the information and desired that:

- all Centres should follow the UNEP concept of coastal zone;
- IOI should get in touch with OCA/PAC of UNEP so that IOIs courses could be integrated into various regional seas programmes of UNEP and thus qualify for funding from the second tranche of GEF.

The Committee noted that IOI Madras had gone about developing its syllabi in a systematic way and suggested the programmes next year should be of 7-weeks and 6 1/2 weeks respectively instead of 7- and 8- weeks. The Committee also noted that all the elements of the core syllabus were included in the three programmes.

Subject to the above the Committee approved the proposals of IOI Madras.

IOI South Pacific

The Director IOI South Pacific made an oral presentation and requested approval for the following courses:

SI.No.	Name of course	Duration	When to be held
1	Ports and shipping	5 weeks	June-July, 1995
2	Resource & Environmental Economics	5 weeks	July-August, 1995
3	Coastal Fisheries Management and Development	5 weeks	October-November, 1995
4	Corraline Workshop	1 week	December, 1995
5	Leaders Seminar, Port Moresby, Papua New Guinea	2 days	September, 1995
6	Alumni Refresher Course	1 week	August, 1995

Of the above courses, the course on Ports & Shipping and the Coralline Workshop would not be classified as IOI Courses as they were being funded by other sources (AIDAB and the Government of France). The Committee had no objection to the above programmes being run by IOI South Pacific and raising funds for the same. The Committee requested IOI South Pacific to circulate the course syllabus to all IOI Centres as the other Centres might like to pick up some units/modules of these courses/workshops.

Director IOI South Pacific stated that he had not circulated the course syllabi for the other two courses as they had been circulated at Barbados. The Committee approved the two courses subject to the 2-week basic core reader being included in the syllabi or Director IOI South Pacific approaching the Committee for relaxation in case he felt that was necessary. The syllabi needed to be circulated to all IOI Centres for information.

IOI Senegal

The Committee had before it the syllabus of a 2-week leadership workshop and a 8-week course on planning and management of coastal zones. It was suggested to IOI Senegal by the Committee to collaborate with the UNEP Regional Seas Programme for W. Africa in running its training programmes. The Committee noted that IOI Senegal wanted to send 3 persons to the TRAIN-SEACOAST

Seminar in January 1995 and that UNDP would pay for 1 person, IOI HQ for another and IOI Senegal for the third.

After discussion, the Committee approved the 2-week leadership workshop. The Committee was of the view that the results of the 2-week workshop should be made available to it at its next meeting when it would consider the 8-week course.

IOI Costa Rica

The representatives of IOI Costa Rica wanted some more time to consider the impact of the decision taken by the Committee on the 2-week core reader. They wanted to hold a Seminar where they wanted the representatives of IOI HQ to be present so that a bigger matrix of resource persons could be established for conducting the multidisciplinary courses as required by IOI. In the meantime they wanted the Committee to approve the 2-day leaders workshop. The Committee noted that the 2-day leadership workshop would constitute a good beginning for IOI Costa Rica and approved it.

Item 4: Report of course modules prepared - Madras and South Pacific

IOI Madras

The Committee had before it the following documents:

- Activity Report of the Course Development Group
- Training Course Material, Vol. I
- Training Course Material, Vol. II
- Training Course Material, Vol. III

Introducing the documents, Director IOI Madras said that through the interactions in the Course Development Group and the preparation of lecture and module abstracts IOI Madras had been able to integrate the different lectures thereby reducing overlap. Through feedbacks from the participants and faculty they had also been able to locate deficiencies in the course structure, one such omission in earlier programmes being the management of ecosystems. The Training Course Material represented areas where IOI Madras had strengths and excluded lecture materials where there were lecturers from outside IIT as not much pressure could be put on non-IIT lecturers. For materials not within the strengths of IIT, IOI Madras would depend on other IOI Centres. IOI Madras would welcome comments on the subject matter from other IOI Centres and then would revise the training materials.

The Committee noted that:

- the Course Development Group idea was good and could be considered for adoption by other Centres;
- IOI Madras had been able to eliminate overlap and duplication;
- EEZ management was not included in IOI Madras courses and for this they could integrate material from IOI Halifax and others;
- the training materials of IOI Madras were not in TRAIN-X format.

The Committee requested all Centres to give their comments to IOI Madras, with copy to headquarters, so that the matter could be considered in the next meeting of the Committee.

IOI South Pacific

The Committee had before it the following documents:

- Management and Development of Coastal Fisheries in the Tropics - Module 1: Coastal Fisheries Environment of the Tropics - the Students Manual;
- Coastal Fisheries Environment of the Tropics - Instructor's Manual;
- Management and Development of Coastal Fisheries - Course Manual;

Introducing the subject, Director IOI South Pacific said that all the material was on compact discs and was prepared systematically based on the TRAIN-X methodology. It included matters relatable to fisheries, management strategies and sustainable development. Transparencies were also available.

The Committee noted that:

- the material was prepared in accordance with the TRAIN-X format.
- it included both the students manual and the instructors manual.

Since time was too short to consider the materials, the Committee requested all Centres to send their comments to IOI South Pacific, with copy to headquarters, so that it could be discussed in its next meeting.

Item 5: Consideration of Course Modules Proposed to be Developed: Costa Rica and Senegal

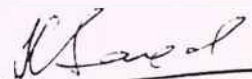
IOI Costa Rica

The representatives of IOI Costa Rica stated that they would put up their proposals in the next meeting.

IOI Senegal

Director IOI Senegal stated that he wanted to adapt the course materials produced by IOI Madras and IOI Senegal in French. This was approved by the Committee.

The Committee concluded its deliberations with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director

WEEK 1:

MONDAY	
Session 1	Opening Ceremony
Session 2	Introduction: CZM, EEZ, sustainable development; the concepts, problems, opportunities and need.
Session 3	The systems approach to CZM and EEZ management: the interactions of the ecosystem, the societal system and the management and governance systems.
Session 4	The UN Convention on the Law of the Sea: <ul style="list-style-type: none"> . background; main features; interests of the developing countries, including landlocked states and small island states;
TUESDAY	
Session 1	The UN Convention on the Law of the Sea: <ul style="list-style-type: none"> . developments in the Law of the Sea: 1983-94, including the outcome of the UN Secretary-General's informal consultations concerning seabed mining, 1990-94; . follow-up of the entry into force of the Convention on 16 November 1994: problems and prospects.
Session 2	UNCED 1992 and follow-up: <ul style="list-style-type: none"> . impact on UNCLOS: sustainable ocean management; Chapter 17 of Agenda 21, and its seven programmes of action; monitoring and review. . developments in, and outcome of, international conferences on fisheries (straddling fish stocks, highly migratory fish stocks), small island developing states (SIDS), coastal zone management, and marine environment protection (1993-95);
Session 3	UNCED 1992 and follow-up: <ul style="list-style-type: none"> . integration of UN system's implementation of Agenda 21 programmes; . regional cooperation and participative approach: role of women, youth, indigenous people, local communities, and NGOs.

Session 4	The changing international system: economically, politically and technologically.
WEDNESDAY	
Session 1	The new industrial revolution and high technology and its impacts on management, economics and society.
Session 2	The new economics including accounting methods for integrating GNP and ecology.
Session 3 & 4	Introduction to oceanography: <ul style="list-style-type: none"> . fundamental importance of scientific research for all sea uses; need to strengthen national capacity; . oceanography (physical, chemical, geological, biological); . coastal oceanography and coastal processes (erosion and sediment transportation);
THURSDAY	
Session 1	Coastal ecosystems: structure and function.
Session 2	Ecological principles: food chains and webs, dynamic processes and linkages between ecosystems (land-sea continuum); critical ecosystems and their vulnerability.
Session 3	Coastal resources: distribution and abundance; nonliving resources - land, water, energy and mineral.
Session 4	Coastal resources: living resources - fisheries, coral, mangrove, wildlife; resource assessment.
FRIDAY	
Session 1	Coastal activities: tourism, fisheries, aquaculture, transport, industry, forestry, mining.
Sessions 2, 3 and 4	Group discussions and/or simulation exercises. Topics: importance of CZM and EEZM for developing countries, problems and opportunities, integration of environment and development.

WEEK 2:

MONDAY	
Session 1	Framework for decision-making for CZM and EEZM: input-output format.
Session 2	Remote sensing: aerial photo interpretation, satellite imagery, software and hardware, applications to CZM/EEZM.
Session 3	Principles of GIS: data structures, collection and standardisation, analysis and modelling, software and hardware, application to CZM/EEZM.
Session 4	Technology assessment: socio-cultural and environmental impacts, technology diffusion and economic impacts of high technology.
TUESDAY	
Session 1	Investment appraisal systems: private and public sector differences.
Session 2	Coastal pollution assessment: types & sources of pollution and their impact on the coastal ecosystem.
Session 3	Policies and Planning: their essential ingredients and interactions; how to arrive at the optimum policy mix.
Session 4	Legislative framework and institutional structures for integrated CZM and EEZM: national, regional global.
WEDNESDAY	
Session 1	Programmes and technologies: management of ports and shipping.
Session 2	Wave, solar and wind energies.
Session 3	Fisheries including aquaculture and genetic engineering.
Session 4	Robotics and mining systems. Risk management.
THURSDAY	
Session 1	Organisational structures for integrated CZM and EEZM: national, regional global.
Session 2	Regulatory measures: zoning and land use systems.
Session 3	Permits and regulatory systems; monitoring and control systems.

Session 4	Legislative requirements: jurisdictional and environment.
FRIDAY Session 1 and 2	Case studies to be developed by participants.
Sessions 3 and 4	Group discussions: generic model for developing countries for effective CZM and EEZM.

Note: All sessions are of 1 and a half hours duration each.

**TRAINING COURSE ON COASTAL ZONE MANAGEMENT (CZM)
AS A SUSTAINABLE PROCESS
- for Administrators in Coastal States in India
03rd April to 28th April 1995 - (4 WEEKS)**

COURSE SYLLABUS

UNIT	TITLE AND SPEAKER
THEME 0: INTRODUCTION	
0.1	Introduction to the course - an overview of the training programme, expected outputs.
0.2, 0.3	Group discussions on different aspects concerning Coastal Zone Management (CZM).
THEME 1: TECHNOLOGICAL CHANGE, SOCIO-ECONOMIC DEVELOPMENT, INTERNATIONAL NEGOTIATIONS AND THE LAW OF THE SEA CONVENTION	
1.1	Impact of the New Industrial Revolution on organizations and management systems.
1.2	The changing concept of development.
1.3, 1.4 1.5, 1.6	UNCLOS, UNCLOS III, UNCED, Rio conference, Chapter 17 of Agenda 21. Protection of marine environment and marine scientific research.
1.7, 1.8	Legislation for and regulation of coastal zone activities in India.
THEME 2: THE LAND-SEA-AIR INTERFACE. OCEANOGRAPHY, COASTAL ZONE, and COASTAL ECOSYSTEMS	
2.1	Physical Oceanography. The sea-air interface. Dynamic elements and their measurement.
2.2	Chemical Oceanography. Chemistry of sea-water and oceanic materials.
2.3	Geological Oceanography. Coastal geomorphology, sediment formation and its characteristics.

- 2.4 Introduction to coastal zone and nearshore phenomena. Erosion, accretion, storm surges and sea level rise.
- 2.5, 2.6 Coastal ecosystems and biodiversity. Species interaction and their impact on the coastal zone.
- 2.7 Coastal aquifers and impacts due to developmental activities.
- 2.8 Natural disasters and mitigation measures in the coastal zone.
- 2.9 Coastal pollution - chemistry, measurement, monitoring and control of pollutants.
- 2.10 Remote Sensing applications to CZM

THEME 3: MANAGERIAL PROCESS, STRUCTURE AND STRATEGY: APPLICATION TO COASTAL ZONE ACTIVITIES

- 3.1 Managerial process. Elements of decision making.
- 3.2 Strategy formulation. Evaluation and assembly of strategy elements.
- 3.3 Financial analysis and investment decision. Techniques for project selection
- 3.4 Concepts of the systems approach - systems structure and behaviour.
- 3.5 Human resources management. Employment, development, appraisal and human relations.
- 3.6 Management of change. Resistance, barriers, and planning the change process.

THEME 4: MANAGEMENT OF COASTAL ZONE ACTIVITIES - UTILIZATION OF LIVING RESOURCES

- 4.1 An overview of living resources of the oceans.
- 4.2 Fish resources. Stock assessment methods and models, fisheries technology, management strategies, marketing and distribution.
- 4.3, 4.4 Coastal biomass resources. Mangrove swamps, coral reefs, and sea grasses. Protection, conservation and development.
- 4.5 Beneficial and harmful biological elements in the coastal zone and their management.

- 4.6 Development of mariculture & aquaculture industries.

THEME 5: MANAGEMENT OF COASTAL ZONE ACTIVITIES - UTILIZATION OF NON-LIVING RESOURCES

- 5.1 An overview of non-living resources of the ocean.
- 5.2 Nearshore minerals - types, location, formation and exploration.
- 5.3 Exploration and exploitation of offshore hydrocarbons.
- 5.4 Ocean Energy: Potential sources, harnessing technologies - An overview.
- 5.5 Case study: 150 Kw wave energy pilot plant off, Thiruvananthapuram.

THEME 6: COASTAL ZONE INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT.

- 6.1 Planning, development and management of ports and harbours. Coastal structures. Port and harbour, intake and marine outfall structures
- 6.2 Case study of a fisheries harbour
- 6.3 Installation and operation of power plants in the coastal zone.
- 6.4 Case study of satellite harbours
- 6.5 Transport networks in the coastal zone. Highways, railways and inland waterways. Potential, development and management of coastal tourism. Impacts on the coastal zone.

THEME 7: SUSTAINABLE DEVELOPMENT OF THE COASTAL ZONE

- 7.1 Economics of sustainable development - concepts, standards and indicators. Industrialization and its impact on the coastal zone.
- 7.2 Land use zoning in the coastal region. Community development activities.
- 7.3 Case study of spirulina
- 7.4 Systems dynamics and computer simulation of coastal zone activities.

TRAINING COURSE ON

"COASTAL ZONE MANAGEMENT (CZM) AS A SUSTAINABLE PROCESS"

12th June to 28th July 1995 - (7 WEEKS)

COURSE SYLLABUS

UNIT	TITLE AND SPEAKER
THEME 0:	INTRODUCTION
0.1	Introduction to the course - an overview of the training programme, expected outputs.
0.2, 0.3	Group discussions on different aspects concerning Coastal Zone Management (CZM).
0.4, 0.5	Spoken communication in interdisciplinary and multicultural groups.
THEME 1:	TECHNOLOGICAL CHANGE, SOCIO-ECONOMIC DEVELOPMENT, INTERNATIONAL NEGOTIATIONS AND THE LAW OF THE SEA CONVENTION
1.1	Impact of the New Industrial Revolution on organizations and management systems.
1.2	The changing concept of development.
1.3, 1.4 1.5, 1.6	UNCLOS, UNCLOS III, UNCED, Rio conference. Chapter 17 of Agenda 21.
1.7, 1.8	Legislation for and regulation of coastal zone. ESCAP guidelines. National policies and policy framework of India.

THEME 2: THE OCEANS: OCEANOGRAPHY, THE SEA-AIR INTERFACE WITH EMPHASIS ON COASTAL ZONE

- 2A.1, 2A.2 An overview of physical and dynamic elements of oceanography - impact of advancing technology on oceanographic research
- 2A.3 Behaviour of waves near coasts, wave induced currents, sediment transport and their assessment
- 2A.4 Natural phenomena of coastal erosion and accretion. Measures to counteract their effects, case studies
- 2A.5 Marine instrumentation and data collection for various oceanographic parameters
- 2A.6 The ocean-air interface. Meteorology and its importance for the countries of the Indian Ocean Region
- 2A.7 Introduction to earth science. Profile of the seafloor. Origin of ocean basin and sea water
- 2A.8 Geological Oceanography - morphological variations of coastal zone, continental margin and their correlation
- 2A.9 Marine geological processes - formation, types and occurrences of sediments
- 2A.10 Chemical oceanography, chemistry of seawater and ocean floor material

THEME 2B: COASTAL ECOLOGY, POLLUTION AND ENVIRONMENTAL IMPACT ASSESSMENT

- 2B.1 Coastal ecology and coastal ecosystems
- 2B.2 Species interaction with the coast and their impact on coastal zone
- 2B.3 Coastal pollution - origin, nature and effects of pollutants, oil pollution and combating techniques
- 2B.4 Coastal pollution measurement and control of pollutants with a case study, waste water management with focus on coastal zone

- 2B.5 Environmental impact assessment with reference to coastal zone management
- 2B.6 Development of industries on the coast and their effects on coastal zone - a case study
- 2B.7 Effects of storms and cyclones on coastal zone. Disaster mitigation measures for cyclone/storm prone coastal zone
- 2B.9 Application of remote sensing techniques for coastal zone management
- 2B.10 Importance of data bases and geographic information system (GIS) in planning of coastal zone activities
- 2B.11 Coastal aquifers and the influence of developmental activities on this important resource
- 2B.12 Estuaries and creeks - their importance to coastal zone management
- THEME 3: MANAGERIAL PROCESS, STRUCTURE AND STRATEGY: APPLICATION TO COASTAL ZONE ACTIVITIES**
- 3.1 Managerial process. Elements of decision making.
- 3.2 Strategy formulation. Evaluation and assembly of strategy elements.
- 3.3 Financial analysis and investment decision. Techniques for project selection.
- 3.4 Concepts of the systems approach - systems structure and behaviour.
- 3.5, 3.6 Human resources management. Employment, development, appraisal and human relations.
- 3.7 Management of change. Resistance, barriers, and planning the change process.
- 3.8, 3.9 Integrated Coastal Zone Management (ICZM) - case studies.

THEME 4: MANAGEMENT OF COASTAL ZONE ACTIVITIES - UTILIZATION OF LIVING RESOURCES

- 4.1 An overview of living resources of the oceans.
- 4.2 Fish resources. Stock assessment methods and models, fisheries technology, management strategies, marketing and distribution.
- 4.3 Coastal biomass resources. Mangrove swamps, coral reefs, and sea grasses. Protection, conservation and development.
- 4.4 Beneficial and harmful biological elements in the coastal zone and their management.
- 4.5, 4.6 Aquaculture and mariculture industries. Feasibility, planning, development, and commercialization. Social and environmental issues.

THEME 5: MANAGEMENT OF COASTAL ZONE ACTIVITIES - UTILIZATION OF NON-LIVING RESOURCES

- 5.1 An overview of non-living resources of the ocean.
- 5.2 Nearshore minerals. Types, location, and formation. Exploration and mining. Impact on coastal equilibrium.
- 5.3 Exploration and exploitation of offshore hydrocarbons.
- 5.4 Ocean Energy. Potential sources, harnessing technologies - An overview.
- 5.5, 5.6 Case study: 150 Kw wave energy pilot plant off. Thiruvananthapuram.
- 5.7 Marine chemical and pharmaceutical industries.

THEME 6: COASTAL ZONE INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT.

- 6.1, 6.2 Planning, development and management of ports and harbours. Fisheries
6.3, 6.4 and satellite harbours. Computer simulation of port operations.
- 6.5 Coastal structures in ports and harbours. Intake and marine outfall structures.
- 6.6 Installation and operation of power plants in the coastal zone.

- 6.7 Transport networks in the coastal zone. Highways, railways and inland waterways.
- 6.8 Potential, development and management of coastal tourism. Social, cultural and environmental impacts on the coastal zone.
- 6.9 Security considerations and operations in the coastal zone.

THEME 7: SUSTAINABLE DEVELOPMENT OF THE COASTAL ZONE

- 7.1, 7.2 Economics of sustainable development - concepts, standards and indicators.
- 7.3 Industrialization and its impact on the coastal zone.
- 7.4 Urbanization and hinterland development. Land use zoning in the coastal region.
- 7.5 Community development activities in the coastal zone.
- 7.6 Systems dynamics and computer simulation of coastal zone activities.

TRAINING COURSE ON

"COASTAL ZONE MANAGEMENT (CZM) AS A SUSTAINABLE PROCESS"

16th october - 8th December 1995 - (8 WEEKS)

COURSE SYLLABUS

UNIT	TITLE AND SPEAKER
THEME 0:	INTRODUCTION
0.1	Introduction to the course - an overview of the training programme. expected outputs.
0.2, 0.3	Group discussions on different aspects concerning Coastal Zone Management (CZM).
0.4, 0.5	Spoken communication in interdisciplinary and multicultural groups.
THEME	1: TECHNOLOGICAL CHANGE, SOCIO-ECONOMIC DEVELOPMENT, INTERNATIONAL NEGOTIATIONS AND THE LAW OF THE SEA CONVENTION
1.1	Impact of the New Industrial Revolution on organizations and management systems.
1.2	The changing concept of development.
1.3, 1.4 1.5, 1.6	UNCLOS, UNCLOS III, UNCED, Rio conference, Chapter 17 of Agenda 21.
1.7, 1.8	Legislation for and regulation of coastal zone. ESCAP guidelines. National policies and policy framework of India.

THEME 2A: THE OCEANS: OCEANOGRAPHY, THE SEA-AIR INTERFACE WITH EMPHASIS ON COASTAL ZONE

- 2A.1, 2A.2 An overview of physical and dynamic elements of oceanography - impact of advancing technology on oceanographic research
- 2A.3 Behaviour of waves near coasts, wave induced currents, sediment transport and their assessment
- 2A.4, 2A.5 Natural phenomena of coastal erosion and accretion. Measures to counteract their effects, case studies
- 2A.6 Marine instrumentation and data collection for various oceanographic parameters
- 2A.7, 2A.8 The ocean-air interface. Meteorology and its importance for the countries of the Indian Ocean Region
- 2A.9, 2A.10 Introduction to earth science. Profile of the seafloor. Origin of ocean basin and sea water
- 2A.11, 2A.12 Geological Oceanography - morphological variations of coastal zone, continental margin and their correlation
- 2A.13 Marine geological processes - formation, types and occurrences of sediments
- 2A.14 Chemical oceanography, chemistry of seawater and ocean floor material

THEME 2B: COASTAL ECOLOGY, POLLUTION AND ENVIRONMENTAL IMPACT ASSESSMENT

- 2B.1 Coastal ecology and coastal ecosystems
- 2B.2 Species interaction with the coasts and their impact on coastal zone
- 2B.3 Coastal pollution - origin, nature and effects of pollutants, oil pollution and combating techniques
- 2B.4 Coastal pollution measurement and control of pollutants with a case study, waste water management with focus on coastal zone

- 2B.5 Environmental impact assessment with reference to coastal zone management
- 2B.6 Development of industries on the coast and their effects on coastal zone - a case study
- 2B.7 Effects of storms and cyclones on coastal zone. Disaster mitigation measures for cyclone/storm prone coastal zone
- 2B.9, 2B.10 Application of remote sensing techniques for coastal zone management
- 2B.11, 2B.12 Importance of data bases and geographic information system (GIS) in planning of coastal zone activities
- 2B.13, 2B.14 Coastal aquifers and the influence of developmental activities on this important resource
- 2B.15, 2B.16 Estuaries and creeks - their importance to coastal zone management

THEME 3: MANAGERIAL PROCESS, STRUCTURE AND STRATEGY: APPLICATION TO COASTAL ZONE ACTIVITIES

- 3.1 Managerial process. Elements of decision making.
- 3.2 Strategy formulation. Evaluation and assembly of strategy elements.
- 3.3 Financial analysis and investment decision. Techniques for project selection.
- 3.4 Concepts of the systems approach - systems structure and behaviour.
- 3.5, 3.6 Human resources management. Employment, development, appraisal and human relations.
- 3.7 Management of change. Resistance, barriers, and planning the change process.
- 3.8, 3.9 Integrated Coastal Zone Management (ICZM) - case studies.

THEME 4: MANAGEMENT OF COASTAL ZONE ACTIVITIES - UTILIZATION OF LIVING RESOURCES

- 4.1 An overview of living resources of the oceans.
- 4.2, 4.3 Fish resources. Stock assessment methods and models, fisheries technology, management strategies, marketing and distribution.
- 4.4 Coastal biomass resources. Mangrove swamps, coral reefs, and sea grasses. Protection, conservation and development.
- 4.5, 4.6 Beneficial and harmful biological elements in the coastal zone and their management.
- 4.7, 4.8 Aquaculture and mariculture industries. Feasibility, planning, development, and commercialization. Social and environmental issues.

THEME 5: MANAGEMENT OF COASTAL ZONE ACTIVITIES - UTILIZATION OF NON-LIVING RESOURCES

- 5.1 An overview of non-living resources of the ocean.
- 5.2 Nearshore minerals. Types, location, and formation. Exploration and mining. Impact on coastal equilibrium.
- 5.3 Exploration and exploitation of offshore hydrocarbons.
- 5.4 Ocean Energy. Potential sources, harnessing technologies - An overview.
- 5.5, 5.6 Case study: 150 Kw wave energy pilot plant off. Thiruvananthapuram.
- 5.7 Marine chemical and pharmaceutical industries.

THEME 6: COASTAL ZONE INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT.

- 6.1, 6.2 Planning, development and management of ports and harbours. Fisheries
6.3, 6.4 and satellite harbours. Computer simulation of port operations.
- 6.5 Coastal structures in ports and harbours. Intake and marine outfall structures.
- 6.6 Installation and operation of power plants in the coastal zone.

- 6.7 Transport networks in the coastal zone. Highways, railways and inland waterways.
- 6.8 Potential, development and management of coastal tourism. Social, cultural and environmental impacts on the coastal zone.
- 6.9 Security considerations and operations in the coastal zone.

THEME 7: SUSTAINABLE DEVELOPMENT OF THE COASTAL ZONE

- 7.1, 7.2 Economics of sustainable development - concepts, standards and indicators.
- 7.3 Industrialization and its impact on the coastal zone.
- 7.4 Urbanization and hinterland development. Land use zoning in the coastal region.
- 7.5 Community development activities in the coastal zone.
- 7.6 Systems dynamics and computer simulation of coastal zone activities.

INTERNATIONAL OCEAN INSTITUTE OPERATIONAL CENTRE, INDIA

5-Day Course for Policy Makers on ENVIRONMENTAL POLICY AND MANAGEMENT

I I T MADRAS

COURSE SYLLABUS

DAY 1 - 16 January 1995

- 09.00 to 10.00: Inauguration and Introductions.
- 10.30 to 12.30: Global technological, economic, and political metamorphosis: The increasing international concern for and the crucial nature of environmental issues:
Stockholm (1972), UNCLOS III (1973 - 82), Brundtland Commission (1987), UNCED (1992) - Historical developments and their linkages.
- 14.00 to 15.30: The Law of the Sea Convention; the Rio Declaration on environment and development; ecosystems perspective, global 'commons' - policy implications in the context of global environmental issues.
- 15.45 to 17.15: The systems approach: problem identification and definition; systems structure and behaviour; intent structures; influence models; cross-impact analysis.

DAY 2 - 17 January 1995

- 09.00 to 10.30: National environmental issues and the coastal zone: deforestation; pollution of land, water and air; biodiversity; sustainability of renewable and non-renewable resource needs: Coastal Zone Management.
- 10.45 to 12.15: National environmental issues: (contd.)
- 13.45 to 15.15: The changing concept of development: science and technology policies for development; sustainability i.e. equity, economic efficiency, ecosystems integrity; alternative development models; and values.
- 15.30 to 17.00: Down to earth issues - case study 1.

DAY 3 - 18 January 1995

- 09.00 to 10.30: Policy analysis: the multivariate nature of ecosystems, the need for multi-level analysis and planning, coordination in both space and time, need for interagency coordination.
- 10.45 to 12.15: Databases and information systems for policy planning: demographic, economic, geographical, and natural scientific parameters.
- 13.45 to 15.15: The increasing role of women, youth and NGOs in sustainable development: case of coastal fisheries.
- 15.30 to 17.00: Down to earth issues - case study 1 (contd.)

DAY 4 - 19 January 1995

- 09.00 to 10.30: Harmonising of different policies in the coastal zone: tools and methods of arriving at a correct policy-mix.
- 10.45 to 12.15: The new economics of the environment: sustainability, renewable resources, and the service economy.
- 13.45 to 15.15: Environment and the law: legislation, litigation, conflict resolution and disputes settlement (national and international aspects).
- 15.30 to 17.00: Down to earth issues - case study 2.

DAY 5 - 20 January 1995

- 09.00 to 10.30: Down to earth issues - case study 2 (contd.)
- 10.45 to 12.15: Drawing up an environment policy and management framework integrating the legal, scientific, technological, financial, economic, and social parameters in selected coastal zones.
- 13.45 to 15.15: Presentations of group reports and discussions.
- 15.30 to 17.00: Valedictory.

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**ADVANCED COURSE
ON
COASTAL ZONE
MANAGEMENT**

12 - 16 SEPTEMBER 1994

Organised By
Secretariat of the National Maritime Council
National Security Council
Malaysia

With The Cooperation Of
International Ocean Institute,
Operational Centre Madras
And
Institute of Diplomacy & Foreign Relations
Malaysia

PROGRAMME

12 SEPTEMBER 1994

(Monday)

- | | | |
|-------------|---|--|
| 0815 - 0845 | - | Registration |
| 0845 - 0930 | - | Welcoming Address by
Director General of IDFR |
| | - | Remarks by Director
International Ocean Institute
Operational Centre Madras |
| | - | Opening Remarks by
Secretary, National Security
Council, Prime Minister 's
Department |
| 0930 - 1000 | - | Coffee Break |
| 1000 - 1010 | - | Group Photography |
| 1010 - 1020 | - | Administrative Briefing |
| 1020 - 1245 | - | Law of the Sea
(Dr. S.P. Jagota -
International Ocean
Institute, Halifax) |
| 1245 - 1400 | - | Lunch |
| 1400 - 1630 | - | Law of the Sea
(Discussion) |
| 1630 - 1645 | - | Tea |

13 SEPTEMBER 1994*(Tuesday)*

- 0815 - 1015 - Coastal Zone Management
(Prof. V.S. Raju -
International Ocean
Institute, Madras)
- 1015 - 1045 - Coffee Break
- 1045 - 1245 - Coastal Zone Management
(Discussion)
- 1245 - 1400 - Lunch
- 1400 - 1630 - Development of Mariculture
and Aquaculture Industries
(Prof. Dr. Mohd. Zaki bin
Mohd. Said - Universiti
Pertanian Malaysia)
- 1630 - 1645 - Tea

14 SEPTEMBER 1994*(Wednesday)*

- 0815 - 1015 - Coastal Zone Management
in Malaysia
(Ir. Dr. Hiew Kim Loi - Dept.
of Drainage & Irrigation,
Malaysia)
- 1015 - 1045 - Coffee Break
- 1045 - 1245 - Coastal Zone Management
(Discussion)
- 1245 - 1400 - Lunch
- 1400 - 1630 - Coastal Pollution :
Management and Control
(Prof. C.A. Sastry - Universiti
Malaya)
- 1630 - 1645 - Tea

15 SEPTEMBER 1994**(Thursday)**

- 0815 - 1015 - Ocean Energy : Potential Resources & Technologies - An Overview
(Prof. V.S. Raju)
- 1015 - 1045 - Coffee Break
- 1045 - 1245 - Ocean Energy (Discussion)
- 1245 - 1400 - Lunch
- 1400 - 1630 - Panel Discussion :
Statement of the World Coastal Conference 1993 :
Implementation of the Recommendations
Panelists :
Prof. V.S. Raju
~~Dr. Hiew Kim Looi~~
Prof. C.A. Sastry
- 1630 - 1645 - Tea

16 SEPTEMBER 1994**(Friday)**

- 0815 - 1015 - Oceanography : Nearshore Phenomenon
(Prof. N.V.C. Swamy - Indian Institute of Technology, Madras)
- 1015 - 1030 - Course Evaluation
- 1030 - 1100 - Coffee Break
- 1100 - 1200 - Summing-up
Course Closing &
Certificate Presentation
- 1200 - 1245 - Lunch

Fourth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at Madras
on
3 and 4 December, 1994

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Dr. Anton Vratusa, Vice President, IOI
Mr. Maxwell Bruce, Acting Chairman, Planning Council, IOI
Amb. Bhagwat Singh, Governing Board, IOI
Mr. Philip Reynolds, DGIP, UNDP, New York
Ms. S.M. Vallejo, UNDOALOS, New York
Prof. N.V.C. Swamy, IOI Madras
Prof. V.S. Raju, IOI Madras
Dr. Hou Wenfeng, IOI China
MSc Lorena San Roman, IOI Costa Rica
MSc Alexandro Guttierrez, IOI Costa Rica
Dr. Tsutomu Fuse, IOI Japan
Dr. Diafara Toure, IOI Senegal
Prof. Robin South, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI

Also Present:

Ms. Anita Coady, Editor Across the Oceans
Prof. Rajagopalan, IOI Madras
Prof. S.P. Subramanian, IOI Madras
Prof. J.S. Mani, IOI Madras
Ms. Margaret Wood, IOI Halifax
Mr. Seremaia Kalokalo, IOI South Pacific
Tuquri

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of the Agenda

The Agenda as circulated was adopted.

Item 2: Workplan centre-wise for 1995

The Committee had before it the Workplan for IOI including the workplans for Costa Rica, Madras, Senegal and South Pacific.

Presenting the Workplan for IOI, the Executive Director explained that the broad picture regarding inputs and outputs for 1995 was as below.

WORK PLAN 1995

(\$'000)

INPUTS	UNDP/GEF	IOI	
		Non-UNDP funds	In-kind
1. Administrative Support			
. Headquarters	-		292.0
. Centres	33.0		181.5
2. PR Brochures etc.	23.0	30.0	
3. Travel costs			
. Directors meeting	60.0		
. Programme development, research funding, evaluation etc.	118.5	100.0	
4. Course development	129.5		375.0
5. Training of trainers	37.0		100.0
6. Training scholarships	393.3		240.0
		502.5	
Total	734.3	632.5	1,188.5

OUTPUTS	UNDP/GEF	IOI
IOI Costa Rica	145	
IOI India	350	125
IOI South Pacific	155	
IOI Senegal	200	
IOI Halifax		250
IOI Malta		120
IOI China		75
Total	700	570

The dependence on UNDP funds decreased from 47% in 1993 to 38% in 1994 as may be seen from the tables below.

1993

Name of course	Conducted by whom and when	UNDP funding ('000\$/% of total)	Non-UNDP funding ('000\$/as %)	Total funding ('000\$)
Alumni Refresher	IOI Madras 4-7 March, 1993	6.3	-	6.3
Coastal Zone Management as a Sustainable Process	IOI Madras 11 Oct-17 Dec., 1993	67.4	-	67.4
For Managers and Planners of the Enterprise	IOI HQ 04 Oct-05 Nov., 1993	-	90.0- Sasa- kawa Found- ation	90.0
Leaders Sensitising Workshop	IOI South Pac. 17 Nov., 1993	7.9	-	7.9
	Total	80.6/ 47%	90.0/ 53%	170.6

1994

Name of course	Conducted by whom and when	UNDP funding ('000\$/% of total)	Non-UNDP funding ('000\$/as %)	Total funding ('000\$)
Leaders Sensitising Seminar	IOI HQ/UNECA 28 Mar-2 Apr, 1994	25.3	25.3- UNECA	50.6
Coastal Zone Management: focus on small islands	IOI Malta 18 Apr - 10 June, 1994	-	92.4- ComSec	92.4
Coastal zone Management as a Sustainable Process	IOI Madras 27 June-29 July, 1994	40.0*	-	40.0

1994

Name of Course	Conducted by whom and when	UNDP funding ('000\$/% of total)	Non-UNDP funding ('000\$/% as %)	Total funding ('000\$)
Sustainable Development Implementation of Chapter 17 of Agenda 21-EEZ	IOI Halifax 6 June - 12 August, 1994	-	132.2-CIDA	132.2
Course for Managers and Planners of the Enterprise	IOI Madras 29 August - 30 September, 1994	-	80.0-Sasakawa	80.0
Traditional Marine Tenure Workshop	IOI South Pacific 3 - 7 October, 1994	27.7	31.2-WPFCC 27.7-Govt. of France	86.6
Advanced Course for Alumni at Kuala Lumpur, Malaysia	IOI Madras 12-16 September, 1994	5.7	10.0-Govt. of Malaysia	15.7
Coralline Algae Course	IOI South Pacific 4 - 8 July, 1994	-	16.0-Govt. of France	16.0
Management and Development of Coastal Fisheries	IOI South Pacific 21 Oct.-26 Nov., 1994	102.5*	-	102.5
Leaders Workshop on Business Opportunities in the Oceans	IOI Madras 25-26 Oct., 1994	1.0	10.0-Govt. of India & NIO	11.0
Coastal Zone Management as a Sustainable Process	IOI Madras 17 Oct.-16 Dec., 1994	57.0*	15/135	* 57.0-UNDP
	Total	259.2/ 38%	424.8/ 62%	684.0

* Provisional figures of expenditure

The Executive Director went on to say that the detailed Workplan was under the consideration of the Committee and both the Centre Directors and he would be happy to clarify any matter arising during the deliberations.

There was a very detailed discussion on the Workplan and the Committee came to the following conclusions.

Networking

The Committee noted that the outputs and objectives regarding networking as per the Project Document had, by and large, been achieved. There had been three meetings of directors/vice chancellors, three meetings of the courses development committee, dissemination of an alumni directory, issue of quarterly newsletters, issue of PR brochures, and the development of software by IOI/IIT Madras by which the libraries of the IOI System can be linked by E-Mail.

The Committee further noted that there had been MOUs/networking arrangements with the University of Rhode Island, ICPE Ljubljana, IOC/UNESCO, Paris and UNU, Tokyo. There had also been twinning between IIT Madras and USP South Pacific regarding grant of B.Tech degrees. These outputs are a spin-off of the activities of IOI regarding programme development. Networking arrangements with the University of Yokohama, Japan and the State Oceanic Administration, People's Republic of China has also been recently finalised.

In view of the fact that IOI had been successful in attracting non-UNDP funding for its courses, the UNDP representative suggested that the Committee may consider reducing the outlay on training scholarships and divert the money saved thereby for funding networking activities. This would enable networking to continue during 1996 when the programmes of IOIs Costa Rica and Senegal would still be under execution.

The Committee welcomed this suggestion and requested the Executive Director to revise the Workplan accordingly.

Links with UNDP/UNEP

The Committee noted that links with UNDP were both close and interactive. UNDP representatives from headquarters attended the six monthly Directors and VC's meeting while UNDP Res Reps in Fiji, India, Dakar and Costa Rica were closely involved at the regional level.

The Committee noted the need to link up the Centres with UNEP's Regional Seas Programme and was of the view that steps needed to be taken in this regard.

Non-UNDP financial support

The Committee noted that there had been significant progress in attracting new sources of funding: from Japan, Australia, India, France and some South Pacific organisations. Sasakawa Foundation had funded a programme in China in 1993 and one in Madras in 1994. The Government of India is funding a course for policy makers and the Government of Malaysia has funded an advanced course for alumni and others. In the South Pacific, WPFCC, a regional organisation and the Government of France contributed about \$ 50,000 to a customary tenure workshop, while AIDAB is considering funding a course on Ports and Shipping in collaboration with the Australian Maritime College, Tasmania.

The Committee further noted that due to the efforts of the Honorary Chairman of IOI, and UNDP/DGIP the Ocean Resources Programme of the university of South Pacific was likely to get US\$ 10 million from Japan. This would considerably aid IOI South Pacific by augmenting the infrastructure likely to be available to it.

Programme Development

The Committee was informed that there was a growing demand for more IOI Centres. IOI Japan and China were already in place. Both are locally funded. For the Arabic speaking areas IOI Qatar was in the process of being established with all costs to be met by the Government of Qatar. During the recently concluded leaders workshop in Addis Ababa, there was a demand for three centres for languages other than French, namely, Arabic, Portuguese and English. The feasibility of setting up these centres would be explored by IOI in association with UNECA. The initial responses from the Government of Kenya (English centre) and Oporto University in Portugal, which would be preliminary to the Portuguese speaking operational centre in Africa have been positive.

TRAINING PROGRAMME

The Committee noted that the strategic approach as outlined in the Project Document was to improve the ability of developing countries to manage their ocean resources within the context of sustainable development. This was to be done by the operational centres serving as vehicles for focusing attention on emerging issues, providing training on the management of the coastal zone and the exclusive economic zone and by initiating research programmes to deal with local/regional concerns. This was to be achieved by revising and updating the existing programmes of IOI, as well as developing new ones, to bring them in line with the latest developments in instruction technologies and to developing new courses for planners, policy makers, leaders, IOI alumni and small islands.

The Committee further noted that the main instrumentalities to keep the programme on course are:

- meetings of the courses development committee;
- training of course developers;
- training of trainers;
- evaluation to ensure quality.

Instrumentalities

The Committee noted with satisfaction that the meetings of the courses development committee (which included UNDP representatives) had done a good job of keeping the courses on track. 9 course developers from IOI had been sensitised to the TRAIN-X System in a one week's workshop conducted by Mr. Michel Couroux of UNCTAD and a noted expert on the TRAIN-X System. IOI was also going to be an integral link in the TRAIN-SEA COAST System now under development. And during 1993, two trainers (IOI India) went through the training of trainers programme and they along with the 9 course developers would provide a good base for expanding the trainers network of IOI and for linking it with TRAIN-SEA COAST.

The Committee was informed by the UNDP representative that a two-week TRAIN-SEA COAST Workshop for trainers would be held in January. The Committee was of the view that two trainers from each centre (and three from IOI Senegal) should attend the TRAIN-SEA COAST Workshop. One trainer from each centre would be funded by UNDP.

The Committee further noted that the present evaluation system of IOI was composed of three elements, namely,

- feedback from participants;
- feedback from the Course Director and the faculty;
- internal evaluation by the Honorary Chairman and Executive Director.

The Committee was of the view that the evaluation system needed to be supplemented by evaluations by experts external to the IOI System as that would add to the conduct and credibility of the courses. The Committee also requested the Executive Director to submit one complete evaluation report for the consideration of the Committee at its next meeting. In this context the Committee welcomed the suggestion of the UNDP representative to have an independent evaluation of the Project in early 1995.

Training outputs

The Committee noted that the position regarding projected training outputs and requirements of funds as in the Project Document, and actual achievements for 1994 were as below:

Trainee Outputs and Budgeted Funds - 1994

Project document

Actual achievement

Centre	Funds budgeted (\$)	Likely Output (t.w)	\$ per t.w.	Funds (\$)	Actual Output (t.w.)	\$ per (t.w.)
South Pacific	112,500	146	770	139,084	191	728
India	153,000	500	306	106,400	340	312
Senegal	135,000	240	562	25,300	49	516

Note: t.w. = trainee weeks

The Committee noted that the cost per trainee week was either less (South Pacific and Senegal) or about the same (India) compared to what was projected in the Project Document.

Workplans, centre-wise for 1995

The Committee had before it the Work Plans for IOI Costa Rica, Halifax, India, Senegal and South Pacific for 1995. The Committee noted that the Halifax centre was the only centre doing policy research. After considering and reviewing the Work Plans, the Committee approved all the Workplans subject to IOI Costa Rica revising its course syllabi in line with the decisions of the Courses Development Committee.

Item 3: Research agenda centre-wise

The Committee noted that though a preliminary survey of research possibilities had been made more work needed to be done to link up the IOI research proposals with ongoing regional research so as to avoid duplication. The Committee was of the view that research proposals should be got ready by March, 1995 by all the centres so that they could be considered at its next meeting.

Item 4: Suggestions for professional services

Deferred.

Item 5: Suggestions for funding from second tranche of GEF

Deferred.

Item 6: World Commission for the Oceans

The Honorary Chairman informed the Committee of the proposal for a World Commission for the Oceans. The IOI Regional Centres

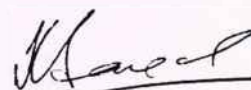
would be expected to act as Secretariats for the World Commission for the Oceans for their respective regions. A draft time table was circulated.

Item 7: TRAIN-SEA COAST

There was a very extensive discussion on the proposed TRAIN-SEA COAST System. The Committee came to the following conclusions:

- IOI/TRAIN SEA COAST courses would have to conform to the IOI "philosophy" of multidisciplinary;
- Operational Centres should send their proposals to Headquarters for advice and consent;
- In the meantime, IOI Centres would send persons to the TRAIN SEA COAST workshop in January.

The meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director

Minutes of the Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at Madras
on
8 December, 1994

Present:

Prof. E.M. Borgese, Honorary Chairman, IOI
Prof. N.V.C. Swamy, IOI Madras.
Prof. V.S. Raju, IOI Madras.
Prof. Hou Wenfeng, IOI China.
M.Sc. Lorena San Roman, IOI Costa Rica.
M.Sc. Alexandro Guttierrez, IOI Costa Rica.
Prof. Tsutomu Fuse, IOI Japan.
Dr. Diafara Toure, IOI Senegal.
Prof. Robin South, IOI South Pacific.
Dr. Krishan Saigal, Executive Director, IOI

Also Present:

Ms. Anita Coady, Editor Across The Oceans
Ms. Margaret Wood, IOI Halifax
Mr. Seremia Kalokalo Tuqiri, IOI South Pacific

Prof. Elisabeth Mann Borgese took the chair.

Item 6: Independent World Commission for the Seas and the Oceans

Initiating the discussion, the Chairman explained what the terms of reference of the World Commission were. She drew the attention of the Meeting to the suggested action calendar for the World Commission and stated that at the moment it was tentative and would be finalised at the meeting of the Executive Committee of the Commission.

The representatives of the operational centres were very keen to know as to what was expected from them. It was clarified that their task was to act as the regional secretariat of the Commission, to contact all those connected with ocean affairs in their region, to organise hearings, to summarise memoranda or comments received and to submit these to headquarters. Since this would involve extra work, staff assistance would obviously be necessary. About \$30,000 had been budgeted for IOI Costa Rica, Madras, Senegal and South Pacific, and UNDP had been approached for the requisite funds. Funds for IOI Halifax, Malta, China and Japan were being separately arranged.

It was further clarified that the operational centres would not be expected to bear the travel costs of those involved in the hearings. Funds for this purpose were being arranged separately.

The operational centres were to provide secretarial assistance to the concerned Vice-President of the Commission in organising and conducting the hearings, in keeping a record of the hearings and submitting all the material, with proposed recommendations, to headquarters.

The Meeting welcomed the establishment of the World Commission with the IOI acting as its secretariat as that would considerably enhance the public's perceptions of the IOI network.

The representatives of the operational centres promised to go into all the implications of what was involved in their acting as the regional secretariat of the World Commission and to revert to headquarters in due course.

Item 8: Management System of the International Ocean Institute

Introducing the subject, the Executive Director said that he had been asked by the ⁶Governing Board of IOI to suggest to the ~~Board~~ ^{Board meeting} a Management system for IOI which would serve the twin objectives of having a decentralised networking system while at the same time retaining the objectives and "philosophy" of IOI. In his view, if IOI had been a pure information network, it could have been totally horizontal. But headquarters had the major responsibilities for raising funds and for reporting regarding their utilisation to the donors. Besides it was the Governing Board of IOI which, under the statutes, was responsible for determining policy regarding the activities, organisation and financial administration.

It was within the above parameters that the Management system of IOI had to be established. He invited the views of the representatives of the operational centres.

A wideranging discussion ensued. The main observations and comments made in the meeting have been arranged in the following clusters.

Policy. The policy of IOI had necessarily to be enunciated by the Governing Board after active interaction between the representatives of the Centres and the Board.

One way could be to have representatives of the Centres on the Planning Council of IOI as the Planning Council was the main advisory organ of the Board. Another method could be for the Board to consult the Centres about the feasibility of policies. This would involve the Centres in the decision-making system of IOI.

Planning. The strategic plan of IOI could be drawn up at the meeting of representatives of the Centres and then submitted to the Board. This plan could, inter alia, examine the interaction of IOI's plan with other areas of co-operative endeavour which the Centres might be engaging in e.g. TRAIN-SEA COAST. The strategic plan would also help to harmonise the objectives of the

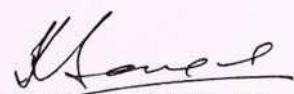
co-operating institutions (IIT, UNA, USP, SOA, CRODT etc.) with those of IOI. Since the co-operating institutions were involved in other networks besides the IOI network, IOIs strategic plan would help in harmonising all of their activities.

Information. There was need for the Centres to collect information from their regions and circulate it within the IOI network. Quarterly action reports of all Centres should also be circulated within the network. This would not only make everyone aware of what was happening throughout the network but make for co-ordinated and synergistic functioning.

Accounts and Reporting. There was general agreement that the system of accounts and reporting within the network needed to be standardised so as to make for comparability. This would also enable headquarters to monitor activities thereby enabling it to fulfil its obligation to the donors and others.

The Chairman thanked the representatives for their views and also placed on record everyone's gratitude to IOI Madras for the excellent arrangements made.

The meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director



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RECEIVED JAN 19 1995

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Subject: Minutes of the Directors and Courses Development Committee Meetings held in Madras in December, 1994.

10 January, 1995

My dear Elisabeth,

I am enclosing herewith the Minutes of the Directors Meetings held in Madras on 3, 4 and 8 December, 1994 and of the Courses Development Committee on 3 and 4 December, 1994.

In the context of the decisions taken in the Meetings, the Workplan as submitted to the UNDP was revised. The pages revised, namely, pages 12-24, 53-56, 86 and 93 are also enclosed herewith and may replace the pages in the workplan distributed in Madras.

With best wishes,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

Enc.



International
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COPY

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TELEFAX TRANSMISSION

Date:	9 March, 1995	No. of pages:	1
To:	Prof. E.M. Borgese c/o IOI Dalhousie University Halifax, Canada	Fax:	+1 (902) 868 2455
From:	International Ocean Institute Headquarters Malta	Fax:	+356 (-) 346 502

Dear Elisabeth,

The next meeting of the Directors/Vice Chancellors and that of the Courses Development Committee would be held in Malta from 25-27 May, 1995.

In the last meeting of the Courses Development Committee, it was decided that at the next meeting:

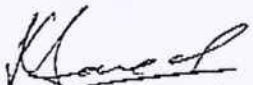
- comments of all the Centres and UNDP on the course modules prepared by IOIs Madras and South Pacific would be made available to the concerned Centres and HQ so that they could be discussed;
- IOI Costa Rica would present their proposals for course development as well as course syllabi for approval;
- IOI Senegal would report on the progress made in translating the course material into French.

The Directors also decided to discuss matters related to the World Commission, the proposal management structure of IOI, proposals for policy research, suggestions for professional services and funding from the second tranche of GEF.

I would request you to send your suggestions, agenda papers etc. for the meeting by 15 April, 1995 so that they can be distributed in advance of the meeting.

With regards,

Yours sincerely,


Dr. Krishan Saigal
Executive Director

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RECEIVED MAR 27 1995

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20 March, 1995

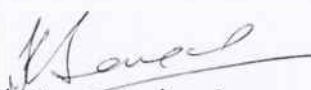
Dear Elisabeth,

With reference to my earlier correspondence intimating that the Meeting of Directors/Vice Chancellors would be held on 25-27 May, 1995, I am to forward herewith the PPER for 28 January, 1993 till March 1995 which will be discussed in the Director's meeting.

The other materials will be sent soon.

With regards,

Yours sincerely,


Dr. Krishan Saigal
Executive Director

Enc.

MEETING OF IOI DIRECTORS AND VICE CHANCELLORS
25-27 MAY 1995, MALTA

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NOTE TO THE FILE
GLO/91/G33

Combined Meeting of the International Ocean Institute Center
Directors, **Tripartite Review and Course Development**
25 - 27 May 1995, MALTA

Participants came from all IOI Centers, except Senegal (Mr. Toure was stopped in Paris for lack of an Italian transit visa). The IOI Board was represented by its president, Lyashi Yaker (also Executive Secretary, ECA), Elizabeth Mann Borgese, Anton Vratusa (former president of Slovenia), and Max Bruce (former Pugwash member).

This was the most effective meeting so far. The new directors brought in through the UNDP project were frank but constructive in their exchanges. The old management of IOI is showing a creative willingness to accept new ideas and courses from the new centers. The External Evaluator, Dr. Danny Elders, interacted well with the group.

From the Tripartite Review it was apparent that the development objectives of the project are even more relevant now than at the time of the start of the project. While giving an overview in qualitative terms, Dr. Siagal, the Executive Director of IOI, said that even at mid-point, the project had exceeded its targeted outputs. IOI has established six new Operational Centers, including Japan and China (as against a target of four in the project document: Fiji, Senegal, India, and Costa Rica). To varying degrees, the four basic courses of IOI have been updated. The project document called for the development of one new course at each of the four new IOI Centers. This has been considerably exceeded, since each Center will create two new courses under the TRAIN-SEA-COAST project - some in addition to the IOI courses. Madras alone is developing 17 modules. The only area which was under implemented was research - for which the projects involvement was limited to \$5,000 per Center for developing proposals.

Highlights for each center follow:

IOI Operational Center, Madras, India.

Established: 1½ years ago.

Status: Separate Center attached to the Indian Institute of Technology, Madras.

Staff: 3 professional staff, 50% part time.
General Service Staff on secondment from IIT.

IOI - India Director, Rajagopalan, concurrently serves as Director of IIT's Humanities Department.

A brochure has been issued.

Course

Development: 17 modules of a coastal area management course have been developed through a modified version of TRAIN-X, which was presented by Mr. Couroux in Rolle, Switzerland, (Rolle-X). The cost per module for development has been \$750. There was a decision that, in spite of IOI's reservations on TRAIN-SEA-COAST, they will let the TRAIN-SEA-COAST Course Developer, Subramanian, develop one of the 17 modules according to the TRAIN-SEA-COAST methodology (TRAIN-X).

IOI Operational Center, Fiji

Established: 1½ years ago

Status: Attached to, but separate from, the University of the South Pacific. IOI Fiji Director, Robin South, reports directly to the Vice Chancellor and serves concurrently as Director of Marine Studies.

Staff: The Director spends 50 - 70% of his time with IOI. The Administrative Coordinator is paid by the project. All other staff must be compensated to leave their normal teaching and research duties (IOI Fiji says that it strongly supports TRAIN-SEA-COAST methodology, but that they will be unable to develop TRAIN-SEA-COAST courses unless they get funding for course developers. Dr. South estimates that \$50,000 would be needed for the first course).

IOI Fiji sees benefit from IOI. For example, the IOI course "Coastal Fisheries Management" has now been integrated as a university course.

IOI Operational Center, Costa Rica

Established: 6 months ago

Status: An integral part of the national university

Staff: Two professional, 50% part time, plus an Administrative Coordinator paid by the project.

It is difficult to get staff to work on course development, but it can be done without extra cost to the project.

A brochure will be issued soon.

IOI Operational Center, Senegal

This section will have to be completed by correspondence, since the Senegal representative was not present.

IOI Operational Center, China

This center is just starting and reported no real activities, other than hosting a hearing for the International Commission on the Oceans. I have a separate note on that hearing.

IOI Operational Center, Japan

This Center is attached to the University of Yokohama. It appears to be a channel for major funding for IOI. For example, the Center has helped to locate \$10 million for facilities for the IOI Fiji Center. They are also exploring a Spirolina project of \$1.5 million, which is currently being held up by the Ethiopian government.

IOI Operational Center, Malta

This Center has produced a small island course and one of the staff members is doing a database on the common heritage of mankind. Nevertheless, activity at this Center seems at a rather modest level.

IOI Operational Center, Halifax, Nova Scotia, Canada

This Center has particular importance, since its near the founder of IOI, Elizabeth Mann Borgese. They run a 10-week course on the management of the EEZ. The Center staff and the courses are funded by CIDA, Canada.

During the course of the meeting I made the following inputs:

1. IOI should focus its resources and staff efforts on improving the quality and relevance of its courses in order to attract fellowship funding.
2. IOI should strengthen its networking through exchanging good documents, establishing E-mail, getting IOI headquarters on the Internet, and considering using teleconferences for at least one of the semi-annual directors meetings.

3. The critical sustainability of the IOI Centers might be facilitated through charging overheads of 20% on all training activities, except those financed under the UNDP projects. Of this, 13% would remain with the host center and 7% would go to IOI headquarters. TRAIN-SEA-COAST represents another element of sustainability since it is financed through the regular programme of the UN. The integration of the Regional Centers with national and regional projects, like those of SPREP, would also provide logic to the system, as well as possible additional resources.

4. I expressed strong concerns about paying for course developers and noted that this was not done for non-IOI TRAIN-SEA-COAST centers or for any of the other TRAIN-X programmes. There are special considerations for IOI centers, particularly Fiji, but I urged that new courses be in fields for which the host institutions would be willing to pay course developers anyway.

5. I suggested that India might use the TCDC funding to pay for non-Indian participation in courses. In particular there was once a component of the Indian IPF reserved for TCDC.

6. Robin South will consider the possibility of asking UNDP Fiji to organize a donor meeting to promote synergy between IOI, SPREP and other projects. It would be important to include two new donors - China and Korea - in such a meeting.

It was noted that IOI, in particular IOI-Fiji, saw three types of courses which needed adaptation to change from one to the other, ie. university courses, IOI courses and TRAIN-SEA-COAST courses.

In a separate component of the meeting, Danny Elders went through the Terms of Reference for his evaluation exercise with the participants and suggested several changes. In particular he recommended integration with the Regional Seas Programme, which in the Pacific is managed by SPREP. Since the evaluation is still in process, further comments will be made once the evaluation report is available. Dr. Elder will be in New York for debriefing 14 - 16 June.

Dr. Siagal agreed to share the TRAIN-SEA-COAST Course Development Workshop Evaluation Report with all IOI members as a possible model. The members felt that it was extremely worthwhile.

The World Commission on the Oceans is proceeding according to schedule. Key dates are the following:

3 - 7 September, Tokyo. Japan will host the first plenary session of the Commission. The first interim report will go to the 50th General Assembly.

The Commission on Sustainable Development in 1996 will get a near-final version of the report.

The final report will be available in 1997 as a published document.

1998 will be the United Nations Year of the Ocean.

It has now been confirmed that president Soares of Portugal will chair the Commission. Each center will receive a list of NGOs accredited to the UN together with a list of NGO participants at the Barbados SIDS conference, plus a list of NGOs at UNCED. IOI would like to issue 5 - 10 thousand questionnaires to these NGOs.

The Ocean Commission is different from the Brandt Commission, the South Commission, the Bruntland Commission, the Swaminathan Commission on Peace and Food Security, the Global Governance Commission and the Palme Commission on Disarmament. The main difference is that those Commissions all had a central secretariat, while the Ocean Commission is decentralized to the regional secretariat.

The report of the Commission will have three volumes: Volume One for general circulation, 300 - 400 pages; Volume Two a consolidation of all papers of the Global Commission; Volume Three regional reports which will be published and circulated by the regional centers.

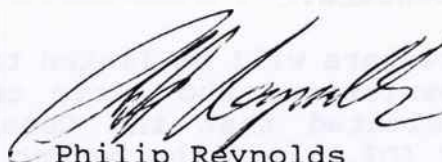
IOI centers will be linked to the six Regional Vice Presidents of the Commission, who serve on the Executive Committee. Dr. Siagal indicated that the Commission was not under the total control of IOI, since the budget was not all from IOI. Mrs. Mann-Borgese agreed to send me a copy of a letter from the UN Secretary General to Mr. Soares indicating that the Commission will benefit the U.N.. The status of the World Commission on the Oceans is similar to the Brandt Commission, The South Commission and the Global Governance Commission in that it is independent of the U.N. but being carried out with the full blessing of the Secretary General.

The format of the individual regional hearings, of which there may be several for each region, will essentially follow the background paper. All Commission members (including Mr. Speth) will be invited to all meetings. The Vice President for that region will chair the meetings. Some participants preferred to call the meetings "dialogues", rather than hearings. There may be a second plenary meeting in Monaco and the Monacan government has agreed to provide \$300,000 for this purpose. Mrs. Mann Borgese hoped that all of the regional hearings could be held before September 1995, but in response to a reservation from Fiji, which couldn't hold its before October, she said that at least the report should be available by the end of January 1996. She pointed out

that these hearings would help course development, fund raising, consciousness raising, and the profile of IOI.

In addition to a lengthy debate as to the benefits of ROLLE-X or TRAIN-X, the main item of the course development meeting was to approve the work programme for Costa Rica; namely that Costa Rica will develop a course on ocean policy and the law of the sea as a joint TRAIN-SEA-COAST/IOI course and a course in remote sensing as a TRAIN-SEA-COAST course.

There was some discussion on the GEF Phase II proposal that IOI would like to prepare. They agreed that it would cover new centers, that there would be links with countries and the Regional Seas Programme. I cautioned that competition was very tough and that they should carefully follow the recommendations of the evaluation. In particular I suggested that they should avoid supporting the institutional structure of the centers. Mr. Layashi Yaker said he would push for a Phase II project.



Philip Reynolds
Senior Programme Officer
Science, Technology and Private Sector Division
31 May 1995

cc: A. Wijkman
T. Rothermel
R. Linten
R. Asenjo
C. Otto
S. Vallejo
J. Lawrence
C. Dike (OPS)
K. Saigal (IOI-Malta)
E. Mann Borgese (IOI-Halifax)



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TELEFAX TRANSMISSION

12 June, 1995

My dear Elisabeth,

A four line CV.

Krishan Saigal, Executive Director, IOI.

Was the first head of the Indian Department of Ocean Development and leader of the Indian delegation to Prepcom. Executive Director from 1 January, 1993.

Also the minutes of the Directors/Vcs meeting for approval.

Love

Krishan

Also enclosed is Dr Hori's proposal. Would be good for Luvo!

Krishan

Minutes of the Fifth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at
The University of Malta
on
25 and 26 May, 1995

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Dr. Anton Vratusa, Vice Chairman, IOI
Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
Prof. Salvino Busuttil, Treasurer, IOI
Fr. Peter Serracino Inglott, IOI Malta
Mr. Philip Reynolds, STAPS/UNDP, New York
Dr. Hou Wenfeng, IOI China
Prof. Alejandro Gutierrez, IOI Costa Rica
Prof. N.V.C. Swamy, IOI India
Prof. R. Rajagopalan, IOI India
Prof. M.R. Pranesh, IOI India
Prof. Tsutomu Fuse, IOI Japan
Prof. Robin South, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

Dr. Danny Elder, UNDP Consultant
Ms. Margaret Wood, IOI Halifax
Ms. Bella Hili, IOI Malta
Ms. Anna Micallef Trigona, IOI HQ
Ms. Natasha Ralston, IOI HQ

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of agenda

The agenda as circulated was adopted.

Item 2: Tripartite review of the UNDP Project GLO/91/G33 by IOI, UNDP(OPS) and UNDP(STAPS)

The Meeting had before it the following documents:

- (i) the Project Performance Evaluation Report (PPER) for the period 21 January 1992 to 31 March, 1995 prepared by the Executive Director, IOI;
- (ii) the terms of reference for the mid-term evaluation of GLO/93/G33 as laid down by UNDP (Attachment 1).

On being asked to introduce the PPER, the Executive Director of IOI stated that he had collated all the facts and thereafter made an evaluation of the project. In his view the main successes of

Page 2

the project were that:

- dependency on UNDP funds required for conducting courses decreased from 47% in 1993 to 38% in 1994 thereby indicating that the IOI System had been successful in arranging for non-UNDP funding;
- the cost per trainee-week had shown a declining tendency due to the following of a better curriculum development strategy based on the TRAIN-X System;
- the cost per course had gone down by as much as 40% because the earlier 10-week courses were now being conducted in 6 or 7 weeks due to elimination of overlaps and duplication; this was also due to more efficient curriculum development, regionalisation and upgrading of the training programmes;
- the number of new courses developed was greater than what was stated in the project document;
- regarding course materials development, a lot of work had been done but more was necessary and would be completed before the project ended; the development of the training material had been cost-effective and helped to shorten the duration of courses;
- the in-kind inputs of IOI and the collaborating institutions had been higher than what was promised in the Project Document;
- the networking system including preparation and distribution of PR brochures, the alumni newsletter etc. had helped in making the IOI more visible regionally so that the demand for IOI courses was on the rise.

Also the immediate objective of the project had been to:

- (i) develop an institutional infrastructure of 4 new centres;
- (ii) implement training programmes through these centres; and
- (iii) initiate research proposals to tackle local and regional problems.

While (i) and (ii) had been very successful as mentioned earlier (there were, in fact, 6 new centres instead of 4) there was a shortfall regarding (iii). Also the library networking system developed by IOI India (CLAM/DOS) had yet to become operational.

Thereafter the Chairman asked the representatives of all IOI operational centres to evaluate the project and to state the present position.

IOI India

The representative of IOI India stated that:

- IOI India had access to all the facilities of IIT Madras and the National Institute of Ocean Technology established on the IIT Campus by the Department of Ocean Development, Government of India. IOI India also had links with the Anna University, Bay of Bengal Fisheries Project of FAO, MS Swaminathan Centre, Muruguppa Chettiar Research Centre etc. This had made for a very effective functioning of IOI India;
- IOI India had the advantage of the IIT Madras having conducted IOI programmes earlier and therefore it facilitated the stabilisation of the centre;
- For Course Development work, the retreat in Rolle regarding the TRAIN-X system was very useful as it gave a definite shape to the system. The modules developed by IOI involved 20 persons and IOI India would have occasion to discuss about these later;
- IOI India had developed the Library Information Management System (CLAM/DOS) including a management manual and a user's manual;
- IOI India had developed a new way of running short courses in other countries whereby IOI India was responsible for the travel costs of external faculty and for providing reading material while the local government met the costs of travel, accomodation etc. of the participants. This had happened in the case of Malaysia and he was hopeful of IOI India being able to conduct more courses in this manner;
- the visibility profile of IOI India had improved and for the course in June they had 80 applications for 20 seats, with more than half being from outside India. In the recent alumni course for Indian alumni held in Madras, **two foreign participants** (one from Philippines, and one from Sri Lanka) **paid their own travel fare**. This was a good indication of how participants valued IOI courses;
- IOI India had been able to conduct a research-cum-experts meeting on how to have cooperation in Marine Technology in the Indian Ocean Region. UNDP/TCDC had funded the experts meeting;
- as regards future sustainability, he was of the view that IOI India was sustainable regarding Indian programmes as both the Government of India and the Government of Tamil Nadu were prepared to fund courses in integrated coastal zone management. For conducting regional and international course, however, foreign funding would be necessary.

IOI Costa Rica

The representative of IOI Costa Rica stated that IOI Costa Rica had only been operating for a few months. During that time it had conducted a sensitisation programme for leaders from Central America, their curriculum developers had attended a TRAIN-SEA-COAST (TSC) Workshop and IOI Costa was now gearing itself for designing curricula, conducting research and holding training programmes. From the next academic year, IOI Costa Rica will be integrated into the academic programme of the University and would have the full support of the Faculties of Science, Foreign Studies and Economic Policy.

IOI Costa Rica had also been able to appoint a bilingual assistant from January and this had been of great help in administrative work. IOI Costa Rica would be able to conduct a 2-week course on Sea Law and Policy in 1995 and 2 IOI Courses and 1 TSC Course in 1996.

IOI South Pacific

The representative of IOI South Pacific stated that evaluation of the last year and a half of the UNDP Project showed that:

- (i) IOI South Pacific had fulfilled more than they set out to do except in the sphere of preparation of research proposals;
- (ii) the UNDP Project had added to the visibility of IOI in the region and enabled IOI South Pacific to raise \$ 10 million from the ODA of Japan for residential accommodation, laboratories etc. of the Marine Studies programme. IOI South Pacific was greatly helped in this regard by Prof. Elisabeth Mann Borgese, who made the initial contacts in Japan, and Mr. Philip Reynolds who had the support of UNDP to the Project conveyed to the Japanese authorities;
- (iii) IOI South Pacific had established good networking arrangements with institutions in the South Pacific and other IOI Centres and this had generated a lot of synergy and brought a global outlook to bear on the work being done in Fiji;
- (iv) IOI South Pacific had been able to produce modules for a number of new courses e.g. Resource Economics, Fisheries Economics and Management, Management and Development of Coastal Fisheries in the Tropics. They had also produced a monograph on Traditional Marine Tenure and Sustainable Management of Marine Resources in Asia and the Pacific;
- (v) as regards future sustainability of IOI South Pacific after the ending of the UNDP Project, he stated that:

Page 5

- . it had already been decided by the USP that in the post-UNDP project period the IOI South Pacific would be regarded as an international institution attached to the University. This would ensure continuity;
- . also sustainability depended on quality which would be ensured as IOI South Pacific would be a member of the TSC Network.

IOI China

IOI China's representative stated that IOI China had been established in October 1994 at the National Marine Data Information Service (NMDIS) Centre in Tianjin. The host institution was engaged in the preparation of:

- . the Chinese Agenda 21;
- . national law and regulations for the seas around China;
- . administrative and other measures necessary for implementing the 1982 Convention.

Thus the establishment of IOI China in Tianjin would be very beneficial both for NMDIS and IOI China. In 1995, IOI China would conduct a 5-week programme in Deep-sea Mining and do work connected with the Independent World Commission on the Oceans (WCO). In 1996, IOI China would be constructing a residential building, doing work for WCO and networking with the IOI System.

IOI Halifax

The representative of IOI Halifax stated that their workplan during 1995 was to:

- . formalise the arrangement with Dalhousie through a Memorandum of Understanding as had been the case with all other IOI Centres;
- . conduct a 10-week international programme in Sustainable Development and EEZ Management;
- . arrange for funding for a 5-week programme to be held in Cuba in association with IOI Costa Rica;
- . conduct hearings in Canada for the WCO. Funding for this would be made available by CIDA/IDRC.

IOI Japan

The representative of IOI stated that IOI Japan was established in October, 1994 at the Yokohama City University. Since then:

Page 6

- . the Yokohama City Government had made a budget for IOI Japan for 1996;
- . a National Commission for the Seas and Oceans is being established in Japan with IOI Japan acting as its secretariat;
- . regional hearings for the WCO will be conducted in 1995 and international hearings in 1996;
- . a trainer had been sent by IOI Japan to the Halifax course so as to enable IOI Japan to organise IOI courses from 1996 onwards.

IOI Malta

The representative of IOI Malta stated that the programme of IOI Malta/University of Malta was to:

- . conduct an MBA programme in Coastal Zone Management from 1996 onwards;
- . create a world depository in Malta on Common Heritage of Mankind by November 1995;
- . prepare a 5-year operational plan for submission to the European Union for funding;
- . to hold regional hearings for the WCO.

Discussions with Dr. Elder, UNDP Consultant

The presentations by the IOI representatives were followed by discussions with Dr. Danny Elder, the UNDP Consultant appointed to evaluate the Project. The discussions fell into the following broad clusters:

- . the impact of the project on the overall effectiveness of IOI training activities;
- . the quality of training material;
- . the likelihood of IOI Centres continuing their training and course development activities after the termination of the project.

Impact of project on overall effectiveness of IOI programmes

There were in-depth and wide ranging discussions by the Meeting. The conclusions that emerged were as below:

- . the project especially its networking through bi-annual meetings of representatives of the IOI Centres,

Page 7

alumni refresher courses, leadership seminars, involvement in TRAIN-SEA-COAST, development of new courses etc. had qualitatively opened up new opportunities for the IOI System;

- . the effectiveness of IOI training programmes had been greatly augmented by the 5-day retreat in Rolle, Switzerland with the TRAIN-X Co-ordinator, Mr. Michel Couroux, as that had given a definite structure to the training activities of IOI;
- . as a result of the follow-up of the Rolle retreat, IOI training programmes had become more cost-effective by becoming:
 - * shorter through elimination of overlapping and duplication between lecturers;
 - * more focused.
- . IOI training programmes had become more relevant to the issues arising out of Rio, 1992 as they had progressed from deep-sea mining through EEZ management to integrated coastal zone management;
- . the effectiveness of the new programmes was also evident from the fact that great value was being attached to them by participants: persons paid their own travel costs to attend IOI refresher courses, while the Governments of India and Malaysia were prepared to bear all local costs for the training of their officials;
- . some new and highly specialised and region-specific courses like the crustal coralline course had been developed;
- . the reach of IOI courses was being broadened to non-English areas by the development of courses in French and Spanish. This added to the overall global effectiveness of the programmes.

Some cautionary notes were also sounded. There was an emerging danger of IOI spreading itself too thin if it took on more varied types of courses not attached firmly to its core courses. Also cost-effectiveness would lie in being selective in producing transferable material as otherwise most such material would only remain on file.

Quality of training material

The consensus was that though the training material had improved considerably there was some way to go before it met TRAIN-SEA-COAST standards. The Meeting was heartened by the fact that the representatives of IOI Centres were aware of this and were taking

Page 8

steps to bring the course materials up to the required standards and format.

Likelihood of IOI Centres continuing their work in the post-project period

While it was too early to say anything at this stage about IOIs Costa Rica and Senegal, the Meeting was of the view that due to the likely support of the Governments of India and Tamil Nadu in the case of IOI India, and the very close link that IOI South Pacific had with USP, it was highly probable that the training activities based on the course materials prepared would be continued.

The fact that the IOI Centres would be working as the Regional Secretariat of the World Commission on the Oceans would not only help in enhancing the visibility of the Centres but also in getting research material during the regional hearings which would be of immense benefit to the Centres in assessing needs and tailoring future programmes to the needs of the countries of their respective regions. One of the recommendations of the Meeting to the Centres was to get the IOI programmes integrated into the relevant UNEPs Regional Seas Programmes, as well as concerned regional or country-specific programmes, as that would strengthen IOI's position in the regional networks.

Item 3: The TRAIN-SEA-COAST Network

The Meeting had before it the reports of Prof. Robin South on behalf of all the IOI participants and the progress reports prepared by Ms. Stella Maris Vallejo, the Co-ordinator of the TSC Network.

After discussions the Meeting came to the following conclusions:

- the TSC network offered a good opportunity to the IOI System to spread its "philosophy" globally through the TSC network;
- there were differing responses from the IOI Centres to TSC. While all the centres agreed on the desirability of switching to the TSC System, IOIs India, South Pacific and Senegal felt they needed extra funding while IOI Costa Rica was prepared to raise money locally as in their view the University, IOI and Train-Sea-Coast courses all needed to be integrated;
- the view of IOI HQ was that it would help raise extra resources for the TSC courses;
- IOI India, who was preparing modules according to TRAIN-X, was requested by the Meeting to have one module (that of Dr. S.P.S. Subramanian) prepared according to TSC so as to enable the difference

between the two to be appreciated.

Item 4: World Commission on the Oceans

The matter of the World Commission on the Oceans (WCO) was generally discussed. The Meeting noted that:

- the Preparatory Committee of WCO was meeting on 30 June - 3 July after which detailed instructions would be issued;
- Japan was considering holding international hearings in association with S. Korea or China;
- the WCO hearings would help in enhancing the visibility of the IOI System and in collecting material which would help in future research, training and regional networking.

Item 5: Suggestions for funding from second tranche of GEF including proposals for research

The Meeting discussed the question of getting funding from the second tranche of the Global Environmental Facility (GEF II). The Meeting was advised that the preconditions for the GEF II would be:

- successful completion of the present project;
- the proposal for GEF II being complementary to, and building on, the present project;
- there being no staff costs in the proposal for GEF II;
- there being a clear indication as to how the proposal for the IOI Global Project would create a framework in which national projects could come up;
- the establishment of clear interlinkages between the IOIs global and regional projects e.g. UNEP's Regional Seas Programme, World Bank Project in the Caribbean on ICZM, as well as between the IOI's global project and national projects of a similar nature;
- how IOI's project could contribute to capacity building.

The IOI Centres were advised to:

- get in immediate contact with the coordinators of the UNEP Regional Seas Programme in their areas of operation;

Page 10

- prepare a list of national/regional projects connected with IOI's project and activities. This would also be useful for the work related to the WCO;
- explore possibilities of non-UNDP funding.

The meeting was of the view that GEF II needed to:

- cover new centres;
- arrange funding for TSC courses covering "international waters";
- deepen the work of GEF I e.g. distance learning etc.

Item 6: Proposed management structure of IOI

In discussions on the management structure of IOI the following points were made:

- the IOI faced a challenging situation in establishing a global network. In addition to the bi-annual meetings of Directors/Vice Chancellors IOI could use the facilities of E-Mail, teleconferencing etc. to strengthen the network;
- to prevent the network from disintegrating due to centrifugal tendencies it was suggested that:
 - . IOI HQ issue a certificate of acceptance to IOI Centres laying down the framework within which the Centres had to function;
 - . have a user's agreement with the Centres regarding use of IOI's name and logo;
 - . copyright IOI's logo;
- the functioning of the IOI System needed to be kept flexible and adaptive;
- IOI should have a well recognised niche and function in areas where others were not acting.

Item 7: Suggestions for professional services to be offered by IOI

IOI India stated that the IIT Madras had certain High Technology projects e.g. wave energy, disaster mitigation etc. which it wanted to be made available to the countries of the South. In this connection IOI could act as a catalyst and help the Ocean Engineering Centre of IIT Madras to globalise its projects.

Page 11

It was pointed out to IOI Madras that though IOI HQ would do all it could to help in this regard, UNDP New Delhi had about 10% of its budget for Technical Cooperation among Developing Countries (TCDC) and that they should try to tap this source also.

The meeting ended with a vote of thanks to the Chair.

Dr. Krishan Saigal
Executive Director



Dalhousie University

International Ocean
Institute



FAXED

FACSIMILE TRANSMISSION

To: Professor Tsutomu Fuse
FAX No: 81 45 787 2316

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

Date: 13 June, 1995

Subject: Your fax, just received

Dear Tsutomu,

Thanks very much for your kind letter and the good news! The way you have built up all this, is truly admirable!

Everybody was very happy with the Malta meetings. We are on top of the good books of UNDP --which is very important for our application for a second tranche of the GEF money. We are asking for 5 million dollars this time!

But quite apart from UNDP, I, too, found the spirit of the meeting quite wonderful. I think the Common Heritage principle works!

More soon. Please don't forget that I need a paper on Japanese research on living resources in the deep sea and sea-bed --biodiversity and bio-industrial potential.

Love,

Elisabeth

RECEIVED JUN 28 1995

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Ms. Margaret Wood
International Ocean Institute
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

14 June, 1995

Dear Ms. ^{Margaret,}~~Wood,~~

I am enclosing herewith the minutes of the Fifth Meeting of the Representatives of Operational Centres of the International Ocean Institute held at the University of Malta on 25 and 26 May, 1995 as well as the minutes of the Fourth Meeting of the Courses Development Committee of the IOI held on 27 May, 1995 for your information.

With regards,

Yours sincerely,



Dr. Krishan Saigal
Executive Director

Enc.

**Minutes of the Fifth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at
The University of Malta
on
25 and 26 May, 1995**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Dr. Anton Vratusa, Vice Chairman, IOI
Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
Prof. Salvino Busuttil, Treasurer, IOI
Fr. Peter Serracino Inglott, IOI Malta
Mr. Philip Reynolds, STAPS/UNDP, New York
Dr. Hou Wenfeng, IOI China
Prof. Alejandro Gutierrez, IOI Costa Rica
Prof. N.V.C. Swamy, IOI India
Prof. R. Rajagopalan, IOI India
Prof. M.R. Pranesh, IOI India
Prof. Tsutomu Fuse, IOI Japan
Prof. Robin South, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

Dr. Danny Elder, UNDP Consultant
Ms. Margaret Wood, IOI Halifax
Ms. Bella Hili, IOI Malta
Ms. Anna Micallef Trigona, IOI HQ
Ms. Natasha Ralston, IOI HQ

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of agenda

The agenda as circulated was adopted.

Item 2: Tripartite review of the UNDP Project GLO/91/G33 by IOI, UNDP(OPS) and UNDP(STAPS)

The Meeting had before it the following documents:

- (i) the Project Performance Evaluation Report (PPER) for the period 21 January 1992 to 31 March, 1995 prepared by the Executive Director, IOI;
- (ii) the terms of reference for the mid-term evaluation of GLO/93/G33 as laid down by UNDP (Attachment 1).

On being asked to introduce the PPER, the Executive Director of IOI stated that he had collated all the facts and thereafter made an evaluation of the project. In his view the main successes of

the project were that:

- dependency on UNDP funds required for conducting courses decreased from 47% in 1993 to 38% in 1994 thereby indicating that the IOI System had been successful in arranging for non-UNDP funding;
- the cost per trainee-week had shown a declining tendency due to the following of a better curriculum development strategy based on the TRAIN-X System;
- the cost per course had gone down by as much as 40% because the earlier 10-week courses were now being conducted in 6 or 7 weeks due to elimination of overlaps and duplication; this was also due to more efficient curriculum development, regionalisation and upgrading of the training programmes;
- the number of new courses developed was greater than what was stated in the project document;
- regarding course materials development, a lot of work had been done but more was necessary and would be completed before the project ended; the development of the training material had been cost-effective and helped to shorten the duration of courses;
- the in-kind inputs of IOI and the collaborating institutions had been higher than what was promised in the Project Document;
- the networking system including preparation and distribution of PR brochures, the alumni newsletter etc. had helped in making the IOI more visible regionally so that the demand for IOI courses was on the rise.

Also the immediate objective of the project had been to:

- (i) develop an institutional infrastructure of 4 new centres;
- (ii) implement training programmes through these centres; and
- (iii) initiate research proposals to tackle local and regional problems.

While (i) and (ii) had been very successful as mentioned earlier (there were, in fact, 6 new centres instead of 4) there was a shortfall regarding (iii). Also the library networking system developed by IOI India (CLAM/DOS) had yet to become operational.

Thereafter the Chairman asked the representatives of all IOI operational centres to evaluate the project and to state the present position.

IOI India

The representative of IOI India stated that:

- IOI India had access to all the facilities of IIT Madras and the National Institute of Ocean Technology established on the IIT Campus by the Department of Ocean Development, Government of India. IOI India also had links with the Anna University, Bay of Bengal Fisheries Project of FAO, MS Swaminathan Centre, Muruguppa Chettiar Research Centre etc. This had made for a very effective functioning of IOI India;
- IOI India had the advantage of the IIT Madras having conducted IOI programmes earlier and therefore it facilitated the stabilisation of the centre;
- For Course Development work, the retreat in Rolle regarding the TRAIN-X system was very useful as it gave a definite shape to the system. The modules developed by IOI involved 20 persons and IOI India would have occasion to discuss about these later;
- IOI India had developed the Library Information Management System (CLAM/DOS) including a management manual and a user's manual;
- IOI India had developed a new way of running short courses in other countries whereby IOI India was responsible for the travel costs of external faculty and for providing reading material while the local government met the costs of travel, accomodation etc. of the participants. This had happened in the case of Malaysia and he was hopeful of IOI India being able to conduct more courses in this manner;
- the visibility profile of IOI India had improved and for the course in June they had 80 applications for 20 seats, with more than half being from outside India. In the recent alumni course for Indian alumni held in Madras, **two foreign participants** (one from Philippines, and one from Sri Lanka) **paid their own travel fare**. This was a good indication of how participants valued IOI courses;
- IOI India had been able to conduct a research-cum-experts meeting on how to have cooperation in Marine Technology in the Indian Ocean Region. UNDP/TCDC had funded the experts meeting;
- as regards future sustainability, he was of the view that IOI India was sustainable regarding Indian programmes as both the Government of India and the Government of Tamil Nadu were prepared to fund courses in integrated coastal zone management. For conducting regional and international course, however, foreign funding would be necessary.

IOI Costa Rica

The representative of IOI Costa Rica stated that IOI Costa Rica had only been operating for a few months. During that time it had conducted a sensitisation programme for leaders from Central America, their curriculum developers had attended a TRAIN-SEA-COAST (TSC) Workshop and IOI Costa was now gearing itself for designing curricula, conducting research and holding training programmes. From the next academic year, IOI Costa Rica will be integrated into the academic programme of the University and would have the full support of the Faculties of Science, Foreign Studies and Economic Policy.

IOI Costa Rica had also been able to appoint a bilingual assistant from January and this had been of great help in administrative work. IOI Costa Rica would be able to conduct a 2-week course on Sea Law and Policy in 1995 and 2 IOI Courses and 1 TSC Course in 1996.

IOI South Pacific

The representative of IOI South Pacific stated that evaluation of the last year and a half of the UNDP Project showed that:

- (i) IOI South Pacific had fulfilled more than they set out to do except in the sphere of preparation of research proposals;
- (ii) the UNDP Project had added to the visibility of IOI in the region and enabled IOI South Pacific to raise \$ 10 million from the ODA of Japan for residential accomodation, laboratories etc. of the Marine Studies programme. IOI South Pacific was greatly helped in this regard by Prof. Elisabeth Mann Borgese, who made the initial contacts in Japan, and Mr. Philip Reynolds who had the support of UNDP to the Project conveyed to the Japanese authorities;
- (iii) IOI South Pacific had established good networking arrangements with institutions in the South Pacific and other IOI Centres and this had generated a lot of synergy and brought a global outlook to bear on the work being done in Fiji;
- (iv) IOI South Pacific had been able to produce modules for a number of new courses e.g. Resource Economics, Fisheries Economics and Management, Management and Development of Coastal Fisheries in the Tropics. They had also produced a monograph on Traditional Marine Tenure and Sustainable Management of Marine Resources in Asia and the Pacific;
- (v) as regards future sustainability of IOI South Pacific after the ending of the UNDP Project, he stated that:

- . it had already been decided by the USP that in the post-UNDP project period the IOI South Pacific would be regarded as an international institution attached to the University. This would ensure continuity;
- . also sustainability depended on quality which would be ensured as IOI South Pacific would be a member of the TSC Network.

IOI China

IOI China's representative stated that IOI China had been established in October 1994 at the National Marine Data Information Service (NMDIS) Centre in Tianjin. The host institution was engaged in the preparation of:

- . the Chinese Agenda 21;
- . national law and regulations for the seas around China;
- . administrative and other measures necessary for implementing the 1982 Convention.

Thus the establishment of IOI China in Tianjin would be very beneficial both for NMDIS and IOI China. In 1995, IOI China would conduct a 5-week programme in Deep-sea Mining and do work connected with the Independent World Commission on the Oceans (WCO). In 1996, IOI China would be constructing a residential building, doing work for WCO and networking with the IOI System.

IOI Halifax

The representative of IOI Halifax stated that their workplan during 1995 was to:

- . formalise the arrangement with Dalhousie through a Memorandum of Understanding as had been the case with all other IOI Centres;
- . conduct a 10-week international programme in Sustainable Development and EEZ Management;
- . arrange for funding for a 5-week programme to be held in Cuba in association with IOI Costa Rica;
- . conduct hearings in Canada for the WCO. Funding for this would be made available by CIDA/IDRC.

IOI Japan

The representative of IOI stated that IOI Japan was established in October, 1994 at the Yokohama City University. Since then:

- . the Yokohama City Government had made a budget for IOI Japan for 1996;
- . a National Commission for the Seas and Oceans is being established in Japan with IOI Japan acting as its secretariat;
- . regional hearings for the WCO will be conducted in 1995 and international hearings in 1996;
- . a trainer had been sent by IOI Japan to the Halifax course so as to enable IOI Japan to organise IOI courses from 1996 onwards.

IOI Malta

The representative of IOI Malta stated that the programme of IOI Malta/University of Malta was to:

- . conduct an MBA programme in Coastal Zone Management from 1996 onwards;
- . create a world depository in Malta on Common Heritage of Mankind by November 1995;
- . prepare a 5-year operational plan for submission to the European Union for funding;
- . to hold regional hearings for the WCO.

Discussions with Dr. Elder, UNDP Consultant

The presentations by the IOI representatives were followed by discussions with Dr. Danny Elder, the UNDP Consultant appointed to evaluate the Project. The discussions fell into the following broad clusters:

- . the impact of the project on the overall effectiveness of IOI training activities;
- . the quality of training material;
- . the likelihood of IOI Centres continuing their training and course development activities after the termination of the project.

Impact of project on overall effectiveness of IOI programmes

There were in-depth and wide ranging discussions by the Meeting. The conclusions that emerged were as below:

- . the project especially its networking through bi-annual meetings of representatives of the IOI Centres,

alumni refresher courses, leadership seminars, involvement in TRAIN-SEA-COAST, development of new courses etc. had qualitatively opened up new opportunities for the IOI System;

- . the effectiveness of IOI training programmes had been greatly augmented by the 5-day retreat in Rolle, Switzerland with the TRAIN-X Co-ordinator, Mr. Michel Couroux, as that had given a definite structure to the training activities of IOI;
- . as a result of the follow-up of the Rolle retreat, IOI training programmes had become more cost-effective by becoming:
 - * shorter through elimination of overlapping and duplication between lecturers;
 - * more focused.
- . IOI training programmes had become more relevant to the issues arising out of Rio, 1992 as they had progressed from deep-sea mining through EEZ management to integrated coastal zone management;
- . the effectiveness of the new programmes was also evident from the fact that great value was being attached to them by participants: persons paid their own travel costs to attend IOI refresher courses, while the Governments of India and Malaysia were prepared to bear all local costs for the training of their officials;
- . some new and highly specialised and region-specific courses like the crustal coralline course had been developed;
- . the reach of IOI courses was being broadened to non-English areas by the development of courses in French and Spanish. This added to the overall global effectiveness of the programmes.

Some cautionary notes were also sounded. There was an emerging danger of IOI spreading itself too thin if it took on more varied types of courses not attached firmly to its core courses. Also cost-effectiveness would be improved by being selective in producing transferable material as otherwise most such material would only remain on file.

Quality of training material

The consensus was that though the training material had improved considerably there was some way to go before it met TRAIN-SEA-COAST standards. The Meeting was heartened by the fact that the representatives of IOI Centres were aware of this and were taking

steps to bring the course materials up to the required standards and format.

Likelihood of IOI Centres continuing their work in the post-project period

While it was too early to say anything at this stage about IOIs Costa Rica and Senegal, the Meeting was of the view that due to the likely support of the Governments of India and Tamil Nadu in the case of IOI India, and the very close link that IOI South Pacific had with USP, it was highly probable that the training activities based on the course materials prepared would be continued.

The fact that the IOI Centres would be working as the Regional Secretariat of the World Commission on the Oceans would not only help in enhancing the visibility of the Centres but also in getting research material during the regional hearings which would be of immense benefit to the Centres in assessing needs and tailoring future programmes to the needs of the countries of their respective regions. One of the recommendations of the Meeting to the Centres was to get the IOI programmes integrated into the relevant UNEPs Regional Seas Programmes, as well as concerned regional or country-specific programmes, as that would strengthen IOI's position in the regional networks.

Item 3: The TRAIN-SEA-COAST Network

The Meeting had before it the reports of Prof. Robin South on behalf of all the IOI participants and the progress reports prepared by Ms. Stella Maris Vallejo, the Co-ordinator of the TSC Network.

After discussions the Meeting came to the following conclusions:

- the TSC network offered a good opportunity to the IOI System to spread its "philosophy" globally through the TSC network;
- there were differing responses from the IOI Centres to TSC. While all the centres agreed on the desirability of switching to the TSC System, IOIs India, South Pacific and Senegal felt they needed extra funding while IOI Costa Rica was prepared to raise money locally as in their view the University, IOI and Train-Sea-Coast courses all needed to be integrated;
- the view of IOI HQ was that it would help raise extra resources for the TSC courses;
- IOI India, who was preparing modules according to TRAIN-X, was requested by the Meeting to have one module (that of Dr. S.P.S. Subramanian) prepared according to TSC so as to enable the difference

between the two to be appreciated.

Item 4: World Commission on the Oceans

The matter of the World Commission on the Oceans (WCO) was generally discussed. The Meeting noted that:

- the Preparatory Committee of WCO was meeting on 30 June - 3 July after which detailed instructions would be issued;
- Japan was considering holding international hearings in association with S. Korea or China;
- the WCO hearings would help in enhancing the visibility of the IOI System and in collecting material which would help in future research, training and regional networking.

Item 5: Suggestions for funding from second tranche of GEF including proposals for research

The Meeting discussed the question of getting funding from the second tranche of the Global Environmental Facility (GEF II). The Meeting was advised that the preconditions for the GEF II would be:

- successful completion of the present project;
- the proposal for GEF II being complementary to, and building on, the present project;
- there being no staff costs in the proposal for GEF II;
- there being a clear indication as to how the proposal for the IOI Global Project would create a framework in which national projects could come up;
- the establishment of clear interlinkages between the IOIs global and regional projects e.g. UNEP's Regional Seas Programme, World Bank Project in the Caribbean on ICZM, as well as between the IOI's global project and national projects of a similar nature;
- how IOI's project could contribute to capacity building.

The IOI Centres were advised to:

- get in immediate contact with the coordinators of the UNEP Regional Seas Programme in their areas of operation;

- prepare a list of national/regional projects connected with IOIs project and activities. This would also be useful for the work related to the WCO;
- explore possibilities of non-UNDP funding.

The meeting was of the view that GEF II needed to:

- cover new centres;
- arrange funding for TSC courses covering "international waters";
- deepen the work of GEF I e.g. distance learning etc.

Item 6: Proposed management structure of IOI

In discussions on the management structure of IOI the following points were made:


- the IOI faced a challenging situation in establishing a global network. In addition to the bi-annual meetings of Directors/Vice Chancellors IOI could use the facilities of E-Mail, teleconferencing etc. to strengthen the network;
- to prevent the network from disintegrating due to centrifugal tendencies it was suggested that:
 - . IOI HQ issue a certificate of acceptance to IOI Centres laying down the framework within which the Centres had to function;
 - . have a user's agreement with the Centres regarding use of IOI's name and logo;
 - . copyright IOI's logo;
- the functioning of the IOI System needed to be kept flexible and adaptive;
- IOI should have a well recognised niche and function in areas where others were not acting.

Item 7: Suggestions for professional services to be offered by IOI

IOI India stated that the IIT Madras had certain High Technology projects e.g. wave energy, disaster mitigation etc. which it wanted to be made available to the countries of the South. In this connection IOI could act as a catalyst and help the Ocean Engineering Centre of IIT Madras to globalise its projects.

It was pointed out to IOI Madras that though IOI HQ would do all it could to help in this regard, UNDP New Delhi had about 10% of its budget for Technical Cooperation among Developing Countries (TCDC) and that they should try to tap this source also.

The meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director

TERMS OF REFERENCE**For a mid-term evaluation of GLO/93/G33:
Support for Regional Oceans Training Programme****A. BACKGROUND**

An agreement between the Executing Agency (UNDP/OPS) and the International Ocean Institute (IOI) for US\$ 2,583,347 was signed on 3 September, 1993 on the basis of a Project Document submitted by IOI in July, 1993. The project was supposed to be for 30 months up to February, 1996.

The immediate objectives of this programme were first, for IOI to develop an institutional infrastructure by establishing four operational centres to be located in India, the South Pacific (Fiji), Colombia and Senegal; and second, through these centres, IOI was to implement training programmes in furtherance of policy research and development in marine affairs. The centres were to serve as vehicles for providing training and management of exclusive economic zones and to initiate research programmes to handle local and regional concerns.

Upon the signing of this agreement, the operational centres in India and the South Pacific (Fiji) received funding for their training programmes. The IOI Headquarters initiated the work of the Senegal centre by holding a leadership seminar in Addis Ababa in association with UNECA in March, 1994. Dakar, however, became independently operational only from 1 January, 1995. The centre for Latin America was later on shifted to Costa Rica and the funding for this centre started from 1 January, 1995 upon approval of its workplan by UNDP/OPS. Because of the delay in establishing the Latin American and African centres, the Project is now expected to only finish in April, 1997.

A Project Performance Evaluation Report (PPER) detailing progress up to March 1994 was prepared by IOI and considered at a joint meeting of the centres and UNDP at Barbados in April 1994. Another PPER up to the end of March 1995 is being prepared by IOI and will be considered on 25-27 May, 1995 in Malta.

B. PURPOSE

The purpose of this external evaluation is to appraise the progress made so far towards attaining the objectives of the Project and to make recommendations for improvements for the remainder of the project.

C. TERMS OF REFERENCE

Specifically, the external evaluator will:

1. Assess continuing relevance of the development objective and the effectiveness of the project in achieving its immediate objectives, outputs and activities as they appear on pages 12-23 of the project document and as amended by the Workplan for 1995 prepared by IOI and approved by UNDP/OPS.

2. In pursuing the above assessment, the external evaluator will comment on:

a. The impact of the project on the overall effectiveness of IOI training activities.

b. The quality of training material developed by IOI in the course of the project in terms of its relevance to country and trainee requirements, technical content and pedagogical aspects.

c. The effectiveness of the project's institutional structure including contributions to project implementation which have been made by:

1. Advisory Councils of Regional IOI Centres
2. IOI's Board of Governors, Centre Directors meetings, Course Development Meetings and
3. TRAIN-SEA-COAST Central Coordinating Unit in New York.

d. Government and host institution awareness of and compliance with their signed agreements with IOI.

e. The likelihood of the IOI Regional Centres continuing the project's course development and training activities after the termination of the project. Elements for consideration include the general knowledge base, technical capacity, pedagogic capacity, policy and institutional support and adequate budget allocations.

f. The timeliness and effectiveness of project inputs from UN/STAPSD, UN/OPS, IOI, Governments and the TRAIN-SEA-COAST programme.

g. The effectiveness of project execution arrangements.

3. Prepare a final report with conclusions, recommendations and supporting analyses for the four regional centres (including strengths and weaknesses) and for the project as a whole.

D. BASIS FOR THE EVALUATION

The evaluator should base the evaluation on the following:

- 1) the project document for GLO/93/G33
- 2) the revised workplan for 1995
- 3) PPER's for March 1994 and March 1995
- 4) interviews in New York with staff of STAPS, OPS and UNDOALOS (Train-Sea-Coast); interviews in Malta with Executive Director IOI; and interviews in San Jose, Costa Rica; Dakar, Senegal; Madras, India; Suva, Fiji; with government officials, the directors, course developers and faculty of the operational centres and selected trainees.
- 5) the evaluator's own personal experience and contacts.

E. TIMING

Between 1 and 20 May 1995 the evaluator will undertake the following visits:

1 day	New York	Briefing at UNDP, UN/OPS and UNDOALOS
2 days	Malta	Briefing at IOI Headquarters
2 days	Suva	IOI Fiji
2 days	Madras	IOI India
2 days	Dakar	IOI Senegal
2 days	San Jose	IOI Costa Rica

Between 21-24 May the evaluator will have final meetings with IOI Headquarters in Malta and draft his/her report.

Between 25-27 May the evaluator will attend (as an observer) the IOI Centre Directors and Course Development meetings in Malta. At this time he/she will present preliminary conclusions and recommendations for discussion.

By 31 May the evaluator will submit a final evaluation report to UNDP.

PROGRAMME

Director's\Vice Chancellor's meeting:

<u>25 May, 1995:</u>	Session 1:	09.00 - 10.30
	Coffee:	10.30 - 10.45
	Session 2:	10.45 - 12.30
	Lunch:	12.30 - 13.30
	Session 3:	13.30 - 15.00
	Coffee:	15.00 - 15.15
	Session 4:	15.15 - 17.00

<u>26 May, 1995:</u>	Session 5:	09.00 - 10.30
	Coffee:	10.30 - 10.45
	Session 6:	10.45 - 12.30
	Lunch:	12.30 - 13.30
	Session 7:	13.30 - 15.00
	Coffee:	15.00 - 15.15
	Session 8:	15.15 - 17.00

Director's/Vice Chancellor's and Courses Development meeting:

<u>27 May, 1995:</u>	Session 9:	09.00 - 10.30
	Coffee:	10.30 - 10.45
	Session 10:	10.45 - 12.30
	Lunch:	12.30 - 13.30
	Session 11:	13.30 - 15.00
	Coffee:	15.00 - 15.15
	Session 12:	15.15 - 17.00

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DOCUMENTS DISTRIBUTED IN MADRAS & AVAILABLE
FOR REFERENCE at IOI Office

1. Report of A Regional Leadership Seminar on Marine Ocean Affairs in Africa held at Addis Ababa, Ethiopia from 28 March - 2 April, 1994.
2. Evaluation Report on the Training Course on the Coastal Management as a Sustainable Process held on 27th June to 29th July, 1994.
3. Management and Development of Coastal Fisheries in the Tropics, Module 1 - The Coastal Fisheries Environment of the Tropics (Students Manual) written by Derek Keats, University of the South Pacific.
4. Management and Development of Coastal Fisheries in the Tropics, Module 1 - The Coastal Fisheries Environment of the Tropics (Instructor's Manual), Part 1 - Overhead Transparency Masters Copies written by Derek Keats, University of the South Pacific.
5. Practical Taxonomy of Indo-Pacific Nongeniculate Coralline Algae by Derek Keats, Botany Dept., University of Western Cape, South Africa. Course Manual, October, 1994.
6. Management and Development of Coastal Fisheries, Course Manual.
7. Traditional Marine Tenure and Sustainable Management of Marine Resources in Asia and the Pacific, Proceedings of the International Workshop, 4th - 8th July, 1994 edited by Prof. G. Robin South, Denis Goulet, Seremaia Tuqiri and Marguerite Church.
8. Training Course Material developed by IOI Operational Centre - India (IIT Madras), Volume I.
9. Training Course Material developed by IOI Operational Centre - India (IIT Madras), Volume II.
10. Training Course Material developed by IOI Operational Centre - India (IIT Madras), Volume III.

DOCUMENTS AVAILABLE FOR REFERENCE

1. UNDP Project report.
2. TRAIN-X Evaluation Report.
3. A Plan for Islands Development as emerging from training course.
4. Report on Marine Technology Cooperation in the Indian Ocean.
5. UNESCO brochures on training.

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Support for Regional Oceans Training Programme

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d. Government and host institution awareness of and compliance with their signed agreements with IOI.

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IOI Courses

- Mission:**
- Improve awareness of importance of oceans.
 - Induce holistic and inter-disciplinary thinking.
 - Enable participants to be familiar with the "two cultures" of the social and physical sciences, and their interactive matrices.
 - Synthesise national aims with regional and global ones.

- Instrumentalities:**
- Training
 - . mid level personnel;
 - . alumni;
 - . decision-makers;
 - . policy-makers.
 - Policy Research
 - Publications
 - Networking.

Characteristics of IOI courses:

- IOI courses are based on:
- policy research on:
 - . implications of sustainable development;
 - . expansion of Common Heritage principle to non-deep seabed areas;
 - . modalities for expanding S & T capabilities;
 - . institutional mechanisms enabling transcending of sectoral concerns;
 - emphasising learning (andragogy or adult education systems) and not only teaching (pedagogy);
 - emphasising attitudinal changes and not mere imparting of knowledge and skills.
 - creating awareness regarding opportunities and complexities in managing ocean affairs.

Project Performance Evaluation Report

Main Parameters of UNDP/GEF Project GLO/91/G33

Networking

Instrumentalities:

- establishing 4 new centres
- alumni contacts through
 - . Across the Oceans (quarterly newsletter)
 - . alumni courses
- library networking
- meeting of directors and vice chancellors
- issue of brochures
- programme development and raising non-UNDP funds.

Training programmes

Instrumentalities:

- development of research programme
- curriculum development
 - . update old courses
 - . develop new courses
 - . train trainers
- conduct training programmes
 - . general courses
 - . courses for alumni
 - . leaders and decision makers
- evaluate courses.

Inputs

UNDP/GEF	\$ 2.6	million
IOI (in-kind)	\$ 1.0	million
Governments (in-kind)	\$ 0.875	million.

DOCUMENTS IN FOLDER

1. Annotated Agenda of the Fourth Meeting of the Courses Development Committee
2. Programme of the Meeting of IOI Directors / Vice Chancellors (25-27 May, 1995)
3. List of persons attending the Meeting of IOI Directors / Vice Chancellors (25-27 May, 1995)
4. Programme of the Workshop on Academic and Co-operative Strategies in Ocean Affairs (29-31 May, 1995)
5. List of Participants in the Workshop on Academic and Co-operative Strategies in Ocean Affairs (29-31 May, 1995)
6. Invitation to dinner at Dr. & Mrs. Saigal
Invitation to reception at Dr. & Mrs. Saigal (26 May, 1995)
Invitation to dinner at Surfside Restaurant (30 May, 1995)
7. Across the Oceans (IOI newsletter)
8. Annual report
9. Tourism brochures
10. List of NGOs
11. Amended pages of the Background Note on the Independent World Commission for the Seas and the Oceans

LIST OF DOCUMENTS ALREADY SENT

1. PPER report
2. Annotated agenda for Representatives of Operational Centres of IOI

FIFTH MEETING OF THE REPRESENTATIVES
OF THE OPERATIONAL CENTRES OF
THE INTERNATIONAL OCEAN INSTITUTE

AGENDA	Page(s)
Item 1 - Adoption of Agenda	1
Item 2 - Tripartite review of the UNDP Project GLO/91/G3 by IOI / UNDP(OPS) / UNDP(STAPS)	2
Item 3 - TRAIN-SEA-COAST - Progress Report	3
Appendix I - Report of Prof. Robin South	4
Appendix II - Report of Ms. Stella Maris Vallejo	9
Item 4 - World Commission for the Oceans	38
Item 5 - Suggestions for funding from second tranche of GEF including proposals for research	40
Item 6 - Proposed management structure of IOI	42
Item 7 - Suggestions for professional services to be offered by IOI	44
Item 8 - Any other matter.	

Adoption of Agenda

The agenda reproduced below may be adopted by the Meeting of Representatives with such amendments as may be considered necessary.

- Item 1 - Adoption of Agenda
- Item 2 - Tripartite review of the UNDP Project GLO/91/G3 by IOI / UNDP(OPS) / UNDP(STAPS)
- Item 3 - TRAIN-SEA-COAST - Progress Report
- Item 4 - World Commission for the Oceans
- Item 5 - Suggestions for funding from second tranche of GEF including proposals for research
- Item 6 - Proposed management structure of IOI
- Item 7 - Suggestions for professional services to be offered by IOI
- Item 8 - Any other matter.

Average anual cost (1993-2000)

Prog 1: Integrated coastal management	\$	50 million
Prog 2: Marine environmental protection	\$	200 million
Prog 3: Living resources - high seas	\$	12 million
Prog 4: Living resources - national jurisdiction	\$	60 million
Prog 5: Critical uncertainties in ocean-air interface	\$	480 million
Prog 6: International cooperation	\$	50 million
Prog 7: Islands development	\$	50 million
Total annual cost	\$	902 million

Dividing by approximately 120 developing countries, the average annual contribution from international funding sources would be roughly \$ 7.5 million. Net total annual cost per average developing country would be in the order of \$ 73 million - \$ 7.5 million = \$ 65.5 million. Clearly, additional international funding, from new sources, must be found.

Restructuring of the United Nations.

Issue 15: How should the UN be restructured to adequately deal with oceanic matters at both the international and regional levels?

The existing system of UN relating to the oceans including the collaboration of UN agencies through the ACC subcommittee for Ocean and Coastal Areas:

- . UNESCO/IOC
- . UNDOALOS
- . IMO
- . FAO
- . UNIDO
- . WMO
- . UNDP
- . World Bank
- . Regional Banks
- . GEF.

Deficiencies existing therein.

How can Security Council / UN General Assembly / Commission for Sustainable Development be made effective fora for ocean affairs?

What inputs can UN Agencies make into the work of the Commission on Sustainable Development, and how?

What interlinkages between UN Agencies can be considered to get an integrated policy mechanism?

BUDGET POSITION

ALL FIGURES IN \$ 000

	Expenditure up to 31.12.94	Likely expenditure in 1995	Avai- lable 1996 onwards	Total
Headquar- ters	233.4	101.0	61.0	395.4
Costa Rica	13.4	127.0	269.6	410.0
India	247.8	127.2	--	375.0
Senegal	40.0	134.5	185.5	360.0
South Pacific	272.5	112.5	40.0	425.0
Overheads @ 7%	807.1 56.5	594.2 41.6	555.1 38.9	1956.4 137.0
Total	863.6	643.80	595.0	2102.4

Contents of Report

(~~First~~ Draft)

1. Introduction. Changing global system. Increase in number of actors -- States, NGOs, TNCs, media, citizens' groups and associations. Interdependence of issues, emergence of technological and institutional "gaps" due to High Technology, rise of environmental issues; issues of poverty, unemployment, gender, youth, indigenous people. The U.N. Special Conferences, in the wake of the Rio, 1992, Conference: their conclusions, recommendations, and consequences. Economic disequilibria and their impact on security. The changing concept of security, including economic and environmental security and its implications.
2. Sustainability -- the concept and its economic, political, cultural and social consequences. Sustainable development of marine resources -- food, water, drugs, energy, minerals, shipping, space, recreation; their place in the global economy (seventy percent of international trade; fifty percent of tourism; coastal development). Increasing population pressure on coastal areas and its environmental impact. Islands development.
3. Legal issues, including
 - . interlinkages between Law of the Sea convention, UNCED Conventions on Biodiversity and Climate Change, and Agenda 21;
 - . gaps in the form of national legislations and regional protocols.
4. Science and Technology. The science of planetary systems (GOOS, ecosystems, study of geosphere and biosphere) and High Technology. Cooperative and other mechanisms for involving the developing countries -- national, regional, global: New approaches to "technology transfer" in the age of high technology.
5. Institutional requirements at national, regional, and international levels. Redefining of the Regional Seas Programmes. Institutional mechanisms for the development of integrated policies, at national, regional, and international level.
6. Ocean governance and the restructuring of the international system, including the U.N. system and the place of the new actors therein.
7. Conclusions and action-oriented recommendations, including financial implications and ways of dealing with them.

*There is a possibility
that funding for this
proposal would be available
from CIDA.*

INFORMATION SYSTEM ON OCEAN TECHNOLOGIES (ISOT)

PREVIEW OF A PROJECT PROPOSAL

R. Rajagopalan
IOI Madras

Going through the Proceedings of PIM XXII one is struck by the repeated references to the following *wish-list* (to borrow a term from Prof. Elisabeth!):

- * Followup of UNCLOS and UNCED with regard to international cooperation
- * Science and technology / institutional cooperation
- * Establishment of regional centres for marine science and technology
- * Transfer of environmentally-sound technologies
- * Human capacity building and networking of individuals and institutions

An essential prerequisite for realising these aims is a sound information system. What is proposed here is a global Information System on Ocean Technologies (ISOT) to be set up and operated by the IOI network. Worldwide the data base industry is growing rapidly and anticipating the tremendous interest in the oceans, IOI can lead as an information provider to the world. OTIS may include:

- a data base on environmentally-sound ocean technologies;
- a directory of individuals and organisations engaged in the ocean sector
- a directory of all training institutions in the ocean sector with a calendar of programmes
- bibliographies of publications in selected areas
- a directory of funding agencies and their specific programmes
- a collection of case studies on specific themes like coastal zone management
- a directory of directories and other sources of information on the ocean sector

The project would need initial funding for computer and related hardware, communication facilities and Internet connection, basic set of documents and publications, administrative support, etc. Once set up it should be made self-sustaining through the sale of its services, publication of annual directories supported by advertisements, tie-ups with commercial information providers like DIALOG, etc.

The IOI network with its centres, and more important, its alumni would be the sources of information. All the IOI Centres would act as points for the collection of data, but the system itself will be located in one place. IOI India may be a good choice since expertise in data bases and computers is easily available, while the costs can be kept low. It should also be possible to involve in this project the National Institute of Ocean Technology, the National Institute of Oceanography and the Department of Ocean Development itself. The main funding may have to come from international sources.

This proposal has not been fully thought through, but is placed for consideration by IOI.

MEETING OF IOI DIRECTORS AND VICE CHANCELLORS
25-27 MAY 1995, MALTA

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**Minutes of the Fourth Meeting of the
Courses Development Committee of the
International Ocean Institute
held at
The University of Malta
on
27 May, 1995**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Amb. Layashi Yaker, President IOI
Dr. Anton Vratasa, Vice Chairman, IOI
Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
Prof. Salvino Busuttil, Treasurer, IOI
Fr. Peter Serracino Inglott, IOI Malta
Mr. Philip Reynolds, STAPS/UNDP, New York
Dr. Hou Wenfeng, IOI China
Prof. Alejandro Gutierrez, IOI Costa Rica
Prof. N.V.C. Swamy, IOI India
Prof. R. Rajagopalan, IOI India
Prof. M.R. Pranesh, IOI India
Prof. Tsutomu Fuse, IOI Japan
Prof. Robin South, IOI South Pacific
Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

Ms. Margaret Wood, IOI Halifax
Ms. Bella Hili, IOI Malta
Ms. Anna Micallef Trigona, IOI HQ
Ms. Natasha Ralston, IOI HQ

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of Agenda

The agenda as circulated was adopted.

**Item 2: Course modules of IOI Madras and IOI South Pacific:
issues arising therefrom**

The Committee had before it:

- the comments of Dr. Toure, Director IOI Senegal;
- the comments of Prof. R. Rajagopalan, Director IOI India;
- the comments of Ms. Anita Coady, Editor Across the Oceans;
- a note on Case-Study Methods and the Cultivation of Mental Skills;
- Simulation Game on Managing the EEZ;

- course modules developed by IOI India.

After discussing matters relating to transferability of courses/modules, teaching vs learning, the use of case studies and role playing/simulation exercises in the overall context of the philosophy and mission of IOI to change attitudes, and some modules prepared by IOI India the Committee came to the following conclusions:

- . the development of course modules had to be conceived of as an evolutionary process;
- . not all course modules were transferable between regions due to differing cultural, geomorphological and climatic differences;
- . more case studies and simulation/role playing exercises should be used in IOI courses as the mission of IOI was not only to impart knowledge and teach skills but to changes attitudes and perceptions;
- . course modules needed to be archived on disks;
- . IOI India had reformatted the course modules presented during the third meeting of the Committee in Madras in December, 1995 according to the TRAIN-X format. As the modules had still to be edited and in other ways brought in conformity with the overall requirements of IOI courses, the Committee would wait for the final versions before certifying them as suitable for IOI courses.

Item 3: Evaluation of IOI Courses


The Committee had before it an evaluation as normally done in IOI courses as well as an evaluation done in the train sea coast system. The Committee was of the view that IOI Centres should consider blending the two evaluation systems in a manner suitable to their regional requirements.

Item 4: Courses proposed to be run in 1995 by IOI Costa Rica

The representative of IOI Costa Rica stated that at the present moment he was only asking approval for a 2-week course on Sea Law and Ocean Policy which would be a joint TRAIN-SEA-COAST/IOI course, as also a course in remote sensing which would be a TSC course. The representative of IOI Costa Rica agreed after discussions to restrict the Ocean Policy course to the 2-week IOI reader approved earlier and not expand it as per his proposal. The Committee thereafter approved the Sea Law and Ocean Policy course as amended.

The Committee noted that IOI Costa Rica would be submitting proposals for a 6-week course and a 2-week course at the Committee's fifth meeting.

The meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
Executive Director



International
Ocean
Institute

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TELEFAX TRANSMISSION

Date: 17.8.95 **No. of Pages:** 1

To: Dr. Diafara Toure
Director - IOI Senegal
Director CRODT
Dakar, Senegal **Fax:** +221 (-) 342 792

From: International Ocean Institute
IOI HQ
Malta **Fax:** +356 (-) 346 502

Subject: IOI Operational Centre **Directors Meeting** -
Tokyo, 4 September

Dear Dr. Toure

As already informed to you there will be a meeting of Centre Directors of IOI in Tokyo on 4 September.


The agenda is as below:

- Item 1** Adoption of the Agenda
- Item 2** Evaluation of UNDP Consultant, Dr. Danny Elder, of the UNDP Project GLO/91/G33 - issues arising therefrom including funding from second tranche, of GEF.
- Item 3** Impact of Dr. Danny Elder's report on Workplan for 1996, and amendments, if any, to be made therein.
- Item 4** Regional hearings of the World Commission on the Oceans - issues arising therefrom.
- Item 5** Information report of IOI to the UN Commission on Sustainable Development - points to be made therein.
- Item 6** Any other matters with the permission of the chair.

You are requested to bring with you a draft workplan for 1996, requirements for Oct-Dec 1995, comments on Danny Elder's evaluation which was mailed to you on 14 July, suggestions for funding from GEF II as well a list of points you may want to be included in the report to be sent to the Commission on Sustainable Development. This will greatly facilitate and speed up our discussions in Tokyo.

Looking forward to seeing you in Tokyo,

Yours sincerely,

A handwritten signature in cursive script, appearing to read "Krishan Saigal", written in dark ink.

Dr. Krishan Saigal
Executive Director



Dalhousie University

International Ocean
Institute



FAXED

FACSIMILE TRANSMISSION

To: Dr. Krishan Saigal
FAX No: 356 346 502

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

Date: 20 December, 1995

Subject: Minutes, etc.

Dear Krishan,

The Minutes are, of course, fine. 3 very small remarks:

Centre Representatives' meeting, p.2 line 2; It should be *ad seriatim*, rather than *seriatum*.

A few lines were illegible, but I see no problem.

p.6, last indented para: Actually, I think the recommendation was a bit stronger, but obviously you should handle this the way you think fit.

Courses Development Committee, p.4. I don't think our 10-week programme in Halifax needs to be resubmitted for approval! We will make a few changes, as every year, but basically it is the same course.

That is all.

Another matter: Could you let me have the listing of all training programmes, with dates, for 1996. We have a home page on Internet now,, and it would be nice to advertise the courses there.

Love,

Elisabeth

Elisabeth
For approval
Krishan

COPY

Minutes of the Sixth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at
Puntarenas, Costa Rica
OR
7 and 8 December, 1995

Present:

- Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
- Fr. Peter Serracino Inglott, IOI Malta
- Mr. Bhagwat Singh, Member of Governing Board, IOI
- Ms. Anita Coady, Member of Governing Board, IOI
- Mr. Nicholas Gelpke, Member of Governing Board, IOI
- Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
- Mr. Philip Reynolds, UNDP/STAPSD, New York
- Ms. Chinwe Dike, UNDP/OPS, New York
- Prof. Robin South, Director IOI South Pacific
- Prof. R. Rajagopalan, Director IOI India
- Prof. Tsutomu Fuse, Director IOI Japan
- Prof. Alejandro Gutierrez, Director IOI Costa Rica
- Mr. Mao Bin, State Oceanic Administration, China
- Mr. Anton Micallef, Director IOI Malta
- Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

- Ms. Margaret Wood, Special Asst. to Honorary Chairman
- Mr. Seremaia Tuquiri, Coordinator, IOI South Pacific

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of agenda

The agenda as circulated was adopted.

Item 2: Evaluation of UNDP Consultant, Dr. Danny Elder, of the
UNDP Project GLO/91/G33 - issues arising therefrom
including funding from second tranche of GEF

The meeting had before it the following documents:

- (i) external evaluation of the UNDP Project GLO/91/G33/E/1G/31 by Dr. Danny L. Elder of 17 July, 1995;
- (ii) report of IOI to UNDP on action taken/proposed to be taken on Dr. Elder's report;
- (iii) an agenda note on recommendations 5, 7, 8, 9, 10, 13, 14, 15, 16, 17, 22 and 23.

The discussions and conclusions of the Meeting on the recommendations of Dr. Elder are given ad seriatim below.

5. For IOI globally and for each Regional Centre, formulate a plan for outreach and dissemination of information, including provision for linkages with other international and regional programmes.

After discussing the matter the Meeting came to the following conclusions:

- (i) the outreach of IOI and its effectiveness could be greatly increased by:
 - . developing joint curricula for training courses in consultation with international and regional bodies;
 - . the regional centres inviting proposals for training programmes from the countries in the region;
 - . getting resource persons and course lecturers from countries in the region;
 - . communicating by E-mail;
 - . using the Train-Seacoast system for networking;
 - . jointly planning visits by IOI HQ and the Train-Seacoast Coordinator to IOI Centres.
7. In consultation with the Directors of the Regional Centres, reassess the need for a "library exchange" capability and take appropriate steps to follow up on the findings.

The Meeting took note of the fact that IOI South Pacific had sent detailed comments on the software developed by IIT Madras and that the Director of IOI Madras had promised to look into the matter and come up with his recommendations in the next meeting of Representatives of IOI Regional Centres.

Institutional Structure

8. Prepare a vision statement including an explanation of its context in relationship to UNCLOS, Agenda 21, related conventions, etc. and promulgate it widely through the IOI network.; disseminate a summary of the UNDP project including its context, aims and intended outputs.
9. Prepare a "corporate" strategy for IOI based on the vision statement and formulate a workplan and timetable for activities to be carried out by specific Board Members.

After discussion the Meeting came to the view that the vision statement and the "corporate" strategy based on the vision

statement needed to be simplified and made more precise and coherent.

The Executive Director promised to do this and present it in the next meeting.

10. Prepare a "guide" on IOIs strategy and goals and an "operational manual" for use by new IOI centres in establishing themselves.

The Meeting exhaustively discussed the matter and approved the checklist for setting up an IOI Centre.

The other two checklists, viz., for organising short-term courses and for policy research were approved as in attachments 1 and 2. It was also agreed that a checklist on how to organise a PIM Conference be prepared.

13. Take action to ensure that each centre establishes a formal Advisory Committee which includes individuals that can actively assist the directors in formulation and implementation of IOI regional activities.
14. Formulate a workplan and timetable for activities to be pursued by each Regional Advisory Committee including the development of regional strategies, outreach activities and fund-raising efforts.

The Meeting noted that IOI Costa Rica was considering the establishment of an Advisory Committee while IOI South Pacific was of the view that their Advisory Committee should have specified terms of reference. The Meeting encouraged IOI Costa Rica to establish its Advisory Board soon and IOI South Pacific to work out appropriate terms of reference for their Advisory Board.

The Meeting noted that the workplans of the Centres as presented included development of regional strategies, outreach activities and fund-raising efforts.

Host institution/IOI Agreements

15. For each IOI regional centre determine the optimum legal status that will ensure their long-term existence and take steps for obtaining such status for each centre.

The Meeting after discussing the matter came to the view that model host-country / host-institution arrangements may be drawn up by HQ and discussed in the next meeting.

22. The original aims for the research component under the project needs to be reassessed and a framework, and workplan for research efforts should be formulated.

The Meeting was of the view that the Centres identify topics for policy research in line with the approved checklist.

23. Formulate and implement a programme of evaluating the long-term effect of courses including their contribution to achieving the development objective of the project.

The Meeting accepted the offer of Director of IOI India to draw up a questionnaire in consultation with all Centres and which could then be circulated to alumni region-wise. This would help in evaluating the long-term impact of IOIs training programmes.

Item 3: Workplan for 1996

Presenting the Workplan of IOI for 1996 the Executive Director noted that the Workplan included both Project and non-Project funding, with the latter being 5-6 times larger than the former. However, some of the non-Project funding had still to be

The UNDP representatives expressed their disappointment at the absence of Dr. Toure, Director IOI Senegal. The Executive Director apologised and said that it was the failure to get the ticket through to Dr. Toure that had resulted in the absence of the latter.

The Regional Directors thereafter presented the Workplans of their respective Centres. The Chairman presented the Workplan of IOI Halifax while the Executive Director presented the Workplan of IOI Headquarters.

The Meeting while approving the Workplan for 1996 noted that:

- . non-Project funds would need to be raised for networking and meetings of Directors/Vice Chancellors;
- . IOI Costa Rica wanted to decrease the amount allocated for curriculum development to \$ 20,000 while allocating the remaining \$ 10,000 for training of trainers;
- . IOI Madras would raise most of its funds for courses from Nippon Foundation, SACEP, and the governments of India and Malaysia while using UNDP funds for networking and some "seed" funding of courses;
- . IOI South Pacific would raise funds for its courses from Nippon Foundation, AusAID, Commonwealth Secretariat etc. For course development of Train-Seacoast courses it would tap UNDP (Capacity Building) and/or CIDA;
- . IOI Senegal would run its 8-week programme in February/March 1996 and that the Executive Director would visit during that period to evaluate the course;
- . IOI Halifax would conduct a 10-week course in Canada, an 8-week course in Cartagena and a 5-week course in

Cuba (the last two in association with IOI Costa Rica) as well as launch a fund-raising drive;

IOI Malta had a new director who would soon address himself to fund-raising etc.;

IOI China had revised its workplan to also include:

- * research in cooperation with IOI Japan;
- * participation in the Ocean Chapter of China's Agenda 21;
- * host PIM XXIV in the last week of November, 1996;
- * participation in preparatory work in the 1996 International Ocean Year in China.

IOI Japan had taken the initiative to establish a Japanese Commission on the Seas and Oceans which would organise regional hearings in 1996.

Regarding the second phase of GEF, the UNDP/STAPSD representative briefed the Meeting on the complex nature of GEF II. He noted that any further grants to IOI from GEF for capacity building would have to focus on support of International Waters Operational Programmes in particular the water body-based programmes like the ones in the Red, Black, East Asian, Arab, Caspian and North Seas etc. He also stressed the importance of co-funding and promised to make available a model logical framework so that an appropriate project proposal could be prepared within the context of:

- * IOI activities helping GEF operational programmes;
- * reinvigorated links of IOI Centres with the Regional Seas Programmes;
- * the course development and management capabilities of the IOI System.

The Meeting expressed its gratitude to the UNDP/STAPSD representative and noted that he would get in touch with IOI HQ after touching base with the GEF secretariat.

Item 4: Regional hearings of the World Commission of the Oceans

The Meeting noted the position regarding the regional hearings of the World Commission and was of the view that it should await the results of the Plenary Meeting of the Commission being held in Japan from 12-15 December, 1995.

Item 5: Train-Seacoast - present position

The Meeting was of the view that this item could most appropriately be taken up along with the approval of courses by the Courses Development Committee.

Item 6: Management Structure of IOI

The Meeting had before it two papers - one by the Director of IOI South Pacific and the other by the Director of IOI India.

After a detailed discussion and taking note of the fact that Directors of IOI Centres, to a maximum of half the membership, had been made members of the IOI Planning Council, the Meeting came to the following conclusions;

- . the post of Executive Director should be full-time even if the person concerned was seconded from his/her job as Director of a regional centre;
- . two Vice-Chancellors/CEOs of participating institutions should be members of the IOI Governing Board;
- . the HQ and IOI Malta Operational Centre should be separate entities with the position of the Director of IOI Malta being the same as other Centre Directors. The Executive Director could, however, use the services of the Director of IOI Malta if necessary and possible.

The Meeting ended with a vote of thanks to the Chair.

Dr. Krishan Saigal
Executive Director

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Prof. Elisabeth Mann Borgese
Founder & Honorary Chairman
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

RECEIVED JAN 03 1996

21 December, 1995

Dear Elisabeth,

I herewith enclose the minutes of the sixth Meeting of Representatives of the Operational Centres of the International Ocean Institute held at Puntarenas, Costa Rica on 7 and 8 December, 1995 as well as the minutes of the fifth Meeting of the Courses Development Committee held on the 8 December, 1995 for your information.

With Seasons Greetings and best wishes for the New Year.

With best regards,

Yours sincerely,

Natasha Ralston
Secretary and Administrative Asst.

Enc.

**Minutes of the Sixth Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at
Puntarenas, Costa Rica
on
7 and 8 December, 1995**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Fr. Peter Serracino Inglott, IOI Malta
Mr. Bhagwat Singh, Member of Governing Board, IOI
Ms. Anita Coady, Member of Governing Board, IOI
Mr. Nicholas Gelpke, Member of Governing Board, IOI
Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
Mr. Philip Reynolds, UNDP/STAPSD, New York
Ms. Chinwe Dike, UNDP/OPS, New York
Prof. Robin South, Director IOI South Pacific
Prof. R. Rajagopalan, Director IOI India
Prof. Tsutomu Fuse, Director IOI Japan
Prof. Alejandro Gutierrez, Director IOI Costa Rica
Mr. Mao Bin, State Oceanic Administration, China
Mr. Anton Micallef, Director IOI Malta
Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

Ms. Margaret Wood, Special Asst. to Honorary Chairman
Mr. Seremaia Tuquiri, Coordinator, IOI South Pacific

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of agenda

The agenda as circulated was adopted.

**Item 2: Evaluation of UNDP Consultant, Dr. Danny Elder, of the
UNDP Project GLO/91/G33 - issues arising therefrom
including funding from second tranche of GEF**

The meeting had before it the following documents:

- (i) external evaluation of the UNDP Project GLO/91/G33/E/1G/31 by Dr. Danny L. Elder of 17 July, 1995;
- (ii) report of IOI to UNDP on action taken/proposed to be taken on Dr. Elder's report;
- (iii) an agenda note on recommendations 5, 7, 8, 9, 10, 13, 14, 15, 16, 17, 22 and 23.

The discussions and conclusions of the Meeting on the recommendations of Dr. Elder are given ad seriatim below.

5. **For IOI globally and for each Regional Centre, formulate a plan for outreach and dissemination of information, including provision for linkages with other international and regional programmes.**

After discussing the matter the Meeting came to the following conclusions:

- (i) the outreach of IOI and its effectiveness could be greatly increased by:
 - . developing joint curricula for training courses in consultation with international and regional bodies;
 - . the regional centres inviting proposals for training programmes from the countries in the region;
 - . getting resource persons and course lecturers from countries in the region;
 - . communicating by E-mail;
 - . using the Train-Seacoast system for networking;
 - . jointly planning visits by IOI HQ and the Train-Seacoast Coordinator to IOI Centres.

7. **In consultation with the Directors of the Regional Centres, reassess the need for a "library exchange" capability and take appropriate steps to follow up on the findings.**

The Meeting took note of the fact that IOI South Pacific had sent detailed comments on the software developed by IIT Madras and that the Director of IOI Madras had promised to look into the matter and come up with his recommendations in the next meeting of Representatives of IOI Regional Centres.

Institutional Structure

8. **Prepare a vision statement including an explanation of its context in relationship to UNCLOS, Agenda 21, related conventions, etc. and promulgate it widely through the IOI network.; disseminate a summary of the UNDP project including its context, aims and intended outputs.**
9. **Prepare a "corporate" strategy for IOI based on the vision statement and formulate a workplan and timetable for activities to be carried out by specific Board Members.**

After discussion the Meeting came to the view that the vision statement and the "corporate" strategy based on the vision

statement needed to be simplified and made more precise and coherent.

The Executive Director promised to do this and present it in the next meeting.

10. **Prepare a "guide" on IOIs strategy and goals and an "operational manual" for use by new IOI centres in establishing themselves.**

The Meeting exhaustively discussed the matter and approved the checklist for setting up an IOI Centre.

The other two checklists, viz., for organising short-term courses and for policy research were approved as in attachments 1 and 2. It was also agreed that a checklist on how to organise a PIM Conference be prepared.

13. **Take action to ensure that each centre establishes a formal Advisory Committee which includes individuals that can actively assist the Directors in formulation and implementation of IOI regional activities.**
14. **Formulate a workplan and timetable for activities to be pursued by each Regional Advisory Committee including the development of regional strategies, outreach activities and fund-raising efforts.**

The Meeting noted that IOI Costa Rica was considering the establishment of an Advisory Committee while IOI South Pacific was of the view that their Advisory Committee should have specified terms of reference. The Meeting encouraged IOI Costa Rica to establish its Advisory Board soon and IOI South Pacific to work out appropriate terms of reference for their Advisory Board.

The Meeting noted that the workplans of the Centres as presented included development of regional strategies, outreach activities and fund-raising efforts.

Host institution/IOI Agreements

15. **For each IOI regional centre determine the optimum legal status that will ensure their long-term existence and take steps for obtaining such status for each centre.**

The Meeting after discussing the matter came to the view that model host-country / host-institution arrangements may be drawn up by HQ and discussed in the next meeting.

22. **The original aims for the research component under the project needs to be reassessed and a framework, and workplan for research efforts should be formulated.**

The Meeting was of the view that the Centres identify topics for policy research in line with the approved checklist.

23. **Formulate and implement a programme of evaluating the long-term effect of courses including their contribution to achieving the development objective of the project.**

The Meeting accepted the offer of Director of IOI India to draw up a questionnaire in consultation with all Centres and which could then be circulated to alumni region-wise. This would help in evaluating the long-term impact of IOIs training programmes.

Item 3: Workplan for 1996

Presenting the Workplan of IOI for 1996 the Executive Director noted that the Workplan included both Project and non-Project funding, with the latter being 5-6 times larger than the former. However, some of the non-Project funding had still to be negotiated.

The UNDP representatives expressed their disappointment at the absence of Dr. Toure, Director IOI Senegal. The Executive Director apologised and said that it was the failure to get the ticket through to Dr. Toure that had resulted in the absence of the latter.

The Regional Directors thereafter presented the Workplans of their respective Centres. The Chairman presented the Workplan of IOI Halifax while the Executive Director presented the Workplan of IOI Headquarters.

The Meeting while approving the Workplan for 1996 noted that:

- . non-Project funds would need to be raised for networking and meetings of Directors/Vice Chancellors;
- . IOI Costa Rica wanted to decrease the amount allocated for curriculum development to \$ 20,000 while allocating the remaining \$ 10,000 for training of trainers;
- . IOI Madras would raise most of its funds for courses from Nippon Foundation, SACEP, and the governments of India and Malaysia while using UNDP funds for networking and some "seed" funding of courses;
- . IOI South Pacific would raise funds for its courses from Nippon Foundation, AusAID, Commonwealth Secretariat etc. For course development of Train-Seacoast courses it would tap UNDP (Capacity Building) and/or CIDA;
- . IOI Senegal would run its 8-week programme in February/March 1996 and that the Executive Director would visit during that period to evaluate the course;
- . IOI Halifax would conduct a 10-week course in Canada, an 8-week course in Cartagena and a 5-week course in

Cuba (the last two in association with IOI Costa Rica) as well as launch a fund-raising drive;

- . IOI Malta had a new director who would soon address himself to fund-raising etc.;
- . IOI China had revised its workplan to also include:
 - * research in cooperation with IOI Japan;
 - * participation in the Ocean Chapter of China's Agenda 21;
 - * host PIM XXIV in the last week of November, 1996;
 - * participation in preparatory work in the 1998 International Ocean Year in China.
- . IOI Japan had taken the initiative to establish a Japanese Commission on the Seas and Oceans which would organise regional hearings in 1996.

Regarding the second phase of GEF, the UNDP/STAPSD representative briefed the Meeting on the complex nature of GEF II. He noted that any further grants to IOI from GEF for capacity building would have to focus on support of International Waters Operational Programmes in particular the water body-based programmes like the ones in the Red, Black, East Asian, Arab, Caspian and North Seas etc. He also stressed the importance of co-funding and promised to make available a model logical framework so that an appropriate project proposal could be prepared within the context of:

- * IOI activities helping GEF operational programmes;
- * reinvigorated links of IOI Centres with the Regional Seas Programmes;
- * the course development and management capabilities of the IOI System.

The Meeting expressed its gratitude to the UNDP/STAPSD representative and noted that he would get in touch with IOI HQ after touching base with the GEF secretariat.

Item 4: Regional hearings of the World Commission of the Oceans

The Meeting noted the position regarding the regional hearings of the World Commission and was of the view that it should await the results of the Plenary Meeting of the Commission being held in Japan from 12-15 December, 1995.

Item 5: Train-Seacoast - present position

The Meeting was of the view that this item could most appropriately be taken up along with the approval of courses by the Courses Development Committee.

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The Meeting had before it two papers - one by the Director of IOI South Pacific and the other by the Director of IOI India.

After a detailed discussion and taking note of the fact that Directors of IOI Centres, to a maximum of half the membership, had been made members of the IOI Planning Council, the Meeting came to the following conclusions;

- . the post of Executive Director should be full-time even if the person concerned was seconded from his/her job as Director of a regional centre;
- . two Vice-Chancellors/CEOs of participating institutions should be members of the IOI Governing Board;
- . the HQ and IOI Malta Operational Centre should be separate entities;
- . the Executive Director could use the services of the Director of IOI Malta whenever necessary.

The Meeting ended with a vote of thanks to the Chair.



**Dr. Krishan Saigal
Executive Director**

**CHECKLIST OF ACTIVITIES FOR
ORGANISING AND CONDUCTING SHORT-TERM IOI COURSES
(of duration one to ten weeks)**

Note: This list is based on the experience of IOI India. Not all the activities will be applicable to all the centres. There may be other activities unique to a centre and not listed here.

TWELVE MONTHS AHEAD

1. Advertising course
2. Plan course

FOUR TO SIX MONTHS BEFORE THE START OF THE COURSE

1. Conclude and finalise planning of the course and decide on the following:
 - . Theme and Title
 - . Target Group of Participants
2. Seek approval for the course and syllabus, if required
3. Request an advance amount for course expenses
4. Design and print brochure and application form
Include in brochure:
 - . Broad outline of the course content
 - . Scholarship details including what items of expenses are admissible and what are not
 - . Criteria for selection of participants
 - . Any required nomination letter

In the application form ask for:

- . photograph
 - . passport details
 - . details of earlier IOI courses attended
 - . nearest airport
5. Despatch brochure according to mailing list
 6. Book venue, reserve accomodation for participants
 7. Choose and procure bags/briefcases and order contents: IOI and host institution brochures; city and campus maps and travel brochures; essential instructions and information regarding shopping, telephones, banks, hospital and entertainment; pen, file, pads, name tag, etc.
 8. Prepare preliminary schedule of sessions and identify resource persons
 9. Ask resource persons for bio-data and course material and inform them regarding honorarium etc.
 10. Prepare list of applications
 11. Select participants taking into account country/region representation, age, education, language proficiency, professional experience

12. Inform selected participants giving information on:
 - . scholarship
 - . admissible and not admissible expenses
 - . travel arrangements
 - . data to be brought for preparing and presenting country/region reports and ask for confirmation
 - . visa requirements
13. Prepare list of confirmed participants
14. Send final letter to participants giving:
 - . date and time of inauguration of course
 - . reception at the airport/station
 - . tips to reach accommodation safely
 - . estimate of taxi charges
 - . emergency telephone numbers
 Specify in the letter
 - . data to be brought to the course
 - . presentations to be made by the participant
15. Design and order banners for display at the campus entrance and outside the venue
16. Compile first set of course material

ONE WEEK BEFORE THE START OF THE COURSE

1. Confirm all bookings already made (accommodation, venue, etc.)
2. Arrange inaugural function
3. Arrange an inaugural dinner/get-together
4. Arrange PA system, tape recorder, OHP, slide projector, etc.
5. Prepare confirmed list of participants
6. Prepare receipts and get cash for payment of daily allowance
7. Prepare course expectation form
8. Arrange for local transport
9. Display banners at entrance to campus and at the venue
10. Arrange for medical assistance to participants
11. Prepare name tags and name boards for participants and resource persons
12. Prepare list of arrival times of participants and resource persons and arrange for transport from airport/railway station, if necessary
13. Arrange for safe drinking water at the venue
14. Prepare guidelines/instructions for participants
15. Arrange for registration for participants, prepare bags/briefcases with contents

DURING THE COURSE

1. Prepare final course schedule
2. Re-confirm accommodation for resource persons
3. Prepare final list of participants and their mailing address, phone and fax numbers and e-mail addresses and give a copy to each participant.
4. Prepare course evaluation forms
5. Collect and reconfirm participants' airtickets
6. Design and print certificate of participation
7. Arrange field trips and provide briefs on field trips

LAST WEEK OF THE COURSE

1. Collect all library books, documents and reports back from participants
2. Arrange farewell dinner/get-together

AFTER THE COURSE

1. Conduct an in-house debriefing session on the course and note points for action in future courses
2. Prepare course evaluation report
3. Settle accounts and compute cost per participant-week;
4. Compare budget and cost against each head
5. Send list of participants to editor of Across the Oceans

WHAT CAN (AND WILL) GO WRONG!

1. Participant arrives by a different flight and is stranded at the airport
2. Resource person cries off half an hour before the start of the session
3. Electrical power fails during a session
4. Equipment fails during a session (computer, OHP, slide projector, LCD panel, tape recorder, PA system, etc.)
5. Participants on a field trip find a 'No Room' sign at the designated hotel at midnight in a strange place
6. Session is about to start, the resource person is ready, but you do not have the bio-data and cannot introduce him/her properly
7. The name of a participant or a resource person is misspelt
8. The name of an important person is left out of the list of invitees for the special functions/dinners

WHAT WILL PARTICIPANTS ASK FOR OR COMPLAIN ABOUT?

1. We want the material of a session before it starts and not afterwards
2. I have lost my course bag, pen, pad, etc. Get me a new set
3. We want multi-channel cable television
4. We want transport for shopping every week

5. Reimburse all my expenses (fax, travel for getting the visa, medical expenses, passport fee, transit hotel charges, etc.)
6. Bind all the course material into a book, please.
7. Exchange local currency into US\$.
8. Accommodation/food is bad.

TOPICS FOR POLICY RESEARCH

The point to note is that IOI does not go in for primary field level research whether of a scientific, demographic, economic or social kind. Rather IOI tries to pick up primary research already done by others and **translates it into policy issues** in a language comprehensible to top level policy makers.

In the past IOI has done policy research, inter alia, in:

- the Mediterranean Marine Environment in PIM IIII (1972) and which led eventually to the Barcelona Convention and the Mediterranean Action Plan;
- the establishment of Regional Centres for Marine Science & Technology (Mediterranean 1988, Caribbean 1991, Indian Ocean 1994);
- ocean governance and sustainable development (PIM XIX, 1991) most of which flowed into Chapter 17 of Agenda 21 of UNCED;
- regional systems of ocean governance (PIM XXI - 1993 and PIM XII - 1994).

The above gives some idea of the areas in which policy research at a **regional level** could be done. Some areas for future research could be:

- policy implications of sustainable development in the oceans for regional cooperation and national policy;
- implications of sustainable ocean development for regional seas programmes, protocols and conventions (the proposed amendments to the Barcelona Convention drawn up by Prof. Borgese could be used as a "model");
- incorporation of traditional systems into integrated coastal management;
- expansion of marine S & T capabilities (including management of high tech) of developing countries through national and/or regional initiatives;
- the development of integrated ecosystem management techniques;
- human resources development for coastal zone management;
- environmental security and its policy implications;

- policy implications of the uses of navies for peaceful purposes;
- applications of Common Heritage of Mankind in the post-Cold War World.

Many more areas would emerge out of the regional consultations to be conducted for the World Commission on the Oceans.

Modalities of gathering support for the identified policy research items would include, inter alia,

- discussions with concerned regional and national organisations regarding targeting of specified policy research areas;
- discussions with other IOI Centres and HQ about capability of IOI system to do policy research on targeted area (**Caution:** do not look for areas based **only** on the individual centres capability as then many areas could be eliminated);
- drawing up of policy research proposals and finalising the same in association with concerned regional/national organisations;
- presenting policy research proposals to donors.

**Minutes of the Fifth Meeting of the
Courses Development Committee of the
International Ocean Institute
held at
Puntarenas, Costa Rica
on
8 December, 1995**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Fr. Peter Serracino Inglott, Rector, University of Malta
Mr. Bhagwat Singh, Member of Governing Board, IOI
Ms. Anita Coady, Member of Governing Board, IOI
Mr. Nicholas Gelpke, Member of Governing Board, IOI
Mr. Maxwell Bruce, Interim Chairman, Planning Council, IOI
Mr. Philip Reynolds, UNDP/STAPSD, New York
Ms. Chinwe Dike, UNDP/OPS, New York
Prof. Robin South, Director IOI South Pacific
Prof. R. Rajagopalan, Director IOI India
Prof. Tsutomu Fuse, Director IOI Japan
Prof. Alejandro Gutierrez, Director IOI Costa Rica
Mr. Mao Bin, State Oceanic Administration, China
Mr. Anton Micallef, Director IOI Malta
Dr. Krishan Saigal, Executive Director, IOI.

Also Present:

Ms. Margaret Wood, Special Asst. to Honorary Chairman
Mr. Seremaia Tuquiri, Coordinator, IOI South Pacific

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of Agenda

The agenda was amended as follows:

- Item 2: Train-Seacoast: issues arising therefrom
- Item 3: Approval of courses proposed to be run in 1996
- Item 4: Course modules requiring approval

Item 2: Approval of courses proposed to be run in 1996

The Committee was briefed by Ms. Vallejo on the present status of the Train-Seacoast programme. The Committee noted that:

- . the Train-Seacoast programme had not been proceeding as per plan;
- . IOI South Pacific was attempting to raise funds from CIDA or UNDP (Capacity Building) to augment its staff as without that it could not proceed;

a needs assessment had been carried out in the Philippines under the Train-Seacoast programme.

After discussing the matter the Committee came to the following conclusions:

- (i) it would help if UNDOALOS had an MOU with all host institutions regarding staff etc. commitments by the latter as that would make it easier for IOI Centres to proceed with the development of training modules;
- (ii) the needs assessment carried out by the Philippines should be circulated to all IOI Centres so that it could be used as a model;
- (iii) IOI India should be encouraged to develop their 5-week training course into a Train-Seacoast module.

Item 3: Approval of courses proposed to be run in 1996

The Meeting approved the courses proposed for 1996. The position regarding type of funds, type of course etc. are as per the table below:

Centre	Name of course	Type	Cost ('000\$)	
			UNDP	NonUNDP
Costa Rica	1. Law of the Sea and Sustainable Use of the Oceans (3 days seminar).	Existing	8.0	
	2. Sustainable use of fisheries (2 weeks).	New	25.0	
	3. Law of the Sea and Ocean Policies (2 weeks).	Existing	25.0	
	4. EEZ Management (6 weeks).	New	45.0	
	5. Satellite imagery applications (1 week).	New	8.0	

Centre	Name of course	Type	Cost ('000\$)	
			UNDP	NonUNDP
India	1. CZM-regional (5 weeks)	New		50.0
	2. CZM-local (3 weeks)	Existing		30.0
	3. Workshop on Coral Reefs (4 weeks)	New		50.0
	4. Deep Seabed Mining (5 weeks)	Existing		80.0
	5. Advanced Alumni (1 week)	Existing		10.0
	6. Training of trainers (1 week)	New	10.0	
South Pacific	1. Resources and Environmental Economics (5 weeks)	Existing		100.0
	2. Coastal Fisheries Management (5 weeks)	Existing		100.0
	3. Alumni (1 week)	Existing		3.0
	4. Leaders (3 days)	New		4.0
	5. Resource Economics (Marshall Islands)	Existing		35.0
	6. Marine Awareness Workshop	New		70.0
Senegal	1. Planning & Management of Coastal Zones (8 weeks)	New	60.0	
	2. Law of the Sea (2 weeks)	Existing	20.0	
	3. Decision makers (2 weeks)	Existing	20.0	
Halifax	1. Sustainable Development & Agenda 21 (10 weeks)	Existing		130.0
	2. Course CZM in Cuba (5 weeks)	New		70.0
	3. Course CZM in Cartagena (8 weeks)	New		110.0
Malta	2 Courses on CZM in association with the University of Malta	Existing		250.0
China	Law of the Sea and Agenda 21 (5 weeks)	New		80.0

Centre	Name of course	Type	Cost ('000\$)	
			UNDP	NonUNDP
Japan	Not yet decided	New		80.0
		TOTAL	221.0	1,252.0


Item 4: Course modules requiring approval

The Committee noted that only three curricula (by IOI's China, India and Senegal) had been submitted. These were approved.

The Committee noted that the following courses needed to be submitted for approval before they could be run.

Centre	Name of Course	Duration (weeks)
Costa Rica	1. Sustainable use of fisheries	2
	2. EEZ Management	6
	3. Satellite imagery applications	1
India	4. Training of trainers	1
Halifax	5. CZM in Cuba	5
	6. CZM in Cartagena	8
Malta	7 & 8. Two courses on CZM	
South Pacific	9. Marine awareness workshop	

The Meeting ended with a vote of thanks to the Chair.



Dr. Krishan Saigal
 Executive Director

COPY



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Date: 7.3.96

No. of Pages: 1

To: Prof. Elisabeth Mann Borgese
Director - IOI Halifax

Fax: +1 (902) 863 2455

From: International Ocean Institute
IOI HQ
Malta

Fax: +356 (-) 346 502

Dear Elisabeth

During the last three years we have been having two Directors meetings every year. This was to monitor the UNDP project as well as to develop a "common" IOI vision and perspective.

The UNDP Project has come to an end for two Centres (Madras and South Pacific) and so has UNDP funding for the Directors meetings.

It seems to me that in the future, 1 meeting every year (along with PIM) would meet the requirements of IOI. So unless you very strongly feel that two meetings are necessary, this year we will have the Directors meeting in Tianjin in November.

With regards,

Yours sincerely,

Dr. Krishan Saigal
Executive Director

RECEIVED MAR 22 1996

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Prof. Elisabeth Mann Borgese
Founder & Honorary Chairman
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

8 March, 1996

Dear Elisabeth,

I herewith enclose the minutes of the thrity-fourth Meeting of the **Governing Board** of the International Ocean Institute held at Puntarenas, Costa Rica on 7 December 1995 for your information.

With kind regards,

Yours sincerely,



Dr. Krishan Saigal
Executive Director

Enc.

**Minutes of the Thirty-fourth Meeting of the
Governing Board of the International
Ocean Institute**

held at

Puntarenas, Costa Rica on 7 December, 1995

Present:

Ambassador Layashi Yaker, President, IOI
Prof. Elisabeth Mann Borgese, Honorary Chairman
Mr. Maxwell Bruce, Q.C., Acting Chairman Planning Council
Fr. Peter Serracino Inglott
Prof. Salvino Busuttil
Ms. Anita Coady
Mr. Nicholas Gelpke
Mr. Bhagwat Singh
Dr. Krishan Saigal

Others Present:

Dr. Arvid Pardo, Member Planning Council.

Amb. Layashi Yaker took the Chair.

Item 1: Adoption of Agenda

The Board approved the agenda as circulated with the addition of the following items:

Item 11: Proposal of Dr. Pardo regarding the Marquesas Project.

Item 12: Position regarding IOI's relation with ACOPS.

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

The President accepted the proxies in favour of himself and Prof. Borgese executed by Mme Danielle St. Jorre and Amb Christopher Pinto.

Item 3: Consideration and adoption of the Minutes of the 33rd Meeting of the Board held in Madras, India on 6 and 7 December, 1994

The Board adopted the Minutes as circulated.

Item 4: Consideration and approval of the Minutes of the 2nd Meeting of the Executive Committee held on 27 and 28 May, 1995 at Malta

The Board approved the Minutes as circulated.

Item 5: Consideration of the audited financial statements for 1994

The Board considered and approved the auditors report on the accounts for 1994. The Board noted that the loss to IOI due to the Bankruptcy of Tom Harris and Co. was \$ 100,000 composed of about \$ 30,000 spent in legal and other fees and \$ 70,000 in excess payments as held by the Court in Rotterdam.

Item 6: Report of the Executive Director

The Board considered the report of the Executive Director. The Board noted that:

- the deficit of IOI had come down from \$ 173,483 at the end of 1993 to \$ 55,241 at the end of 1994;
- though \$ 4.8 million had been requested from GEF II IOI was likely to get only \$ 1.5 million;
- the Secretary General of the World Commission had assured IOI that the \$ 12,691 due to IOI would be reimbursed soon.

Item 7: Approval of Budget for 1996

The Board approved the Budget for 1996 subject to the figures for IOI Malta Operational Centre being corrected to reflect the actual provision made in the Budget of the University of Malta.

Item 8: Appointment of Auditors for 1995

The Board approved the appointment of Messrs. Manduca, Mercieca & Co. as auditors for 1996.

Item 9: Independent World Commission for the Oceans

The Board noted the information regarding the World Commission on the Oceans.

Item 10: Relocation of Ocean Year Book

The Board considered the papers at Attachment 1.

The Board approved the shifting of the editorial office of the Ocean Year Book to Dalhousie University.

Item 11: Proposal of Dr. Pardo regarding the Marguesas Project


The Board considered the note of Dr. Arvid Pardo at Attachment 2.

The Board requested Dr. Arvid Pardo to send an updated version of his proposal to Amb. Bhagwat Singh who would take up with IUCN. The President and Prof. Busuttill also offered to contact relevant experts on the subject.

Item 12: Position regarding IOI's relation with ACOPS

The Board was favourably inclined to the proposal of Mr. Bruce to:

- invite ACOPS to future PIMs;
- consider a member of ACOPS being on the IOI Board;
- having semi-annual meetings between the Executive Directors of ACOPS and IOI.



**Executive Director
and
Secretary**



Dalhousie University

COPY

Office of the Dean
Dalhousie Law School
6061 University Avenue
Halifax, Nova Scotia
Canada B3H 4H9

October 17, 1995

Professor Elisabeth Mann Borgese
Founder and Honorary Chair
International Ocean Institute
La Marchant Street
Halifax, N.S.

Dear Professor Mann Borgese,

1. I have the privilege and pleasure of writing this letter of agreement to provide a home for the *Ocean Yearbook* at Dalhousie Law School. At their most recent meeting, the Marine and Environmental Law Programme (MELP) faculty at our Law School strongly endorsed this initiative and recommended the formulation of a long-term agreement to host, contribute to and manage the *Ocean Yearbook*. I am confident that the *Ocean Yearbook* will add significantly to our academic, research and graduate programme missions in the marine and environmental area, consistent with Dalhousie University's mission statement in ocean studies and the spirit of the IOI-Dalhousie Memorandum of Understanding. At the same time, I am sure that Dalhousie Law School will have much to contribute to the further development and growth of this prestigious and important publication, and to meet IOI objectives.

2. In order to prepare the groundwork for a long-term home for the *Yearbook*, I am summarising the basic points of the discussions to date to provide the basis of an agreement I propose through this letter. The memo to myself and Professor David VanderZwaag dated 24 August, which Professor Chircop prepared following discussions with you, constitutes the basis of this agreement. If this letter captures your understanding as well, I would suggest that we could conclude this agreement by your signature at the end of this letter. I enclose two signed copies of this letter, and would kindly ask you to return one of them signed.

Professor Elisabeth Mann Borgese
October 17, 1996
Page 2

General

3. Dalhousie Law School is very pleased to host the International Ocean Institute's *Ocean Yearbook* for an initial period of three calendar years, commencing on 1 January 1996, and thereafter subject to renewal on the basis of mutual agreement. Dalhousie Law School and IOI will review this agreement at the end of the second year (December 1997/January 1998) to consider an extension of the agreement beyond January 1999.

4. It is understood that this agreement is contingent on the following:

- (a) a trilateral agreement between Dalhousie Law School, IOI and the University of Chicago Press as publisher, which the IOI would take steps to secure as soon as possible hereafter; and,
- (b) Dalhousie Law School and the IOI delivering the commitments described below.

Dalhousie Law School Commitment

5. Dalhousie Law School, through the Marine and Environmental Law Programme, agrees to commit the following:

- (a) The services of two Law Faculty co-editors to join two co-editors from the IOI. Professors Aldo Chircop and Moira McConnell have agreed to be the first two co-editors from MELP. Dalhousie Law School would set up a faculty *Ocean Yearbook* Committee, which would include all co-editors.
- (b) A rent-free room to serve as an office of the *Yearbook*, and the use of Dalhousie Law School's address as the *Yearbook's* mailing address.
- (c) Access to telephone, fax, electronic mail and computer facilities, as well as general office supplies and the hiring of secretarial/administrative and student services, against payment from funds made available by IOI and the University of Chicago Press.
- (d) Administration of IOI and University of Chicago funding for the *Ocean Yearbook*.

Professor Elisabeth Mann Borgese
October 17, 1995
Page 3

Dalhousie Law School would not have any financial commitments towards the Yearbook beyond the in kind services described above.

6. Dalhousie Law School would be committed to producing Volumes 13 and 14, respectively in 1997 and 1998. The preparation of the volumes will be timed in such a manner so that the University of Chicago Press will publish these by December of both years. December would be targeted as the annual publishing period. This would be subject to the proposed trilateral agreement between the three institutions.

7. Most of the editing work would need to be done at the Law School. The functions of the editors are to solicit new disciplinary and interdisciplinary material of high intellectual standard, edit contents and ensure copyright clearances where applicable. Assistance of MELP and other faculty/expertise would be solicited by the co-editors as needed. The University of Chicago Press would be presented with the complete manuscript, and it would continue to be the responsibility of the Press to convert this into a camera-ready version for publication. The co-editors would naturally read and correct galley proofs provided by the Press.

8. The Yearbook may be further developed/enhanced on the basis of discussions between MELP and the IOI. In particular, the Yearbook should be geographically balanced, and have a significant input from writers from developing countries.

IOI Commitment

9. IOI would make the arrangements necessary for the University of Chicago Press to provide \$10,000 per issue for each of Volumes 13 and 14, to cover editing assistance, services (telephone, fax, computing connections, photocopies, supplies). A regular date for the transfer of these funds would be agreed to in the trilateral agreement. In anticipation of start-up costs for 1996, IOI would provide a one-time separate \$5,000 grant to MELP by February 1996. These funds would not be subjected to University overhead charges and would be used in their entirety towards Yearbook production and related expenses.

10. IOI, in consultation with MELP, would reconstitute the international editorial board to provide a pro-active board to assist the co-editors, as well as to provide for Canadian

Professor Elisabeth Mann Borgese
October 17, 1995
Page 4

representation. It is understood that IOI regional directors will be included in the international advisory board to assist with the soliciting of contributions from developing regions.

11. IOI agrees to an appropriate acknowledgement of Dalhousie Law School and the Marine and Environmental Law Programme. Acknowledgement of Dalhousie Law School could take the same form of the current acknowledgement of the William Richardson School of law.

12. A free subscription for the Yearbook would be made available to the Dalhousie Law Library.

Other

13. The University of Chicago Press would continue to be responsible for preparing the page/galley proofs, publication and marketing.

14. Since the University of Chicago Press holds the copyright over the Yearbook, from a Law School perspective it is desirable to obtain a copyright clearance for use of material from the Yearbook for teaching purposes at Dalhousie.

15. Dalhousie Law School and IOI would each nominate their respective contact persons to facilitate the implementation of this agreement.

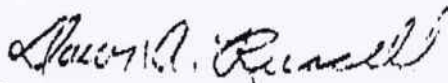
16. Either party may propose amendments to this agreement by giving the other party six months notice. Amendments should be consistent with the spirit and intent of this agreement.

17. Matters arising not addressed by this agreement and differences that may arise would be jointly addressed for a mutually agreeable solution.

I trust that the above captures your understanding and support by the IOI Governing Board for an enduring and exciting cooperative endeavour. At Dalhousie Law School we are keen to welcome the Ocean Yearbook and pursue this cooperative relationship with IOI.

Professor Elisabeth Mann Borgese
October 17, 1995
Page 5

Yours sincerely,



Professor Dawn Russell
Acting Dean
Dalhousie Law School

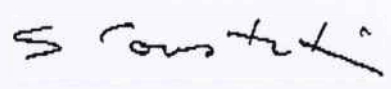


Professor Elisabeth Mann Borgese
Founder and Honorary Chair
International Ocean Institute

cc: Professors Chircop, McConnell, VanderZwaag

The University of Chicago Press
Journals Division, 5720 S. Woodlawn, Chicago, IL 60637
Telephone (312) 702-7363 Facsimile (312) 702-0172
E-mail sconstantin@journals.uchicago.edu

Date: June 2, 1995
From: Susan Constantin, Journals Marketing
To: Norton Ginsburg, *Ocean Yearbook*
cc: Joseph Morgan
Elisabeth Mann Borgese
Subject: Recent sales and marketing efforts for Ocean Yearbook.



Robert Shirrell has asked me to report the following sales records for recent volumes of the *Ocean Yearbook*:

OCEAN YEARBOOK 11 published 1995

To date we have sold 330 copies, including 254 standing orders.

A direct mail promotion for OY 11 was mailed in early March to 11,243 readers worldwide. Mailing lists used for this promotion include the Law of the Sea Institute, IOI, START, US faculty teaching maritime law and environmental policy, the Commission on Marine Geography, the Club of Rome, and Pacem in Maribus attendees. Preliminary results show only 2 orders for a total of 12 volumes directly traceable to this mailing. We expect the number of responses to this mailing and the overall sales figures to increase in the coming months, as Volume 11 was released in February.

OCEAN YEARBOOK 10 published 1993

To date we have sold 610 copies.

A direct mail promotion for Volume 10 was mailed in March 1993 to 6,482 readers worldwide, including the mailing lists of IOI, *Oceanus*, *Marine Policy*, and the Commission on Marine Geography. To date we received 17 orders for a total of 46 volumes (including back volumes) from this promotion.

SALES ANALYSIS BY MARKET

I thought you might be interested to see how *Ocean Yearbook* is distributed across various institutional and individual markets.

Ocean Yearbook 10

<i>Market</i>	<i>Units sold (net) in first year</i>	<i>Percentage of first-year net sales</i>
Library Whlsaler	195	43.43%
Japan Whlsale	5	1.11%
Univ. Library	115	25.61%
Other Library	26	5.79%
College/Univ	6	1.34%
Individuals	59	13.14%
Associations	12	2.67%
Other	30	6.69%
<i>Total</i>	<i>448</i>	

Sales to the various library categories listed above total 336, or 75% of total sales during the year of publication. Because libraries tend to order through wholesalers or using purchase orders, this could be one indication why we have so few direct responses to our direct mail promotions.

The high percentage of library purchases could be part of the explanation for the declining sales figures. Despite our efforts to publicize *Ocean Yearbook* to individuals through direct mail brochures, catalogs, and exhibits, it is possible that many individuals regard *Ocean Yearbook* as a reference source that they may consult in a library. Although the sales that can be directly attributed to the direct mail marketing efforts are small, we believe that the brochures do create an awareness of the publication and are therefore useful to continue.

We welcome any suggestions (such as the discussion we had earlier this year about university programs in public policy and environmental policy) you may have about attracting a wider audience for this title.

Please contact me if you have any questions about the above. Thank you.

OCEAN YEARBOOK 9 published 1991

To date we have sold 665 copies.

A direct mail promotion for Volume 9 was mailed in September 1991 to 11,346 readers worldwide, including the mailings lists of the Law of the Sea Institute, *Oceanus*, *Economic Development and Cultural Change*, and *International Organization*. Unfortunately, we do not have figures showing how many orders came in from this mailing.

SALES FOR THE SERIES

Here are the net sales figures for each volume:

<i>Volume</i>	<i>Copies sold to date</i>	<i>Copies sold in the first year of publication</i>
10 (1993)	610	449
9 (1991)	665	571
8 (1990)	760	582
7 (1989)	950	597
6 (1987)	984	830
5 (1985)	1,076	305
4 (1983)	1,177	902
3 (1982)	1,369	1,014
2 (1981)	1,731	1,298
1 (1979)	3,411	n/a

Outline of Suggested Marquesas Project

Summary -- Several large islands in the Marquesas group are uninhabited, almost totally abandoned and have a severely degraded ecology. They have no strategic, economic or other value in their present state.

It is suggested that the International Ocean Institute, as part of its ongoing activities, examine the feasibility of initiating a project with the consent of the government of French Polynesia aiming at (a) the ecological rehabilitation of the uninhabited islands of Hatutu and Motu One (b) the use of these islands as nature preserves for (i) the preservation of Pacific island flora (ii) the preservation of suitably selected, highly endangered forms of life in a relatively "natural" habitat (iii) scientific study.

In due course the project, if successful, could be extended to the uninhabited island of Motane, also part of the Marquesas group.

Rationale for the Project

Most species of undomesticated animals are becoming increasingly endangered. The reasons for this include: (a) population pressures (b) environmental degradation in some of the increasingly limited areas in which endangered species are confined (c) the virtual impossibility of controlling poaching which is decimating some rare species.

Efforts, of course, continue to be made to preserve endangered species inter alia through (a) breeding projects in captivity (for instance the condor project in California) (b) establishment and policing of reserves in many countries, including Costa Rica, (c) scientific research.

Results, however, have been uneven; a few species appear to have been saved but many others are said to be on the verge of extinction, because governments and public and private organizations often lack adequate funds to control the encroachment of populations on wild life habitats or to suppress poaching.

On the other hand, population encroachment is not a problem in the Marquesas and poaching could be easily controlled in Hatutu and Motu One which are about 75 miles distant from the nearest inhabited island. Thus, should ecological rehabilitation succeed, endangered species could live almost undisturbed by humans.

The geographical location of Hatutu, Motu One and, to a lesser extent, Motane is extremely favorable for the purpose of preserving endangered forms of life. However, there are some drawbacks.

Description of Hatutu and Motu One

The Marquesas islands are of volcanic origin and they are all mountainous except Motu One which is only a large sandbank with some palm trees. I have never been to the Marquesas and it is very difficult to find a reliable description of Hatutu which is rarely visited.

It seems that the island is more than 100 square miles in area with a chain of mountains up to 1000 meters high. It is mostly rock and stone. Hatutu does not now have any water but there exist dry water courses. Vegetation is very sparse and what little exists is devoured by goats which in turn seem to be dying of hunger and thirst.

There do not seem to be any valuable minerals on Hatutu.

Suggested Initial Steps

1. Visit to islands to ascertain their suitability for ecological rehabilitation and to ascertain whether the water problem is soluable. Ascertain whether Motu One lends itself for a marine and bird park. It would be advisable to request the government of French Polynesia to appoint an expert to accompany any visit.
2. Negotiation with the government of French Polynesia for a 99 year renewable concession for the purpose of establishing an ecological and scientific reserve on Hatutu and Motu One.
3. Fund raising. The ecological rehabilitation of Hatutu, if feasible, will require substantial personal effort and an expenditure of several million dollars ove a period of several years.

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MALTA



International Ocean Institute

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International Ocean Institute
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

RECEIVED JUL 23 1996

16 July, 1996

My dear Elisabeth,

As already informed, the Directors and Course Development Meetings will take place in Beijing on 13 and 14 November. The agenda for the two meetings is as below:

Directors Meeting:

- Item 1 - Adoption of Agenda
- Item 2 - Tripartite review of the UNDP Project GLO/91/G3 by IOI / UNDP(OPS) / UNDP(SEED)
- Item 3 - Workplan of IOI for 1997
- Item 4 - Reports/suggestions from Centres regarding sustainability of centres
- Item 5 - Action report on decision taken in 6th Meeting of Directors held in Puntarenas
- Item 6 - Any other matters with the permission of the Chair.

Courses Development Committee

- Item 1 - Adoption of Agenda
- Item 2 - Train-Seacoast: issues arising therefrom
- Item 3 - Approval of courses proposed to be run in 1997

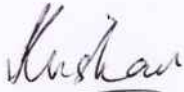
- Item 4 - Approval of course syllabi not approved earlier
- Item 5 - Any other matter with the permission of the Chair.

You are requested to intimate me if there is any other item you wish to be discussed. Also please send by **30 September**, 1996 notes on all items pertaining to you and in particular on:

- Workplan of your centre for 1997.

With best wishes,

Yours sincerely,



Dr. Krishan Saigal
Executive Director

*STATE /
DIRECTORS
MEETING*



中華人民共和國國家海洋局

State Oceanic Administration (SOA) The People's Republic of China

To: Dr. Elisabeth Mann Borgese
Fax: 1 902-868 2455

RECEIVED OCT 23 1996

From: Mao Bin
Fax: 86 10 68533515

COPY

Date: October 22, 1996

Sub: Directors' meeting

Dear Dr. Borgese:

I am sorry for not having answered your fax dated on September 23, 1996 concerning the participation of Board Member in the Directors' meeting in Tianjin. But I have not read the fax until now. I was in Paris when your fax arrived in my office. I was back to my office on 8 October and I thought that all faxes sent to me was answered by my secretary. I, of course agree with your suggestion to invite a few Board Members to participate in the Directors' meeting. And moreover, please go ahead to invite those who you deem necessary to attend the Director's meeting without consultation with me. I don't know whether I should send an invitation to Dr. Alvaro Bricefio?

Thank you very much for your suggestion. Your guidance is always great and welcome.

I am looking forward to seeing you soon.

With my best regards.

Sincerely,

COPY

Points for Discussion at Directors' Meeting November 13/14, '96
IOI Publishing

I Present Situation

The principal publication of our organization is the Ocean Yearbook. Volume 13 will be released by U of Chicago Press in early 1997. While printing and distribution is done by University of Chicago Press, the editorial work is done at Dalhousie Law School in Canada. How many copies are sold annually? Who buys them? Is it possible to sell more copies? It seems that only several hundred copies per year are sold? Is it too expensive? Is it relevant? How can we boost sales? Is it possible to get "donors" to buy sets for targeted locations? Does every IOI Centre have a standing order for Ocean Yearbook? If not, why not?

In addition to the Yearbook, IOI headquarters publishes an Annual Report and Alumni Directory. It seems that shrinking funds and rising costs of printing and distribution have hampered the production of these occasional publications. Should these publications be resumed? Do we have resources to produce them? How can costs be reduced? Is the present format helpful?

Across the Oceans, a newsletter for alumni, is published twice a year and distributed by headquarters to 1500 alumni as well as members of Board, Planning Council and others upon request. The purpose is to keep 1500 alumni in touch with each other and with IOI, to inform friends and fundors of the activities of IOI, and to be used as a public relations tool. The editorial work is currently done by AM Coady using Pagemaker software, disk sent to IOI headquarters Malta where it is printed and distributed by mail. Can we reduce the costs of production and distribution? Should distribution be done by the IOI Centres? Are the Centres interested in launching their own newsletters? How can we do a better job of updating our mailing lists? Is the present format suitable, can it be improved? Is ATO serving the needs of headquarters? of operational centres? of alumni?

The Proceedings of Pacem in Maribus Conferences, Volumes 1-XXII have been published. Who is responsible for publishing? How many copies are produced? How are they distributed? Who pays? Is cost built into budget of each PIM conference? Is there a pre-determined format? Can we reduce costs here? What is purpose of these proceedings?

In addition each operational centre publishes a descriptive brochure, (usually in the language of operation) and a final report is published by the centre at the completion of every training programme. Given the level of activity of each centre, this can be require considerable effort. What formats are used? How are such publications used? distributed? Are the centres able to respond to requests for information?

II Future Scenarios

At a glance, the publishing efforts of our small organization are considerable and varied. Are publications conceived when the IOI was a very different type organization still meeting our needs? Are allocations of resources adequate to do the job? Are we using new technologies wisely? What are the consequences of our various publishing efforts on the following areas : budgets, personnel ie staff time, hardware/software requirements.

In addition to print formats, should IOI explore other formats? What about electronic publishing? What about film? Video?

Do we need special publications for fundraising?

How are our research findings disseminated?

I have raised many more questions than answers. My intention is merely to stimulate discussion at this meeting on issues which I feel are very important to our organization.

List of the Participants

Centre
Director +
Come Day?
Nov. 1996

Dear Sir/Madam,

Please check your name and address and then pass it to your neighbour.

Thank you for your kind Cooperation.

Canada

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Ms. Stella Maris Vallejo

Ocean Affairs/Law of the Sea Officer

Division for Ocean Affairs & the Law of the Sea

Office of Legal Affairs

United Nations

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U.S.A.

Tel: 1 212 963 3935

Fax: 1 212 963 5847

Mr. Arvid Pardo

1702 Antigna Lane

Nassau Bay

Houston, Texas 77058

Tel: 1 713 333 3023

Proposal: Funding to develop and implement an information-technology strategy for the International Ocean Institute (IOI).

Authors: Prof. Derek W. Keats, Ms. Anita Coady, Dr. R. Rajagopalan & Dr. Krishan Saigal¹

Contact details:
¹International Ocean Institute-HQ
Room 115, Block B
New Humanities Building
University of Malta
Msida, Malta

Goals:

1. To build skills and provide training to IOI centres around the world through the creative development and application of Internet-based technology.
2. To enable IOI centres involved in international training programs to better share resources.
3. To enable IOI centres around the world to develop new teaching-and-learning products, and to share existing and new resources through electronic networking, in particular through a dedicated IOI website.
4. To facilitate the use of this technology for the co-operative management of IOI activities, for example through online databases, e-mail discussion forums, and distribution lists.
5. To provide the technical infrastructure to facilitate this process.

Rationale

The International Ocean Institute (IOI) is an international organization, based in Malta, which promotes education, training and research to enhance peaceful uses of ocean space and its resources, their management and regulation as well as the protection and conservation of the marine environment. Since its establishment in 1972, IOI has grown through the development of 10 operational centres located in the major oceanic regions of the world, and new centres continue to emerge. IOI has now reached a critical stage in its development, and must look to new technologies to enhance the management of its rapidly expanding international network of centres and their resources. The effective use of this technology will add value to existing IOI products, through allowing them to be shared more effectively among centres. Increased international networking will allow greater cooperation in the development of new products.

Many of IOI's existing products, and new ones being developed, are created and stored in digital format. This makes them easily converted to a format which can be accessed via the Internet. Larger sets of resource material can be delivered using CD-ROM technology. Both web-based and CD-ROM materials will facilitate the sharing of resources, and make them more rapidly adaptable to regional contexts. It is this powerful medium for sharing information that needs to be developed in the IOI network. This initiative will thus substantially enhance existing IOI centres and their projects. It will help to identify, document, and share best practices in a rapidly changing global situation.

Additionally, a considerable and growing number of resources are available via the Internet for use by IOI centres. For example, the UN has a gopher server containing a number of resources related to the Law of the Sea Convention, and is developing a website with an expanded and searchable knowledge base. Other UN Conventions also have, or are working on, websites and other resources. Universities and other organizations also have a variety of resources related to the oceans and their management, and these can serve as training resources for IOI courses. Creating the culture of using the Internet as a resource within IOI will not only improve resource sharing and communication among centres, it will improve efficiency by opening up IOI centres to a vast assortment of adaptable on-line information sources.

A major use of this network will be to disseminate information to communities, government extension agencies and NGOs working at grassroots level. Each IOI centre will thus be able to act as a 'clearinghouse' which will obtain and distribute relevant information such as:

- eco-friendly, appropriate, low-cost technologies;
- successful case studies of assisting coastal communities to broaden their economic base;
- examples of regulations concerning the management of the coastal zone.

Up-to-date information will be made available to concerned users by IOI centres through translation into local languages.

IOI centres will issue regular bulletins as well as supply information on request. The primary objective is to empower local communities, through access to global information resources, for more active and effective participation in decision making.

Project plan

An Internet server will be implemented to enable IOI centres around the world

- to provide existing and new resources in a web-based environment;
- to facilitate communication via e-mail discussion forums;
- to encourage the sharing of networking information via interactive, online databases;
- to provide the basis for enabling IOI centres to explore the new opportunities offered through the use of this new and powerful technology;
- to enable IOI centres to act as interfaces between global electronic information and coastal communities which do not have direct access to the electronic technology needed to exploit the new informational resources.

The server will be based at IOI-Southern Africa, which is located at the University of the Western Cape, in Cape Town. The UWC is linked to South Africa's Uninet national computer networking project, and as such has global access.

To ensure that the Centres have access to this technology, each IOI centre will be supplied with an Internet-ready computer appropriate to their own working environment and, where necessary, cabling and other infrastructure. This is crucial to the project because, for training purposes, it is imperative that we share a common set of tools.

To effect training, 10 networked computers will be required for IOI-SA. These computers will be used initially to train the staff from IOI centres in accessing this technology. However, these computers will make a valuable contribution to enhancing the training capacity of IOI-SA, where models for using Information Technology in IOI training will be developed and pilot tested. Furthermore, the strengths of IOI-SA in information technology will be used to develop and offer a training course in the use of information technology in ocean management. Funding for this will be sought elsewhere under another proposal once the facilities are in place and IOI personnel have gained experience with the technology. Network support and maintenance will be assumed by IOI-SA at the end of the project, while all centres will be responsible for providing, creating, and maintaining resources. This is an area in which IOI centres have an excellent and proven track record.

One staff representative from each IOI centre will receive training in the use of this technology both as users and developers of resources. This will be carried out effectively in a 6-day, intensive training course to be held at IOI-SA. The course can be of this relatively short duration because continued training is easily facilitated through existing online resources.

Funds are also being requested for disseminating relevant information to the coastal communities and other agencies. The budget provision for this extension work is for the first three years for three of the IOI centres. Later, the dissemination work will be continued and extended to the other centres with the help of separate funding and/or through the sale of access to information to those who can afford to pay.

Budget:

Item	Amount	Amount	Amount
	1997	1998	1999
Internet server	15000		
Technical support (contractual)	30000	15000	15000
CD-ROM writing unit	8000		
Materials	1500	1500	1500
Software	21100	1500	1500
Computers for centres (10)	27500		
Computers for training (IOI-SA)	27500		
Cabling & hubs	6000		
Course tuition	14000	3000	3000
Accommodation and subsistence for 11 persons at \$100 X 6 days	6600	6600	
Travel for 10 participants	20000	20000	
Information dissemination	30000	30000	30000
<i>Subtotal</i>	207200	77600	51000
IOI Overhead (20%)	41440	15520	10200
Total	248640	93120	61200
<i>Grand total (3 years)</i>	<u>402960</u>		

APPENDIX A: INTERNATIONAL OCEAN INSTITUTE

The IOI's task, as defined in its Statutes, 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.

The IOI is an independent, nongovernmental, international, nonprofit organisation, incorporated in the Netherlands, with headquarters in Malta. It has a Network of operational centres in Malta (University of Malta), Canada (Dalhousie University), China (State Oceanic Administration), Fiji (University of the South Pacific), India (Indian Institute of Technology), Japan (Yokohama City University), Senegal (Centre de Recherches Oceanographiques), Costa Rica (University Nacional) and South Africa (University of the Western Cape). The Centres at Fiji, India, Senegal and Costa Rica were established in 1993 under a grant of \$ 2.6 million from the Global Environmental Facility.

Through these centres, the International Ocean Institute is extending the results of its research programmes and *Pacem in Maribus* Conferences to the general public, policy makers, civil servants, other non-governmental organisations and representatives of the private sector. This activity is largely, but not exclusively, aimed at organisations and institutions and persons in developing countries. The main objective of the symposia, conferences, and training programmes conducted by the centres is to focus attention on the oceanic environment with special reference to the coastal ecosystem, integrated coastal zone management, acquisition and transfer of marine technology, regional co-operation, land-sea-air interactions, the problems of small islands and the sustainability of the oceans.

The approach of IOI is to bring together the various specialists involved in the oceans -- in science, technology, economics, law, management — to help them transcend their narrow specialisation and help create a common language that can lead to the development of a common culture: a new spirit and a new faith. The language has to be simple so that the average person can understand it. This would help in the creation of a new global environmental culture and be in line with the attempts being made to harmonise science and spirituality, materialism and ethics.

IOI's partner institutions in the developing world (China, Costa Rica, Fiji, India, Senegal and South Africa) bring a wealth of contextual research and implementation knowledge to the IOI Network.

In China IOI is associated with the State Oceanic Administration (SOA) of the Peoples Republic of China. SOA is the co-ordinating body for all matters concerning the oceans. SOA has been playing an important role in the West Pacific region in the promotion and development of the regional economy and in improving marine resource utilisation and environmental protection. SOA has achieved considerable experience in the sustainable development of ocean resources, marine environment protection and deep seabed research.

In Costa Rica IOIs partner is the Universidad Nacional (UNA). UNA engages itself in extension activities so as to enrich the contact between the University and the coastal community. It has programmes on ocean satellite applications, coastal marine pollution, coastal information system, risks to coastal area and a mareographic and sea state service. UNA seeks to offer rural farmer communities alternatives to increase their incomes and production in harmony with the conservation of natural resources. UNA also networks with the Earth Council and the University for Peace.

IOIs partner in Fiji is the University of the South Pacific (USP). USP serves 12 island states in the South Pacific and through its training and research programmes seeks to solve their problems. It has networking relationships with South Pacific Regional Environment Programme (SPREP).

IOIs partner in India is the Indian Institute of Technology, Madras (IITM). IITM has probably the largest Ocean Engineering Centre in the developing world. IOI India has networking relations with a large number of institutions including, inter alia, National Institute of Oceanography, Goa and National Institute of Ocean Technology, Madras. All the above institutions are globally recognised as Centres of Excellence.

In Senegal, IOI is based in CRODT, the Senegalese Institute for Oceanic Research. IOI Senegal has networking relationships with the University of Senegal, the African Regional Centre of Technology, UNESCO/COMARAF etc.

IOI-Southern Africa is the newest member of the IOI network, and it the initiator of the information-technology project. It is based at the University of the Western Cape in Bellville (Cape Town), and has links to other institutions and organisations in South Africa that are involved in ocean management and research. IOI-SA has demonstrated strengths in the area of computer networking and the development and application of Internet resources in education.

IOI Centres are also part of UNDP's Train-Seacoast Network which enables it to extend its experience to a large number of other developing countries as well as to learn from them.

**Minutes of the Sixth Meeting of the
Courses Development Committee of the
International Ocean Institute
held at
Tianjin, China
on
14 November, 1996**

Present:

Prof. Elisabeth Mann Borgese, Honorary Chairman, IOI
Mr. Philip Reynolds, UNDP/STAPSD, New York
Ms. Stella Maris Vallejo, UNDOALOS
Dr. Arvid Pardo
Mr. Maxwell Bruce, Chairman Planning Council, IOI
Ms. Anita Coady, Member of Governing Board, IOI
Prof. Alejandro Gutierrez, Director IOI Costa Rica
Dr. Diafara Toure, Director IOI Senegal
Prof. R. Rajagopalan, Director IOI India
Prof. Hou Wenfeng, Director IOI China
Prof. Tsutomu Fuse, Director IOI Japan
Prof. Derek Keats, Director IOI South Africa
Mr. Mao Bin, Deputy Director General, SOA, China
Ms. Qin Li, Coordinator, IOI China
Ms. Qi Dongmei, Secretary, IOI China
Ws. Wang Xiaouhai, Engineer, NMDIS, China
Dr. Krishan Saigal, Executive Director, IOI.

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of Agenda

The agenda as circulated was adopted.

Item 2: Train-Seacoast: issues arising therefrom

The Committee was briefed by Ms. Vallejo on the present status of the Train-Seacoast programme. The Committee noted that:

- (i) the Train-Seacoast programme was going to be extended to 6 new centres with 3 being in the IOI System;
- (ii) a TSC programme of IOI India had been sought to be validated in October, 1996 and another (of IOI Senegal) would be validated early in 1997;
- (iii) IOI South Pacific's and IOI Costa Rica's programmes were dependent on money being raised from the European Union for South Pacific and other sources for Costa Rica;
- (iv) a draft agreement had been drafted by UNDOALOS for discussion with the host institutions concerned.

Item 3: Approval of courses proposed to be run in 1997

The Meeting approved the courses proposed for 199~~8~~⁷. The courses are as per table below:

Centre	Name of course	New/Old
Costa Rica	1. Integrated coastal zone management (2 weeks)	Old
	2. Law of the sea and sustainable development (3 days)	Old
	3. Policies of coastal management (2 weeks)	Old
	4. Sustainable use of fisheries (4 weeks)	Old
	5. Sustainable use of Latin American coasts and oceans (2 weeks)	Old
	6. Natural resource economics and EIA (2 weeks)	New
	7. Interactions between tourism and fishing activity (2 weeks)	New
	8. Environmental education for City of Puntarenas with emphasis on Gulf of Nicoya (12 months)	New
	9. Establishment and restocking of Clam Bank by fisherwomen associations (24 months)	New
	10. Training of mass media in coastal threats and hazards (3 days)	New
	11. Institutional reorganisation for improved ICZM (3 days)	New
	12. Marine and coastal pollution (4 weeks)	New

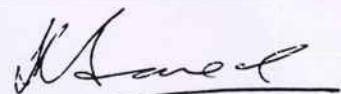
India	<ol style="list-style-type: none"> 1. CZM (international) - 5 weeks 2. CZM (local) - 3 weeks 3. CZM (local) - 3 weeks 4. Workshop on Coral Reefs - 4 weeks 	<p>Old</p> <p>Old</p> <p>Old</p> <p>New</p>
South Pacific	<ol style="list-style-type: none"> 1. Management Issues in Resource and Environmental Economics (5 weeks) 2. Course on Small Islands (5 weeks) 3. Leaders seminar, Solomon Islands (1 day) 4. Marine Awareness Workshop 	<p>Old</p> <p>Old</p> <p>Old</p> <p>Old</p>
Senegal	<ol style="list-style-type: none"> 1. Train sea coast course: Harmonisation of fishery legislation (1 week) 2. Law of the sea (1 week) 3. Planning and Management of Coastal and Marine Biosphere Reserves (1 week) 	<p>New</p> <p>Old</p> <p>New</p>
Halifax	<ol style="list-style-type: none"> 1. Law of the Sea Convention and Agenda 21 (10 weeks) 2. EEZ Management and Caribbean Cooperation (10 weeks) 	<p>Old</p> <p>Old</p>
Malta	<ol style="list-style-type: none"> 1. 5 week training course on coastal and ocean management 	<p>Old</p>
China	<ol style="list-style-type: none"> 1. Deep sea Mining (5 weeks) 	<p>Old</p>

The Meeting noted that syllabi of the new courses except outlines of the ICZM and the natural resources and EIA courses of Costa Rica were not made available. The Committee was of the view that this should be done in the future and fuller details provided.

Item 4: Approval of course syllabi not approved earlier

The Meeting approved the syllabus of the 2-week course on "Tropical Sustainable Fisheries" held in October 1996 by IOI Costa Rica.

The Meeting ended with a vote of thanks to the Chair.



**Dr. Krishan Saigal
Executive Director
International Ocean Institute**

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Prof. Elisabeth Mann Borgese
Founder & Honorary Chairman
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
CANADA B3H 3P7

12 December, 1996

Dear Prof. Mann Borgese,

I herewith enclose the Minutes of the seventh Meeting of Representatives of the Operational Centres of the International Ocean Institute held at Tianjin, China on 13 November 1996 as well as the Minutes of the sixth Meeting of the Courses Development Committee held on the 14 November, 1996 for your information.

With Seasons Greetings and best wishes for the New Year.

With best regards,

Yours sincerely,

Natasha Ralston
Secretary and Administrative Asst.

Enc.

Minutes of the Seventh Meeting of the Representatives
of the Operational Centres of
the
International Ocean Institute
held at
Tianjin, China
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Ms. Qi Dongmei, Secretary, IOI China
Ws. Wang Xiaouhai, Engineer, NMDIS, China
Dr. Krishan Saigal, Executive Director, IOI

Prof. Elisabeth Mann Borgese took the chair.

Item 1: Adoption of agenda

The agenda as circulated was adopted.

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

The Meeting had before it the Project Performance Evaluation Report from 28 January, 1992 - 30 October, 1996.

Introducing the report the Executive Director pointed out that the Project was expected to be completed in 1997. Therefore the PPER projects the likely outputs etc. for the completed Project.

In quantitative terms, the results likely to be achieved as against what was in the Project document would be as overleaf:

1993-97

Item	Promised in Project document	Likely achievement
1. No. of Centres	4	8
2. UNDP/GEF Inputs	\$ 2,102,100	\$ 2,102,100
3. IOI Inputs		
. In kind	\$ 1,875,000	\$ 3,820,000
. Cash	-	\$ 2,640,000
4. Outputs		
. new courses	4	18
. trainee weeks	\$ 2,526	\$ 2,959
. average cost per t.w.	\$ 420	\$ 332

It would thus be seen that the IOI System in every way has delivered more than it promised.

Qualitatively, using the Train-X and Train-Seacoast methodology, having inter-Centre flow of materials, and creating synergy through regular interactions the four Centres were likely to be sustainable in the future. This matter would be more fully explained by the Centre Directors.

In his view, the main lessons to be drawn from the implementation of the project are:

- . a decentralised nonhierarchical networking leads to local initiative and creativity;
- . fundraising is most cost-effective when done in a joint manner.

Thereafter the Centre Directors concerned gave their views regarding sustainability. Their views may be summarised as below:

IOI Costa Rica. The Centre does not expect any difficulty in being sustainable both regarding domestically raised funds and external assistance. The Centre has been integrated into the University system and as regards external assistance UNA has never had any difficulty in raising such funds.

IOI Senegal. IOI Senegal has no problem meeting local costs of staff etc. It is in contact with UNDP Dakar and is assured of at least \$ 30,000 per year for the next 4 years from the Government of the Netherlands. CIDA funding and Japanese funding was also likely.

IOI India. IOI India was confident of its sustainability for a number of reasons. The market demand for its courses was now so high that in the last course all 15 participants, including 7 from abroad, paid their own travel costs. There was the eco-villages project for which money had been sanctioned by the German Government and the link with SACEP which wanted to treat IOI India as its training arm. IOI India is also likely to get linked with the Open University in the U.K. regarding some new courses to be funded by UNESCO.

IOI South Pacific. IOI South Pacific had been integrated into the University of South Pacific and had no difficulty about raising funds. They are also going to take up the eco-villages project.

The Meeting was informed by Mr. Philip Reynolds, the UNDP representative, that the final PPER should be prepared and discussed in the next meeting to be held in November, 1997.

Item 3: Workplan of IOI for 1997

The Meeting had before it the following documents:

- (i) IOI Workplan for 1997
- (ii) Report to Directors Meeting by IOI South Africa
- (iii) Summary report of work in 1996 by IOI China
- (iv) Guidelines 1997-2001 by IOI Costa Rica

Presenting the Workplan of IOI for 1996, the executive Director noted that the Workplan included both Project and non-Project funding with the latter being 7 times the former in cash terms. When in-kind contributions were taken into account, it became 10 times. This was evidence of the extent to which dependence on UNDP funds had gone down due to the co-funding arranged by the IOI using UNDP funds as core seed money. The position centre wise of funds was as follows:

	Project funds	Non-project funds	Total
IOI Headquarters	4.2	130.0	134.2
IOI Costa Rica	202.0	235.0	437.0
IOI India	-	185.0	185.0
IOI South Pacific	-	370.0	370.0

IOI Senegal	40.0	60.0	100.0
IOI Halifax	-	385.0	385.0
IOI Malta	-	122.0	122.0
IOI China	-	150.0	150.0
IOI Japan	-	100.0	100.0
TOTAL	246.2	1,737.0	1,983.2

The Meeting while approving the Workplan for 1997 noted that:

- . the projected workload of IOI Costa Rica was heavy and may have to be scaled down, if necessary;
- . IOI Madras would raise most of its funds for courses from Nippon Foundation, SACEP, and the governments of Germany, India and Malaysia;
- . IOI South Pacific would raise funds for its courses from Nippon Foundation, AusAID, Commonwealth Secretariat etc. For course development of Train-Seacoast courses it would try to tap EU funds;
- . IOI Senegal would run its 1-week TSC programme in February/March 1997;
- . IOI Halifax would conduct a 10-week course in Canada, and a 10-week course in Cuba (in association with IOI Costa Rica) as well as launch a fund-raising drive;
- . IOI Malta had a new director and advisory board who would soon address themselves to fund-raising etc.;
- . IOI South Africa had laid the groundwork to undertake its activities in 1997;
- . IOI Japan which had taken the initiative to establish a Japanese Commission on the Seas and Oceans which would organise regional hearings and seminars in 1997.

Item 4: Reports/suggestions from Centres regarding sustainability of centres

The Meeting had already discussed the question of sustainability of Centres under Item 2.

Regarding the data base of alumni and the publishing of **Across the Oceans**, the meeting came to the following conclusions:

- (i) the alumni data base should be maintained centre-wise. Headquarters should take steps to send the available information to the Centres;
- (ii) the Newsletter **Across the Oceans** may continue to be

formatted centrally as at present and then sent to all the Centres who would translate and adapt the newsletter to their requirements and then distribute it. It should also be made available on the Internet.

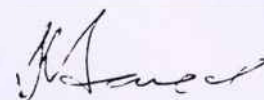
Item 5: Action report on decision taken in 6th Meeting of Directors held in Puntarenas

The Meeting considered the Mission Statement and the Model MOU drafted by Headquarters. The two were approved as per attachments 1 and 2.

The Director of IOI Costa Rica agreed to take up with the University about the establishment of an Advisory Committee for IOI Costa Rica.

The Meeting was of the view that the Director of IOI India should finalise the questionnaire as presented in the Meeting through correspondence with the other Centres.

The Meeting ended with a vote of thanks to the Chair.



**Dr. Krishan Saigal
Executive Director
International Ocean Institute**

INTERNATIONAL OCEAN INSTITUTE

MISSION STATEMENT

1. The purpose of the International Ocean Institute is to be guided by principle of the Common Heritage of Mankind and 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.
2. Fundamental to the IOI System will be:
 - . emphasis on bringing direct benefits to people, especially the poor and other vulnerable sections;
 - . safeguarding the ocean environment and its ecosystems;
 - . creating trust, understanding and co-operation among the institutions participating in the IOI System.
3. To this end the IOI System will:
 - . build mechanisms for sharing information and experiences;
 - . develop effective and innovative solutions to the problems of megacities and coastal villages using appropriate high-technologies and establishing appropriate institutional mechanisms;
 - . train those directly involved in the oceans in integrated management systems and the funnelling of benefits to the poor;
 - . help raise resources for the purpose.
4. In implementing these tasks the IOI System will identify gaps and seek to find collaborative solutions to meeting the critical needs through existing and, where necessary, new programmes.

MODEL MOU

MEMORANDUM OF UNDERSTANDING BETWEEN

THE ABLE UNIVERSITY AND THE

INTERNATIONAL OCEAN INSTITUTE

Whereas the ABLE University and the International Ocean Institute which is an independent international non-governmental organization incorporated in the Netherlands, are desirous of opening an Operating Centre for the BAKER Region and bearing in mind that --

- The oceans constitute three-quarters of the Earth's surface,
- The oceans represent the single largest unrealized natural resource on the Planet,
- The technologies exist and are being further developed to exploit these resources for the benefit of mankind and the planet as a whole,
- The unsustainable and unbalanced development/exploitation of these resources would certainly accelerate the rate of demise of the Planet and mankind's ability to survive,
- An essential ingredient in sustainable and balanced development is research and education of all sectors of society.

It is hereby agreed between the ABLE University and the International Ocean Institute, as follows:

1. The Agreement is for an initial period of three years and is renewable.
2. The collaboration will be known as "The International Ocean Institute Operational Centre at the ABLE University, TIMBUKTU.

3. **Governing System:** The Operational Centre will function under the overall guidance of an Advisory Committee headed by the Rector/Vice Chancellor of the ABLE University.

The Advisory Committee may co-opt representatives of linked NGO and other regional institutions.

4. The IOI will make available to the University its menu of course materials and syllabi. It will also assist the University in raising funds.
5. The University will provide infrastructure for the IOI Operational Centre, suitable for its International work and training and research functions.
6. The University will provide adequate teaching space (normally the availability of one seminar room for 25 participants, computer and other laboratory facilities).
7. The University will make available its library facilities to the Operational Centre and the IOI will contribute periodicals, books and research materials.
8. The IOI will endeavour to make use of and compensate the faculty of the University as may be agreed between the IOI and the University.
9. The IOI and the University will endeavour to undertake joint research projects whenever possible.
10. The University will assist the Operational Centre in logistics, such as housing for participants.
11. The University will make available the services of a Director to direct the Operational Centre as its contribution.

Rector
ABLE University,
TIMBUKTO

Executive Director
International Ocean Institute,
Malta

**INTERNATIONAL OCEAN INSTITUTE- COSTA RICA
CCO- COMISION COLOMBIANA DE OCEANOGRAFIA
INVEMAR
COLCIENCIAS
UNIVERSIDAD DE LOS ANDES**

*COURSE
INTEGRATED COASTAL ZONE MANAGEMENT*

DATE: March 9-27, 1997

COORDINATOR:

COURSE GENERAL OBJECTIVE

The course's final goal is to provide the participants with the instruments necessary to have a broad and integrate prospective in administration, order and sustainable management of Latin American coastal zones. The number of participants is 30, and the officious language is Spanish.

COURSE DESCRIPTION

This course is intended for decision makers and advisers presently working in public institutions and non governmental agencies, who are truly engaged in coastal zone policy making.

The course will last 2 weeks and it will consist of 4 Daily sessions, each lasting about 1 hour, with 25 minutes to allow the participants to engage in open discussions. Also fields' trips will be scheduled. The lecturer will provide the participants with guidelines, including a brief summary of each topic. The participants must send local case studies' summaries, which it will be presented in workshops scheduled.

JUSTIFICATION

Coastal zone has been the focus of several human activities and settlements due to its enormous and abundant resources, causing significant environmental changes due to humans' efforts to modify o increase resource utilisation. During the second ONU's conference on Development and Environment the Agenda 21 of Rio Janeiro called upon all countries to develop a coastal zone management plan by the year 2000. The final goal of the course will enable the participants to better understand the basis and strategies in integrated coastal zone management.

METHODOLOGICAL STRATEGY

1. Conferences: The topics will be addressed by experts on the subject, and they will consist of one hour, with 25 Minutes to allow the participants to engage in open discussions.
2. Case studies: participants will have the opportunity to present local case studies on the subject.
3. Field trips: Visits to Santa Mart Port, Cienaga Grande de Santa Marta and Tayrona Natural National Park.

13. Geographical information systems
14. Environmental impact analysis
15. Threats and coastal hazards

MODULE III. SOCIO-CULTURAL and ECONOMIC CONTEXT

1. The socio-cultural aspects in coastal zone management
 2. The participation of the civil society in coastal zone management
 3. Basic principles on economic assessment
Of natural resources
- MsC. Edmundo Castro

MODULE IV. ADMINISTRATION AND LEGISLATION

1. Coastal and fisheries management
2. Coastal Legislation

MODULE V.

1. Institutional reorganization and public administration
2. Decision making and coastal zone management

4. Workshop: The final part of the course will consist of one and half day Workshop designed to allow the participants to inquire about the most critical problems faced in coastal zone management. The goal of the workshop is to generate the basis that enables the participants to elaborate a regional document on organization, administration, legal framework, policies, organization and regional and national coastal zone management.

5. Conclusions:

COURSE SCHEDULE

MODULE I. GENERAL ASPECTS

THEMES	SESSIONS	LECTURER
1. Course introduction	1	Dr. Alejandro Gutierrez Course Coordinator
2. CZM and EEZ and sustainable development: Concepts, problems and opportunities		
3. General aspects on Integrated Coastal zone, Management.	1
4. UNCLOS and Agenda 21	1	CN. Sigiferdo Velandia
5. The changing international system		UNIV.ANDES

MODULE II. COASTAL ZONE AND PHYSICAL AND NATURAL CONTEXT

1. Tropical coastal zone ecosystems	1	Dr. Juan M. Diaz
2. Main geomorphological process in coastal zones		
3. Marine ecosystems	1	M. Sc. Jaime Garzon
4. Mangroves, lagoons and estuaries	1	M. SC. Jose E. Mancera
5. Physical Oceanography	1	Dr. Luis Giraldo, CIOH
6. Non-living resources:		
7. Fisheries´resources assessment	1	MS. Adriana Santos
8. Aquaculture and Sustainable coastal zone management	1	MS. C Federico Newmark
9. Trasportation and Ports	1	MS:C Jaime Sanchez C.
10. Industry and Tourism		
11. Marine pollution		
12. Remote sensing and coastal zones		

**INTERNATIONAL OCEAN INSTITUTE
REGIONAL CENTRE
IOI - COSTA RICA**

GUIDELINES 1997-2001

Costa Rica's IOI Regional Centre was established as one of the eight operational world-wide centres of the IOI network. It is based on the Universidad Nacional, and it has been active since 1995. In the period 1995-1996 the centre played an active role in enhancing human resource training throughout the area, offering seminars and courses on oceanic and coastal sustainable development management. These actions will provide new insights and understanding on IOI's role and its importance to maximise the benefits that our countries can obtain from their natural resources and diversity.

The Oceans, as the rest of the planet's resources, have not escaped the conscious and unconscious destructive actions of human beings. In the past, the oceans were considered as an almost inexhaustible untapped source of new products and food for humanity. However, recent negative events seem to signal that we are in the midst of a crisis which poses a threat to all forms of life in the oceans. Disposal of toxic waste (including radioactive materials), oil, liquid and solid wastes, extreme fishing activities, unplanned coastal development are all posing a serious threat to the future viability of the medium which hosted the emergence of life, and from which, even today, a large percentage of human settlements depend for their daily survival.

In Latin America and the Caribbean more and more people are becoming fully aware of such situation through the contributions made by IOI-Costa Rica (as well as other institutions) in the promotion of innovative interactions of experts, decision makers and groundwork groups. These activities open up new hopes for the reversion of non sustainable trends in the management and use of marine and coastal resources in the region, helping to re-direct political decisions toward economic development actions in which environmental and social interests are harmoniously interrelated.

For the 1997-2001 period, IOI Costa Rica will continue to promote education, training and research aimed to improve specific uses of the ocean and its resources, ocean management, the law of the sea, protection and conservation of the marine environment, all from an integral and sustainable standpoint of view.

GENERAL OBJECTIVES

1. To train human resources in Latin America and the Caribbean, capable of developing orientations and participate in decision making on issues related to the utilisation, conservation and management of oceanic and coastal resources. The final goal is to maximise the benefits that our countries can derive from the marine environment, from a sustainable perspective.
2. To strengthen the institute's influence and role in the region, through the development of working groups in strategic areas of interest, capable of promoting, organising, directing and co-ordinating research on current regional problems. The exchange of experiences and the creation of regional working networks will be of primary concern.
3. To enhance IOI-Costa Rica performance as a model structure of high productivity and excellence.

SPECIFIC OBJECTIVES.

1. To design high quality courses, flexible in structure, and focusing on regional issues, that can be offered in Costa Rica and throughout the region, either in situ or as teleconferences based on innovative structures and methodologies.
2. To develop, test and strain innovative teaching methods that enable the maximisation of learning from course participants, at the basic, intermediate and advance levels.
3. To create new possibilities for regional co-operation through technical exchanges, teleconferences, and the development of regional networks.
4. To create a regional data base to support teaching and research initiatives originating in Latin America and the Caribbean.
5. To establish strategic alliances with regional and international organisations, at the public and private sectors, which help enhance IOI-Costa Rica's efforts and influence in the region.
6. To encourage co-operation with other academic departments of the Universidad Nacional having programmes relevant to IOI's interests, using a matrix type of relationship.
7. To define and organise strategic areas in which IOI-Costa Rica will concentrate efforts during the next five year period, incorporating the necessary and most qualified human resources available

For the period under consideration, and to begin with, the following areas of specialisation of the Institute will be promoted:

1. Models of sustainable ocean and coastal development

The main purpose will be to study the local and regional conditions of the marine and coastal environments. Moreover, to generate and to adopt strategies that warrant the maximisation of options for handling, keeping and improving their distinctive vital and geochemical systems, without excluding socio-economic mobility of human communities, in correspondence with their cultural diversity. Some of the working topics to be considered are the following:

A- Integrated systems of environmental and economical accounting, at the country's level, will be pursued. The levels of resource availability, utilisation and consumption will be analysed, to define better management options.

B- Sustainable socio-cultural development of coastal communities.

C- Transportation systems and their relationship with the maritime-coastal zone.

D- Development of models to promote the sustainable management of marine-coastal resources, at the local and regional levels.

2. Marine-coastal zone policies, legislation and regulations

Its main purpose is to develop a permanent follow up on pertaining issues, at a world, regional and local basis, to support the countries' individual and collective efforts under the influence of IOI - Costa Rica.

3. Environmental problems and resource use at the oceanic-coastal level.

IOI - Costa Rica will collaborate in the defining the critical problems affecting the oceanic-coastal regional resources, to generate alternatives and solutions according to the countries' prospects and specific idiosyncrasies.

Besides the efforts to be developed in each of the areas indicated above, the following general supporting nuclei will be created:

1. **Appropriate methodological strategies**

To obtain major benefits in training and teaching activities a high standard human resources nuclei will be established to improve curricular and methodological aspects as well as workshops with the participants. The adaptation of new methodologies its improvement and development will be an integral part of the process as well as advising lecturers and teachers.

2. **The information centre on maritime-coastal environment**

This centre will be established a specialise nuclei to provide information on world, regional oceanic-coastal affairs, specially offering low cost services to the communities.

3. **Regional communication network**

The main purpose is to enhance training range and interchange options for the IOI-Costa Rica. This network will co-ordinate the efficacy of existing communications systems with other countries in the region.

The IOI-Costa Rica has already begun to strive influence in Latin America, and has maintain a close collaboration link with other institutions to guarantee economic and environmental sustainable development in the region.

Report to IOI Directors meeting
International Ocean Institute - Southern Africa (IOI-SA)
Activities to 1996 10 30

Since IOI-SA is in the incipient stages, this report is brief. It is hoped that next year we will have more concrete progress to report.

1. Office & infrastructure

During the first half of 1996 an office was secured for IOI-SA by converting the Marine Botany storeroom after diving stores were transferred to the boat garage. This office has now been furnished, and equipped with network points and a computer with access to printing facilities.

2. Personnel

I have had very little time to involve in IOI-SA during 1996 because of other commitments, most notably the *Internet Biology Education Project*. However, another funding proposal has generated funds to employ a temporary lecturer on an annual contract basis. Mr. Henry Engledow has been appointed against this post, and has been requested to allocate 10-15% of his time to IOI matters. He will be developing southern African IOI network and funding databases, the former in part through access to the *South African Network for Coastal and Oceanic Research* (SANCOR) email database. He will also assist with the development of fund-raising proposals, and will take part in IOI courses as appropriate.

3. IOI-SA Advisory Board

Members of the IOI Advisory Board have been chosen within UWC and from selected institutions who may participate in IOI. There has not yet been a meeting of the Advisory Board because I would prefer to have more of IOI-SA in place before involving outside people.

4. Funding proposals

4.1. Independent World Commission on the Oceans

A proposal for the funding of the **Independent World Commission on the Oceans Southern African Ocean Assessment** was prepared and submitted to the office of Minister K. Asmal for further attention and fund raising. Prof. Asmal is a Vice President of the Commission. After consultation with Prof. Asmal's staff, three fund-raising proposals were prepared for:

1. funds to hire a person to assist Prof. Asmal in his role as Vice President of the *Independent World Commission on the Oceans*;
2. funds to run the next sitting of the *Commission* in South Africa next year;
3. funds to run the *Independent World Commission on the Oceans: Southern African Ocean Assessment* (attached as Appendix A).

To speed matters up, I undertook to rewrite the Canadian and Fiji questionnaires to make them useable for the Southern African region. Proposal 1 was apparently used raise funds to appoint an assistant to the Vice President in matters related to the work of the Commission. Proposal 2 is presently being acted upon, but proposal 3 was never acted upon. I have communicated my disappointment to Prof. Asmal, who in all fairness is extremely busy doing an excellent job of governing South Africa at present. However, it is unlikely that a regional commission could be carried out now, as there is probably not enough time. This whole process use quite a bit of time and energy that, in retrospect, should have been directed at more productive activities. I would be grateful for some input from IOI headquarters and other directors as to whether and how to proceed with this matter.

4.2. Courses

A funding proposal for developing and running a course in Coastal Zone Management was prepared by Dr. K. Saigal, Executive Director from IOI headquarters in Malta. It was sent to the Commonwealth Secretariat for funding, and we are awaiting the results.

A proposal for a course on *Seaweed Mariculture in Community Development* has been written (with graduate student Bernadette Brown, a Namibian student in my lab), and is attached as Appendix B. We have made some preliminary inquiries as to other courses that may be relevant to IOI-SA, but which are offered by other organizations in Southern Africa. From this, we have made contact with the Oceanographic Research Institute (ORI) in Durban, and feel that some of their courses can be adapted to meet IOI needs. Their prospecti have been sent to IOI-SA, but had not been received as of the printing of this report. Cooperation with ORI will be explored further in 1997.

4.3. Fundraising database

We have been working on developing a Microsoft Access database of potential funding sponsors for IOI courses. This database will be used to seek funds for the *Seaweed Mariculture* course. Preliminary contact has been made with some potential sponsors. The database includes the ability to add details for specific projects, records of contact, links to correspondence, etc. It is still incomplete at this stage, but the database structure may be of interest to other IOI centres to use in their own databases when it has been fully tested.

4.4. Fundraising brochure

A fundraising brochure was prepared, but it needs to be tailored for each activity separately. This brochure will be altered before it is printed for use.

5. Other activities

A web page has been established for IOI-SA (<http://www.botany.uwc.ac.za/IOISA/>), with links to an IOI-SA email address (ioisa@botany.uwc.ac.za) and this has already generated some useful contact and information from overseas and local interested parties. One of the strengths of UWC is in the area of computer-based networking and

database management, and I see this as an area with considerable potential for the development of IOI-SA. I would view the development and provision of web and CD-ROM based resources as an important niche for IOI-SA that should be exploited further.

6. Comments

I would like to emphasize at this stage that IOI-SA development has been rather slower than might have been expected. However this is more-or-less as per my expectations of slow development until all the necessary funding structures are in place.

7. Brief plans for 1997

A network of southern African personnel involved in ocean-related matters will be constructed. This will take the form of email address lists (already started) as well as fax and postal contact details for persons without email addresses. This will be done by making use of the SANCOR mailing list, and through sending an IOI-SA brochure to key organizations in southern Africa. The ability to join the IOI-SA list via our web page will also be developed.

The fundraising proposal for a course on *Seaweed Mariculture in Community Development* will be submitted to potential donors. It is hoped that funding will be forthcoming, and will allow development of the course to take place during 1997 for offering in early 1998. There has been substantial interest in my course on *The Practical Taxonomy of Crustose Coralline Algae*, offered twice at IOI-SP, so this will be offered again under IOI-SA auspices to self-funded participants. It is hoped that the fund-raising proposal submitted to Commonwealth Secretariat for a course on *Coastal Zone Management* will be realized, and that this course can be developed during 1997 for offering in early 1998 (it is probably too late now to develop and offer the course in 1997).

We will explore the possibilities of using our skills in computer networking and CD-ROM development as a basis to improve the delivery of IOI training materials. For example, Law of the Sea and related materials would be an extremely good resource to begin delivering in this manner, as would the Resource Economics, and Coastal Fisheries materials. This is only an idea at present, and it needs careful consideration and discussion among all IOI centres.

Derek Keats
IOI-Southern Africa

PROPOSAL

Independent World Commission on the Oceans

**Southern African
Ocean Assessment**

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Independent World Commission on the Oceans

The Independent World Commission on the Oceans, chaired by Portugal's former president Dr. Mario Soares, has been established on the initiative of the International Ocean Institute to further the process initiated by the 1982 United Nations Convention on the Law of the Sea (LOS) and the 1992 United Nations Conference on Environment and Development (UNCED). The Commission will work closely with the United Nations and will consist of thirty eminent members, including two judges of the International Court of Justice and the Administrator of the United Nations Development Programme. Six Vice Presidents, one of whom is Professor Kadar Asmal (Minister of Water Affairs and Forestry, South Africa), together with the President form the Executive Committee.

With the entry into force of the LOS Convention, a new era in ocean affairs and marine environmental management has begun. Oceans and coastal areas occupy the forefront of environmental concerns and the LOS Convention provides the legal framework, the dispute settlement system, and the enforcement mechanisms for implementation of Agenda 21 in these areas. The conventions and decisions adopted by UNCED can be used to reinforce the LOS Convention provisions. The implications of these developments are vast and will affect humanity in many ways during the ongoing process of social, economic, and political change and transformation.

The World Commission's initiative will:

- Promote awareness of the unique role oceans play in planetary survival and of the importance of rational management of ocean resources and uses.
- Draw attention to the direct and indirect effects of human activity in the coastal zone and on the oceans.
- Develop innovative approaches to ocean-related problems, recognizing the special role traditional cultures, women, and youth have in marine environmental management.
- Promote the development of knowledge and enhance the human and technological capacity required for sustainable ocean management and development.
- Promote the marine dimension in States' national development plans, especially in developing countries, to ensure they fulfill their duties, enjoy their rights and generate benefits under the LOS Convention.
- Promote peaceful uses of the oceans through examination of international programmes of cooperation and development, and foster solidarity in North-South relations.
- Promote wise ocean governance, recognizing the link between human dependency on the coasts and oceans and the need for preventative and precautionary management approaches.
- Examine institutional frameworks and mechanisms for ocean governance and elaborate proposals for their strengthening.

Within these initiatives, the Commission will consider the mandates and competencies of relevant organizations and institutions, including UN and non-UN intergovernmental and non-governmental organizations, global, regional, and national bodies, and shall collaborate with

such bodies in appropriate ways. The Commission will take account of: (i) the implementation of international and regional legal agreements and programmes, particularly the LOS Convention, UNCED's Agenda 21, the Climate and Biodiversity Conventions, and the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities; (ii) large scale, ocean-related scientific research, monitoring, and technological innovation; (iii) trends in investment in new, expanded, or improved uses of the oceans; and (iv) new activities likely to affect the viability and sustainable use of ocean resources.

The World Commission will act as a forum for contributing to global oceans policy-making. The Commission's aim is to refocus global attention on the world's oceans and to make the necessary changes in order to realize the full potential of the LOS Convention provisions. The Commission is soliciting public opinion and response on various issues affecting the proper use of ocean resources and ocean space to enable a reassessment of ocean-related affairs. The Commission is inviting written papers and oral submissions, and may conduct public hearings in 1996 where members of the public will be invited to participate. Similar themes will be brought together through the Southern African Ocean Assessment survey and the public hearings.

Southern African Ocean Assessment

As a forum for contributions to global oceans policy-making, the World Commission is gathering, through IOI regional offices, assessments of the status of the oceans and coastal zones, and oceans management practices and policy. The Southern African Ocean Assessment (SAOA), as proposed here, will be part of the World Commission's initiative in southern Africa, and will be coordinated by UWC through the auspices of the IOI office at the University of the Western Cape, in Bellville (Cape Town) South Africa. The Southern African Ocean Assessment will review Southern African policy and practice in the sphere of oceans management and development. Current issues being considered for review by the SAOA in southern African ocean policy include the following:

- Marine Pollution
- Living and Non-living Marine Resources
- Coastal Zone Management
- Research and Development
- Education and Training for Ocean Research and Management
- Principles and Values in Coastal Zone and Oceans Policy
- Assessment of Current Management Practices in the Region
- Oceans Policy Community Attributes and Leaders in the Ocean Field

The report which will result from our deliberations and the public response to the World Commission will go to the Intergovernmental Oceanographic Commission of UNESCO and the Commission on Sustainable Development in 1996. The final report will be tabled at the UN General Assembly and the General Conference of UNESCO in 1998 - the Year of the Oceans.

Here we propose funding for the Southern African Ocean Assessment. In particular, we require a coordinator, who can be based at the UWC and who can operate under the auspices of IOI Southern Africa, secretarial assistance and running costs.

Budgetary requirements

We require the services of a person skilled in Ocean affairs to carry out the work of the commission in Southern Africa, together with secretarial assistance, operating expenses, and travel costs. In addition, it will be necessary to equip an otherwise empty office to carry out the work of the Commission, and to provide computing facilities for the Commission's work. Most of the commission's work will involve the completion and analysis of questionnaires, for which much of the information can be gathered locally online. Therefore, funds are included to provide an online questionnaire, and to upgrade the current server to handle the additional traffic. The UWC, through IOI-SA, will provide a furnished office to be shared by coordinator and secretary; will carry out budgetary administration and auditing including salaries; access to copying facilities at cost; access to computer network at no cost; access to telephone facilities at cost. The director of IOI-SA, presently Prof. Derek Keats, will oversee the project and provide overall guidance.

Table 1. Budget for Southern African Independent World Commission on the Oceans (includes 15% inflation).

<i>Item</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>
Salary for commission co-ordinator	R40,000.00	R86,000.00	R98,900.00
Salary for secretary	R13,974.00	R32,140.20	R36,961.23
Office equipment (PC, printer, etc.)	R18,000.00	R5,000.00	R5,000.00
Travel	R25,000.00	R35,000.00	R20,000.00
Stationary & office supplies	R8,000.00	R9,200.00	R10,580.00
Telephone	R10,000.00	R11,500.00	R13,225.00
Laptop & maintenance	R14,000.00	R2,000.00	R2,000.00
Software	R6,000.00	R2,500.00	R2,500.00
Online form generation	R4,000.00	R2,000.00	R2,000.00
Web server upgrade for online form processing	R3,800.00		
Printing	R10,000.00	R11,500.00	R13,225.00
Subtotal	R152,774.00	R196,840.20	R204,391.23
15% IOI administration	R22,916.10	R29,526.03	R30,658.68
Total	R175,690.10	R226,366.23	R235,049.91

Appendix B

Proposal: Funding for a course in *Seaweed Mariculture for Community Development*

Authors: Prof. Derek W. Keats & Ms. Bernadette Brown

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Venue: The venue of the training programme will be the campus of the University of the Western Cape which has all the facilities required for training, including access to a library, computer facilities, teaching rooms, etc.

Details of collaborating institution(s): Staff and graduate students of the University of the Western Cape, staff of the Sea Fisheries Research Institute, the Rural Foundation, resource persons from other IOI centres.

Rationale: Seaweed cultivation (mariculture) has considerable potential contribute to the economic development of coastal communities in rural areas. It has been used successfully for this purpose in a number of developing countries, for example, Philippines and Tanzania. More recently, our studies have suggested the feasibility of seaweed farming a contributor to economic development in certain rural areas along parts of the South African West Coast and Namibia. We propose to use our expertise in this area, together with that of a number of other experts in the region, to produce and deliver a course on *Seaweed Mariculture for Community Development*

Programme objectives: The objectives of the programme are to disseminate knowledge and provide training to enable rural development officers and members of coastal communities to critically evaluate seaweed farming as an option for their area. Specific objectives are to enable participants:

- to carry out the critical assessment of the potential for seaweed farming in a particular community, local area or region;
- to determine key target species and identify suitable mariculture methods;
- to carry out a costs-benefits analysis;

- to develop certain key technical skills for seaweed mariculture;
- to maintain quality control at all stages;
- to identify and explore markets;
- to develop the skills for managing seaweed mariculture as a community enterprise.

Programme content: The topics to be covered include the following:

1. General background to seaweed mariculture
2. Seaweed biology for mariculture purposes
3. Laws, policies and water rights
4. Technical skills and requirements
5. The pre-feasibility and feasibility study
6. Business skills
 - Cost analysis & profit margins
 - Market sourcing and marketing
 - Pre-processing and processing
 - Quality control
7. Scope for community development
8. Management as a community enterprise

The participants will be expected to do practical exercises in the area of raft design and construction, observations on raft placement, the preparation of a pre-feasibility plan for their area and target seaweed species, and cost analysis.

Training methodology: The course will consist of lectures, workshops, practical sessions, assignments and participant presentations.

- *Lectures* will be given by a panel of international experts in seaweed biology, seaweed mariculture, community development, and small business management.
- *Workshops* will consist of presentation of papers by participants, followed by discussion on a topic related to one of the major themes of the course. At the end of the course there will be a one day, wrap-up seminar dealing with all the themes of the course.
- *Practical sessions* will involve site visits to coastal areas to evaluate suitability, a visit to an experimental seaweed farm, a visit to a potential market site (abalone farm), and collecting sites to examine a variety of seaweed species. Other seaweed industry visits will also be organised.
- *Assignments* will be written on each topic, and will include a practical component.
- *The social programme* is intended to foster international friendship. It will consist of informal meetings, receptions, courtesy visits and other social activities, held during the weekends and evenings.

Faculty/Resource persons:

Course leaders: Prof. Derek Keats

Resource persons: Ms. Bernadette Brown (UWC)
Mr. Gavin Maneveldt (UWC)
Dr. Henry Engeldow (UWC)
Dr. Robert Anderson (Sea Fisheries Research Institute)

Participant profile: This course is targeted at community leaders and organizations from suitable coastal areas who may wish to consider seaweed farming as a means of increasing the economic base of rural communities. Rural development officers and resource managers may also benefit from the course, as may students of rural development and related disciplines.

Budget: The estimated budget for 15 participants from the southern African region is \$US 90 000

- | | |
|--|--------------------|
| 1. Tuition fees (including administrative overheads, faculty expenses, reading materials, field trips, social events, opening and closing ceremonies, etc.) for 15 participants at US\$ 3800 per person. | US\$ 57 000 |
| 2. Accommodation and subsistence for 15 persons at US\$ 200 per week (200 X 15 * 6) | US\$ 18 000 |
| 3. Travel for 15 participants from southern African countries | US\$ 15000 |
| 4. Total | US\$ 90 000 |

**EVALUATION OF THE LONG-TERM IMPACT
OF IOI COURSES**

**R.Rajagopalan
IOI India**

At the sixth meeting of the representatives of the IOI operational centres held at Puntarenas, Costa Rica on 7th and 8th December, 1995, it was decided that IOI would formulate and implement a programme evaluating the long term impact of IOI courses including their contribution to achieving the development objectives of the project. It was also decided that, towards this end, IOI India would assist in drawing up a questionnaire for circulation among IOI alumni.

The questionnaire should encourage the alumnus to do a retrospective evaluation of the IOI course and the long term impact, if any, it has had on the the individual's work. It should also generate ideas for new IOI courses (a needs analysis). The questionnaire could also cover teaching methodologies, course material, course arrangements, etc.

As a basis for discussions and an invitation for suggestions, the following format is suggested for the questionnaire. Based on the feedback received at the Beijing Meeting, IOI India would prepare a detailed draft questionnaire and circulate it to the centres by March 1997.

Suggested Format of Questionnaire

Part A : The personal background of the respondent including name, address, affiliation, nature of duties etc.

Part B : The IOI course(s) attended by the respondent with details of dates, venue, title, nature of financial support received for travel, course expenses, etc.

Part C: Questions to evaluate the respondent's perception of the impact of the course he/she attended on the day-to-day work. A list of possible questions is given below:

1. Was the course immediately useful in your work?
2. Did the ideas you learnt in the course become useful at a later stage when you moved into a decision making position ?
3. In retrospect, what was the aspect of the course that influenced you most ?
4. Name any ideas concepts or techniques that you learnt in the course and that you still remember or that you have actually used in you work.
5. How much of what you learnt in the course is still current and valid today and how much has become obsolete ?
6. Did you get a chance to attend a follow-up course or a refresher programme either at an IOI centre or with any other organisation?
7. When you returned to your work after the course, did your superiors evince interest in what you learnt? Did they want you to implement the new ideas?
8. Since attending IOI course have you been able to train others in any area, formally or informally, using what you gained through the course?
9. Are you in touch with any of the fellow participants in your course or with other alumni? Has any collaborative work resulted through such an interaction?
10. What are the areas in which you feel the need today for training, both for yourself, your superiors and your subordinates?
11. Have you ever felt that, if your superiors had attended an IOI course, it would have been easier for you to implement the ideas? Do you feel the necessity for very short courses for policy makers at a very high level ?
12. Do you feel the need for sharing with others yours experience of implementing ideas learnt in the IOI courses?

13. Do you feel that IOI should have arranged a follow-up meeting of the same participants after a gap of a year or two to enable the group to share experiences and also to do a retrospective evaluation of the course ?
14. Have you been able to use any of the ideas you learnt in the IOI courses to influence policy making in your region or country ?
15. Have you had a occasion or need to refer back to the course material that was given to you by IOI ?
16. Have you found *Across The Oceans* to be useful? Have you felt the need for more content in the newsletter including sharing of experiences by alumni ?
17. How would you compare the IOI course with other courses you have attended?

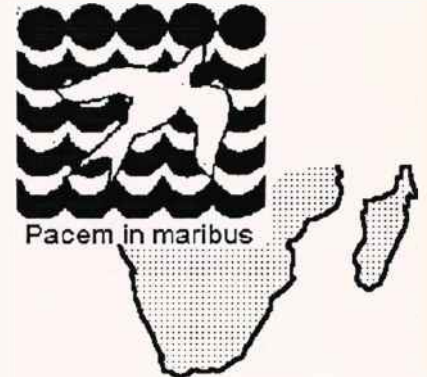
November 1996

Proposal: Funding for a course in *Seaweed Mariculture for Community Development*

Authors: Prof. Derek W. Keats & Ms. Bernadette Brown

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Venue: The venue of the training programme will be the campus of the University of the Western Cape which has all the facilities required for training, including access to a library, computer facilities, teaching rooms, etc.

Details of collaborating institution(s): Staff and graduate students of the University of the Western Cape, staff of the Sea Fisheries Research Institute, the Rural Foundation, resource persons from other IOI centres.

Rationale: Seaweed cultivation (mariculture) has considerable potential contribute to the economic development of coastal communities in rural areas. It has been used successfully for this purpose in a number of developing countries, for example, Philippines and Tanzania. The seaweed *Gracilaria gracilis* is harvested from beach cast in a few sheltered bays in South Africa, and much of it is exported as sun-dried material to Japan. Recent studies by the Sea Fisheries Research Institute in Cape Town have provided the technical basis for cultivation of this species. By taking the information from the cultivation trials, and a variety of economic and environmental data, we have shown the feasibility of farming this seaweed as a contributor to economic development in certain rural areas along parts of the South African West Coast and Namibia. This will allow communities that were deliberately disadvantaged under the previous Apartheid policy to broaden their economic base. We propose to use our expertise in this area, together with that of a number of other experts in the region, to produce and deliver a course on *Seaweed Mariculture for Community Development*

Programme objectives: The objectives of the programme are to disseminate knowledge and provide training to enable rural development officers and members of coastal communities to critically evaluate seaweed farming as an option for their area. Specific objectives are to enable participants:

- to carry out the critical assessment of the potential for seaweed farming in a particular community, local area or region;

- to determine key target species and identify suitable mariculture methods;
- to carry out a costs-benefits analysis;
- to develop certain key technical skills for seaweed mariculture;
- to maintain quality control at all stages;
- to identify and explore markets;
- to develop the skills for managing seaweed mariculture as a community enterprise.

Programme content: The topics to be covered include the following:

1. General background to seaweed mariculture
2. Seaweed biology for mariculture purposes
3. Laws, policies and water rights
4. Technical skills and requirements
5. The pre-feasibility and feasibility study
6. Business skills
 - Cost analysis & profit margins
 - Market sourcing and marketing
 - Pre-processing and processing
 - Quality control
7. Scope for community development
8. Management as a community enterprise

The participants will be expected to do practical exercises in the area of raft design and construction, observations on raft placement, the preparation of a pre-feasibility plan for their area and target seaweed species, and cost analysis.

Training methodology: The course will consist of lectures, workshops, practical sessions, assignments and participant presentations.

- *Lectures* will be given by a panel of international experts in seaweed biology, seaweed mariculture, community development, and small business management.
- *Workshops* will consist of the oral presentation of papers by participants, followed by discussion on a topic related to one of the major themes of the course. At the end of the course there will be a one day, wrap-up seminar dealing with all the themes of the course.
- *Practical sessions* will involve site visits to coastal areas to evaluate suitability, a visit to an experimental seaweed farm, a visit to a potential market site (abalone farm), and collecting sites to examine a variety of seaweed species. Other seaweed industry visits will also be organised.
- *Assignments* will be written on each topic, and will include a practical component.
- *The social programme* is intended to foster inter-regional and international friendship. It will consist of informal meetings, receptions, courtesy visits and other social activities, held during the weekends and evenings.

Faculty/Resource persons:

Course leaders: Prof. Derek Keats

Resource persons: Ms. Bernadette Brown (UWC)
Mr. Gavin Maneveldt (UWC)
Dr. Henry Engeldow (UWC)
Dr. Robert Anderson (Sea Fisheries Research Institute)

Participant profile: This course is targeted at community leaders and organizations from suitable coastal areas who may wish to consider seaweed farming as a means of increasing the economic base of rural communities. Communities target are those that were deliberately disadvantaged under Apartheid. Rural development officers and resource managers may also benefit from the course, as may students of rural development and related disciplines.

Products: The products of this course will be

- 15 persons from rural, coastal communities will be trained with the skills needed to establish a community-based seaweed mariculture project;
- a training manual and other training materials will be produced and will be available in paper and electronic format for use and adaptation by other IOI centres;
- contact already made with the *Rural Foundation* in South Africa strongly suggests that at action at the community level towards the development of *Gracilaria* farms will take place.

Budget: The estimated budget for 15 participants from the southern African region is \$US 56 875

1. Tuition fees (including administrative overheads, faculty expenses, reading materials, field trips, social events, opening and closing ceremonies, etc.) for 15 participants at US\$ 2500 per person.	US\$ 37 500
2. Accommodation and subsistence for 15 persons at US\$ 250 per week (250 X 15 x 2.5 wks)	US\$ 9375
3. Travel for 15 participants from southern African countries	US\$ 10000
4. Total	US\$ 56 875

Proposal: Funding to develop and implement an information-technology strategy for the International Ocean Institute (IOI).

Authors: Prof. Derek W. Keats, Ms. Anita Coady, Dr. R. Rajagopalan & Dr. Krishan Saigal¹

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Msida, Malta

Goals:

1. To build skills and provide training to IOI centres around the world through the creative development and application of Internet-based technology.
2. To enable IOI centres involved in international training programs to better share resources.
3. To enable IOI centres around the world to develop new teaching-and-learning products, and to share existing and new resources through electronic networking, in particular through a dedicated IOI website.
4. To facilitate the use of this technology for the co-operative management of IOI activities, for example through online databases, e-mail discussion forums, and distribution lists.
5. To provide the technical infrastructure to facilitate this process.

Rationale

The International Ocean Institute (IOI) is an international organization, based in Malta, which promotes education, training and research to enhance peaceful uses of ocean space and its resources, their management and regulation as well as the protection and conservation of the marine environment. Since its establishment in 1972, IOI has grown through the development of 10 operational centres located in the major oceanic regions of the world, and new centres continue to emerge. IOI has now reached a critical stage in its development, and must look to new technologies to enhance the management of its rapidly expanding international network of centres and their resources. The effective use of this technology will add value to existing IOI products, through allowing them to be shared more effectively among centres. Increased international networking will allow greater cooperation in the development of new products.

Many of IOI's existing products, and new ones being developed, are created and stored in digital format. This makes them easily converted to a format which can be accessed via the Internet. Larger sets of resource material can be delivered using CD-ROM technology. Both web-based and CD-ROM materials will facilitate the sharing of resources, and make them more rapidly adaptable to regional contexts. It is this powerful medium for sharing information that needs to be developed in the IOI network. This initiative will thus substantially enhance existing IOI centres and their projects. It will help to identify, document, and share best practices in a rapidly changing global situation.

Additionally, a considerable and growing number of resources are available via the Internet for use by IOI centres. For example, the UN has a gopher server containing a number of resources related to the Law of the Sea Convention, and is developing a website with an expanded and searchable knowledge base. Other UN Conventions also have, or are working on, websites and other resources. Universities and other organizations also have a variety of resources related to the oceans and their management, and these can serve as training resources for IOI courses. Creating the culture of using the Internet as a resource within IOI will not only improve resource sharing and communication among centres, it will improve efficiency by opening up IOI centres to a vast assortment of adaptable on-line information sources.

Project plan

An Internet server will be implemented to enable IOI centres around the world

- to provide existing and new resources in a web-based environment;
- to facilitate communication via e-mail discussion forums;
- to encourage the sharing of networking information via interactive, online databases;
- to provide the basis for enabling IOI centres to explore the new opportunities offered through the use of this new and powerful technology;
- to enable IOI centres to act as interfaces between global electronic information and coastal communities which do not have direct access to the electronic technology needed to exploit the new informational resources.

The server will be based at IOI-Southern Africa, which is located at the University of the Western Cape, in Cape Town. The UWC is linked to South Africa's Uninet national computer networking project, and as such has global access.

To effect training, 10 networked computers will be required for IOI-SA. These computers will be used initially to train the staff from IOI centres in accessing this technology. However, these computers will make a valuable contribution to enhancing the training capacity of IOI-SA, where models for using Information Technology in IOI training will be developed and pilot tested. Furthermore, the strengths of IOI-SA in information technology will be used to develop and offer a training course in the use of information technology in ocean management. Funding for this will be sought elsewhere under another proposal once the facilities are in place and IOI personnel have gained experience with the technology. Network support and maintenance will be assumed by IOI-SA at the end of the project, while all centres will be responsible for providing, creating, and maintaining resources. This is an area in which IOI centres have an excellent and proven track record.

One staff representative from each IOI centre will receive training in the use of this technology both as users and developers of resources. This will be carried out effectively in a 6-day, intensive training course to be held at IOI-SA. The course can be of this relatively short duration because continued training is easily facilitated through existing online resources.

Budget:

Item	Amount
	1997
Internet server	10000
Technical support (contractual)	18000
CD-ROM writing unit	4000
Materials	1500
Software	10000
Computers for training (IOI-SA)	20000
Cabling & hubs	2000
Course tuition	14000
Accommodation and subsistence for 11 persons at \$100 X 6 days	6600
Travel for 10 participants	15000
<i>Subtotal</i>	101100
IOI Overhead (20%)	20220
Total	121320

APPENDIX A: INTERNATIONAL OCEAN INSTITUTE

The IOI's task, as defined in its Statutes, 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.

The IOI is an independent, non-governmental, international, non-profit organisation, incorporated in the Netherlands, with headquarters in Malta. It has a Network of operational centres in Malta (University of Malta), Canada (Dalhousie University), China (State Oceanic Administration), Fiji (University of the South Pacific), India (Indian Institute of Technology), Japan (Yokohama City University), Senegal (Centre de Recherches Oceanographiques), Costa Rica (University Nacional) and South Africa (University of the Western Cape). The Centres at Fiji, India, Senegal and Costa Rica were established in 1993 under a grant of \$ 2.6 million from the Global Environmental Facility.

Through these centres, the International Ocean Institute is extending the results of its research programmes and *Pacem in Maribus* Conferences to the general public, policy makers, civil servants, other non-governmental organisations and representatives of the private sector. This activity is largely, but not exclusively, aimed at organisations and institutions and persons in developing countries. The main objective of the symposia, conferences, and training programmes conducted by the centres is to focus attention on the oceanic environment with special reference to the coastal ecosystem, integrated coastal zone management, acquisition and transfer of marine technology, regional co-operation, land-sea-air interactions, the problems of small islands and the sustainability of the oceans.

The approach of IOI is to bring together the various specialists involved in the oceans -- in science, technology, economics, law, management — to help them transcend their narrow specialisation and help create a common language that can lead to the development of a common culture: a new spirit and a new faith. The language has to be simple so that the average person can understand it. This would help in the creation of a new global environmental culture and be in line with the attempts being made to harmonise science and spirituality, materialism and ethics.

IOI's partner institutions in the developing world (China, Costa Rica, Fiji, India, Senegal and South Africa) bring a wealth of contextual research and implementation knowledge to the IOI Network.

In China IOI is associated with the State Oceanic Administration (SOA) of the Peoples Republic of China. SOA is the co-ordinating body for all matters concerning the oceans. SOA has been playing an important role in the West Pacific region in the promotion and development of the regional economy and in improving marine resource utilisation and environmental protection. SOA has achieved considerable experience in the sustainable development of ocean resources, marine environment protection and deep seabed research.

In Costa Rica IOIs partner is the Universidad Nacional (UNA). UNA engages itself in extension activities so as to enrich the contact between the University and the coastal community. It has programmes on ocean satellite applications, coastal marine pollution, coastal information system, risks to coastal area and a mareographic and sea state service. UNA seeks to offer rural farmer communities alternatives to increase their incomes and production in harmony with the conservation of natural resources. UNA also networks with the Earth Council and the University for Peace.

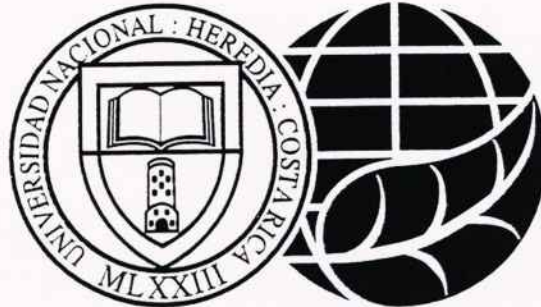
IOIs partner in Fiji is the University of the South Pacific (USP). USP serves 12 island states in the South Pacific and through its training and research programmes seeks to solve their problems. It has networking relationships with South Pacific Regional Environment Programme (SPREP).

IOIs partner in India is the Indian Institute of Technology, Madras (IITM). IITM has probably the largest Ocean Engineering Centre in the developing world. IOI India has networking relations with a large number of institutions including, inter alia, National Institute of Oceanography, Goa and National Institute of Ocean Technology, Madras. All the above institutions are globally recognised as Centres of Excellence.

In Senegal, IOI is based in CRODT, the Senegalese Institute for Oceanic Research. IOI Senegal has networking relationships with the University of Senegal, the African Regional Centre of Technology, UNESCO/COMARAF etc.

IOI-Southern Africa is the newest member of the IOI network, and it the initiator of the information-technology project. It is based at the University of the Western Cape in Bellville (Cape Town), and has links to other institutions and organisations in South Africa that are involved in ocean management and research. IOI-SA has demonstrated strengths in the area of computer networking and the development and application of Internet resources in education.

IOI Centres are also part of UNDP's Train-Seacoast Network which enables it to extend its experience to a large number of other developing countries as well as to learn from them.



**CENTRO INTERNACIONAL
EN POLITICA ECONOMICA**
PARA EL DESARROLLO SOSTENIBLE

TRAINING COURSE

International Ocean Institute (IOI)

TOPIC: *NATURAL RESOURCE ECONOMICS AND
ENVIRONMENTAL IMPACT ANALYSIS*

COORDINATOR: Alejandro Gutiérrez, IOI

PERSON IN CHARGE: Edmundo Castro, Director
Environment & Development Program

UNIVERSIDAD NACIONAL

I. BACKGROUND

Management Issues in Environmental and Resource Economics is concerned with the use of resources and the concomitant environmental consequences which for the last two decades have dominated discussions on the sustainability of economic growth in industrialized and developing countries. The fundamental problem of efficiently assessing the use of resources in the face of scarcity remains, but because certain non-renewable resources are now exhausted or may soon be, development strategies are now focussed on the need for new approaches to assessing growth and development performances that take these environmental factors into account.

Some natural resources have already been depleted and some others will disappear from our planet soon, if this productive and growing process that has prevailed continue. The present development strategies are focused on the necessity of implementing innovative ways of reaching growth and development. These new ways should take into account the crucial role of the natural resources in the development process and the loading capacity of the planet ecosystems.

As a consequence of the unsustainability of the prevailing development model, there have emerged new ways to reach the growth and development, which are based on modifications on the traditional production systems and the innovative applications of the existent economic analysis techniques. Thus, the environmental impact analysis are used at micro and macroeconomic level in order to know the real productivity of the development projects, and to know the evolution and the economics' structure, and the stocks' changes and the natural capital uses. The unefficient resources' use in a scarcity reality constitutes the base of the "economic feature" and the unsustainability.

With natural resources and 'environmental resources' now viewed as part of the global capital stock, much greater attention is now paid to the possibility of negative feedback effects on that stock resulting from resource extraction of use. This new way of looking at the resource-environment-growth interaction in turn gives rise to a wide range of new and unfamiliar techniques/methods of resource-environment valuation and accounting, many of the novel.

II. AUDIENCE¹

- Employees from the public sector who perform at a hierarchical level of superior authority in the planning area or operative area linked with projects or programs on sustainable development.
- High level representatives from private sectors, academic and of sociedad civil.

¹The participants should preferably perform technical and professional services to the public and private sector, linked to topics of economic, social, cultural or environmental development, which aim is helping to improve the life status of the population.

The participants should preferably perform a position which allows them to take decisions regarding to the implementation of the environmental analysis impact in the development projects of their countries. It is not a requirement to have experience.

III. OBJECTIVES

General Objectives:

1. To provide the participants the methodological instruments needed to evaluate the complexity of the environmental impacts in the development of projects with intensive use of natural resources from an economic and multidisciplinary perspective.
2. To develop an understanding among participants about the cover and complexity of the environmental effects of the development projects, with intensive use of natural resources, from an economic perspective.
3. To contribute to rise the consciousness of the environmental issues and the utility of the natural resource economics to quantify the natural capital depreciation, at investors' level, as well as, at national level.

Specific Objectives:

At the end of the workshop, the participants will be able to:

1. Identify key elements of the topic of natural resources economics and the environment.
2. Evaluate projects that contemplate intensive resources' use.
3. Know the methodological process for environmental impact analysis.
4. Identify environmental effects during the process of the development of projects.
5. Value environmental effects in the development of projects.
6. Know the importance of economic policy in relation to the environmental impact analysis.

IV. TOPICS

I. ENVIRONMENTAL IMPACT STUDIES AND ECONOMICS OF NATURAL RESOURCES AND ENVIRONMENT

DAY 1:

8:30 a.m.

- Presentation of the workshop program. Its objectives.
- Importance of the natural resources' economics.
- Importance of the environmental impact analysis.

Person in charge: Alejandro Gutiérrez

10:30 a.m.

- To define and explain the basic concepts related to the environment and the natural resources' economics. Externalities in the development of projects. Optimal use of resources and pollution.

Person in charge: Edmundo Castro

2:00 p.m.

- To describe and evaluate the concepts of Natural Resources' Economics with particular emphasis on the use of instruments and available policies for decision makers who are responsible for the administration ecologically sensitive areas.
- Property rights.

Person in charge: Luis Gámez

DAY 2:

8:30 a.m.

- Application of the concepts of economics of the environment in the preparation and evaluation of projects. Crop optimal rate for renewable resources. Taxes for the control degradation and environmental depletion.

Person in charge: Edmundo Castro

2:00 p.m.

- To analyze and evaluate the projects' viability with intensive use of resources through case studies and the effect of the projects in the environment. This will allow the technicians and administrators understand the techniques employed in the development of projects and in the evaluation process incorporating environmental costs and benefits.

Person in charge: Fernando Sáenz

DAY 3:

8:30 a.m.

- To build and understand the instruments used by economics in the evaluation of projects and to evaluate the financial impacts and incremental net benefits at the time of comparing the situation with or without project.

Person in charge: Edmundo Castro

2:00 p.m.

- Incremental net benefit (case study)

Person in charge: Gerardo Barrantes

II. ENVIRONMENTAL IMPACT ANALYSIS AT FIRM LEVEL

DAY 4:

8:30 a.m.

- To understand the process of the environmental impact analysis into the sustainable development outline. To understand the building proceedings of the economic analysis (ABC) and how these could be used as a base to make an environmental impact study. The use of the cost-benefit analysis in the environmental evaluation has an increasing importance in the evaluation of projects.

Person in charge: Jeffrey Orozco

2:00 p.m.

- The ABC and its utility for leaders (Ministries), development banks, firms, and another agencies as an important instrument in the evaluation of projects.

Person in charge: Jeffrey Orozco

DAY 5:

8:30 a.m.

- To know the weaknesses and limits of the BC analysis and the environmental impact analysis.

Person in charge: Edmundo Castro

10:30 p.m.

- To understand how the cost-benefit analysis could be used and enriched with variables ambientales in order to do environmental impact analysis (*interiorization of costs and benefits*).

Person in charge: Gerardo Barrantes

2:00 p.m.

- Financial analysis components.
- Cash flow analysis, VAN, TIR. Acceptance rules (case study analysis).
- Economic analysis, resources use analysis, Razón B/C (Adjustment of the previous item).
- To present the case study.

Person in charge: Edmundo Castro

DAY 6:

8:30 a.m.

- Ways to identify environmental damage or benefits in the development of projects.
- Qualitative and quantitative description of the environmental effects.

Person in charge: Sandra León

10:30 a.m.

- To know the methods of natural resources valuation and the environment (*Market value, indirect market valuation, indirect non market valuation*).

Person in charge: Gerardo Jiménez

2:00 p.m.

- Stocks' analysis (physical and monetary) of natural resources.
- To exemplify the use of the valuation methods through case studies.

Person in charge. Gerardo Barrantes

DAY 7:

8:30 a.m.

- Environmental costs/benefits integration to the ABC.
- ABC environmentally adjusted (Case study)

Persons in charge: Edmundo Castro and Gerardo Barrantes

10:30 a.m.

- Who makes and finances the AIR? Whis is the role of the Environment and Energy Ministry?
- When should the firm pay?

Person in charge: Edmundo Castro

III. NATURAL RESOURCES ACCOUNTING AND THE ENVIRONMENT

DAY 8:

8:30 a.m.

- Natural capital depreciation in Costa Rica

Person in charge: Edmundo Castro

10:30 a.m.

- National Accounting (SCN) and its weaknesses in the natural resources accounting and the environment.

Person in charge: Edmundo Castro

2:00 p.m.

- The System of Ecological Economic Accounting (SEEA)
- Case study (Mexico)

Person in charge: Gerardo Barrantes

DAY 9

8:30 a.m.

- SEEA adjustment to Costa Rica
- SEEA use as a measure instrument of the environmental economic impact at national level and its use in decision making.

10:30 a.m.

- Use of SEEA to account marine coastal resource.

Person in charge: Edmundo Castro

- Closing
- Certificates

V. METHODOLOGICAL STRATEGY

The course will be developed as follows: a general coordinator and speakers. During the days of the course, there will be a participative dynamic between the speakers and the participants. We will use case studies to facilitate the understanding of what is an environmental impact analysis, from the focus of the natural resource economics. There will be more time to the impact analysis at project level (*firm*), and to the different types of projects (mining, tourist, agricultural). From day 8 on, we will measure the impact at macro level using the SEEA methodology in order that the participants know the human activity impact (economic and non-economic) on the country's natural and environmental resources. At the same time, we will emphasize on the SEEA importance to make ecological-economic decisions of the country's resources.

VI. EVALUATION MECHANISM

The Training Workshop Coordinator will take control of the participants' attendance in each one of the activities and will maintain schedules and the presentation topics of each one of the speakers.

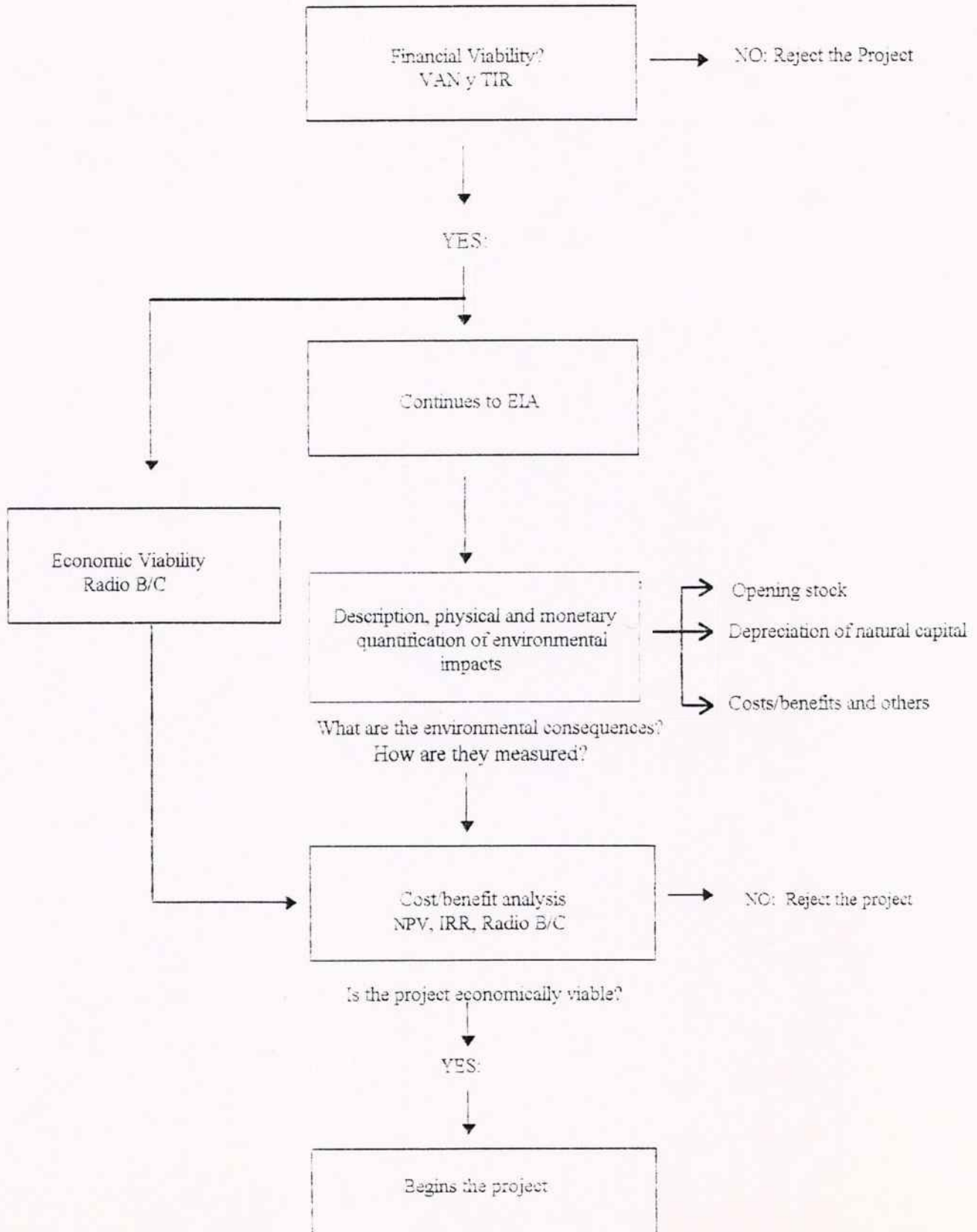
The grade will be as follows:

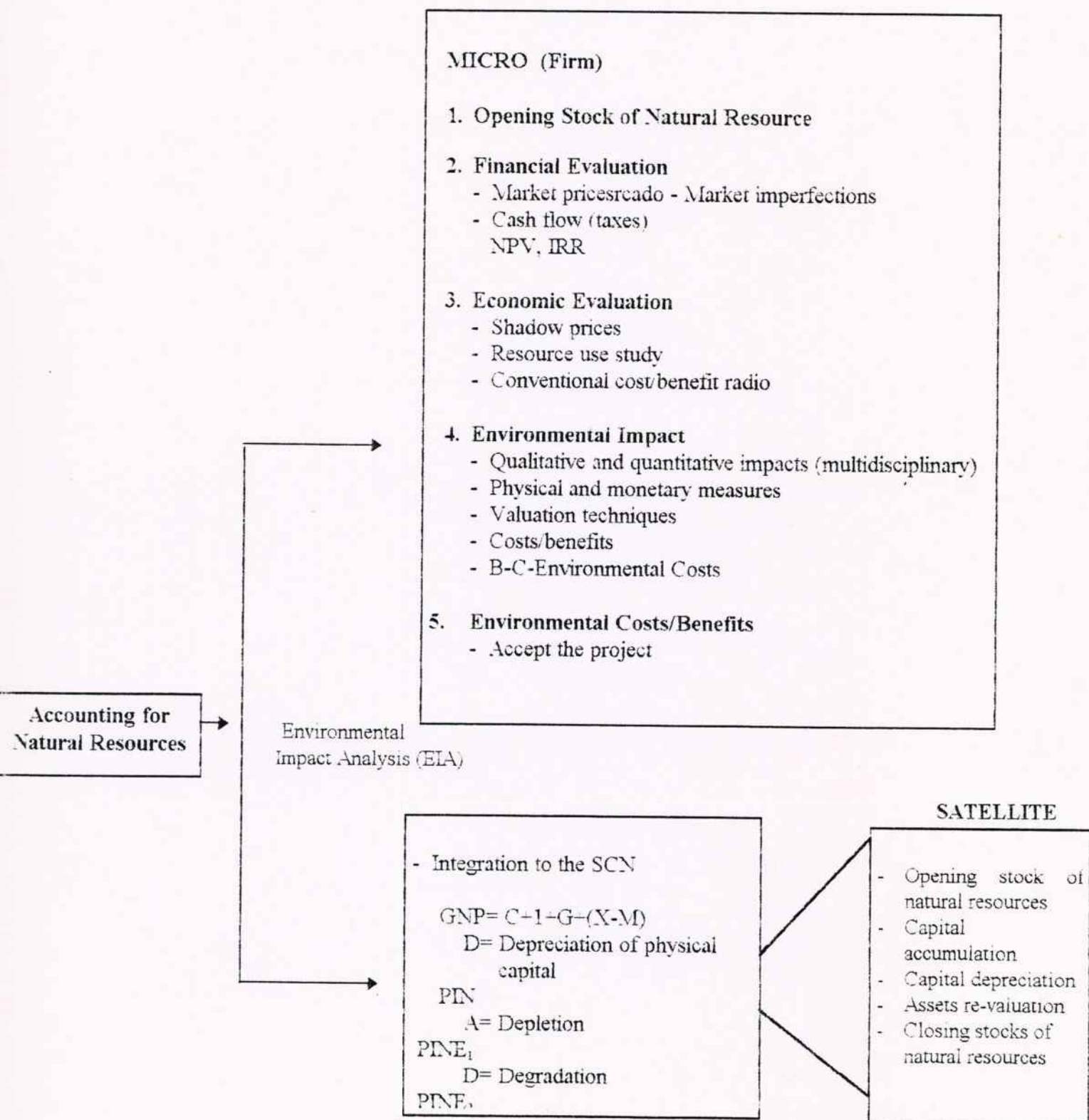
- Attendance 80%
- Participation 20%

We will give a participation certificate to those persons who accomplish at least 80%.

PROJECT EVALUATION CHART

Evaluation





El Centro Internacional en Política Económica para el Desarrollo Sostenible de la Universidad Nacional, es un instituto interdisciplinario especializado en política económica con énfasis en investigación, que también lleva a cabo actividades de formación y actualización, con miras a promover el desarrollo sostenible. Fue creado a partir del Programa de Maestría en Política Económica para Centroamérica y el Caribe fundado nueve años atrás, con el apoyo del Gobierno de los Países Bajos.

Organizativamente el Centro está estructurado en programas. En la actualidad cuenta con un programa docente y tres programas de investigación que representan áreas temáticas de interés y se desarrollan por medio de proyectos específicos. Los programas son:

- Maestría en Política Económica
- Trabajo, Distribución y Recursos Humanos
- Comercio, Integración y Finanzas Internacionales
- Medio Ambiente y Desarrollo



**CENTRO INTERNACIONAL
EN POLÍTICA ECONOMICA**
PARA EL DESARROLLO SOSTENIBLE

UNIVERSIDAD NACIONAL

5-WEEK COURSE ON
INTEGRATED COASTAL ZONE MANAGEMENT

Modules including mastery tests
based on
terminal and intermediate goals

COPY

Objective

To make participants realise that an approach synthesising various disciplines and sectors is necessary for achieving sustainable management of the coastal ecosystem (including the exclusive economic zone).

Modules including mastery tests

Module 1

Enabling participants to be able to define the coastal ecosystem in a systems-analytic perspective and assess how it is interpreted by different disciplines and concepts including that of sustainable development.

Training sessions:

- 1.1 Concepts of the systems approach: systems structure and behaviour.
- 1.2 The coastal zone and EEZ in a systems-analytic framework.
- 1.3 Coastal ecology and coastal ecosystems: mangroves, coral reefs.
- 1.4 Workshop. Group exercise on defining the various elements
- 1.7 in the coastal ecosystem, their interactions.

Module 2

To enable participants to appreciate the dynamic nature of the environment (political, economic, scientific, technological, managerial, legal, ecological) of the coastal ecosystem.

- 2.1 The changing technological and international scenes.
- 2.2 Impact of the new industrial revolution on organisations and management systems.
- 2.3 Economics of sustainable development.
- 2.4 Project formulation, assessment and evaluation techniques.
- 2.5 Environmental impact assessment techniques.
- 2.6 Techniques of project appraisal and selection: economic, financial and environmental.

- 2.8 Group exercises on environmental impact assessment and cost
- 2.11 benefit analysis.

Module 3

Imparting to participants knowledge of international law and agreements.

Training sessions:

- 3.1 UN Convention on the Law of the Sea: introduction.
- 3.2 UN Convention on the Law of the Sea: innovation and change.
- 3.3 Post-UNCLOS developments: the Prepcom and Secretary General's consultations.
- 3.4 UNCED: the Rio Declaration and Agenda 21.
- 3.5 Regional Seas Programme: structure and structure.
- 3.6 Regional Centres of Marine Science and Technology.
- 3.7 Testing the knowledge of participants regarding
- 3.8 international and regional systems.

Module 4

To enable participants to diagnose the physical coastal subsystem and the resources contained therein.

Training sessions:

- 4.1 Behaviour of waves near coasts, wave induced currents, sediment transport.
- 4.2 Natural phenomena of coastal erosion and accretion and measures to counteract their effects.
- 4.3 Chemical oceanography: chemistry of sea water and ocean floor material.
- 4.4 Geophysical oceanography: plate tectonics, vulcanism and metallogenesis.
- 4.5 Nearshore minerals, their exploration and extraction and impact on coastal equilibrium.
- 4.6 Occurrence of hydrocarbons, their exploration and exploitation.
- 4.7 Ocean energy: overview of potential sources and technologies for harnessing the different forms of energy.

- 4.0 Individual research to diagnose the physical subsystem of
- 4.9 their respective countries.

Module 5

To enable participants to analyse the living coastal subsystem (e.g. fish, seagrasses, coral reefs, mangroves etc.).

Training sessions:

- 5.1 Overview of living resources of the oceans.
- 5.2 Biodiversity and its importance for future sustainability.
- 5.3 Fish resources: stock assessment methods and models.
- 5.4 Impact of degradation of mangroves and coral reefs on fisheries.
- 5.5 Individual research to analyse the living subsystem of
- 5.6 their respective countries.

Module 6

To enable participants to appraise the interaction of human activities with the natural subsystem.

Training sessions:

- 6.1 Legislative implications: legislation for the regulation of the coastal zone (ESCAP guidelines).
- 6.2 Sources of coastal and marine pollution - terrestrial, atmospheric, riverine.
- 6.3 Natural disasters (cyclones, storms, surges), their impacts and mitigation measures.
- 6.4 Workshop. Group exercise to assess the impact on the
- 6.7 ecosystem of (1) aquaculture, (2) a port, (3) a power plant. Participants to be divided into different groups.

Module 7

To impart to participants the skills to be able to formulate, evaluate and implement projects in the context of sustainable development.

Training sessions:

- 7.1 Planning, development and management of ports and harbours.

- 7.2 Development, management and impacts of tourism on the coastal ecosystem.
- 7.3 Industrialisation in the coastal zone and its impacts.
- 7.4 Urbanisation and its impacts on the coastal ecosystem.
- 7.5 Workshop. Group exercise in development and assessment of a project for (1) aquaculture, (2) a port, (3) a power plant. Participants to be divided into different groups. Basic data on which to base the project to be provided.
- 7.8
- 7.9 Workshop. Group work on developing guidelines to be used
- 7.10 in developing a project in the coastal zone.

Module 8

To impart to participants the skills to formulate policies, plans and programmes.

Training sessions:

- 8.1 Policy sets in the context of the coastal ecosystem: interrelatedness, interlinkages and synergistic possibilities.
- 8.2 Land use zoning in the coastal region.
- 8.3 Planning and its programmatic elements in time and space.
- 8.4 Integrating sectoral plans and projects: problems and prospects.
- 8.5 Capacity building as a pre-requisite for sustainable development: the institutional imperative.
- 8.6 Information requirements for decision making in the context of sustainable development.
- 8.7 Nongovernmental groups, the informal sector, indigenous people, women and youth: their role in sustainable development.
- 8.8 Workshop. Group exercises to develop sets of policies
- 8.13 for coastal zone management in the context of sustainable development (participants to be divided in 2-3 groups, sets of policies to be specified and basic data provided).

Module 9

To illustrate to participants the nonsustainability of sectoral activities through systems dynamics and computer simulation of coastal zone activities.

Training sessions:

- 9.1 System dynamics and computer simulation of activities in
- 9.2 the coastal zone.

- 9.3 Discussion with faculty on implications of computer
- 9.4 simulation.

MASTERY TESTS

Group Groups should be formed to formulate:

- (a) sets of policies in the context of sustainable development

- (b) projects in a major area (nearshore mining, a large electric plant, planning of a city in the coastal zone, a chemical plant) including its economic, ecological and social (equity) impacts.

- (c) To define the elements of the coastal ecosystem and its environment.

Individual

- (a) A case study of the country of the participant regarding his work or the work of his institution and how the concept of sustainable development would affect it.

- (b) A critical analysis of a coastal zone management plan (to be supplied by IOI) in the context of sustainable development.

Time available: 20 Sessions.

RECEIVED JUL 07 1998

IOI/BOARD OF GOVERNORS

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

30 June, 1998

Dear Cdr. Race,

Please find attached the minutes of the meeting of the Executive Committee of IOI held in Malta on 11-12 June, 1998.

These are sent to you for your information and perusal. Please note that there are certain actions which you are kindly invited to pursue.

These are in particular related to the paragraphs on : Item 2 - Eco-villages; Item 7 - several sub-paras.

Furthermore, I wish to call to your attention that the IOI system-wide potential contribution to education and research is expected to be presented in a comprehensive form at one of the sessions of PIM XXVI in Halifax. I will return to this matter in due course.

I hope you will find the minutes of the Executive Committee meeting of interest and I look forward to receiving possible comments and suggestions for actions.

With kind regards,

Yours sincerely,



Dr. Gunnar Kullenberg
Executive Director

Att.

Minutes of the Fourth Meeting of the
Executive Committee of the
International Ocean Institute
held at
Malta on 11/12 June, 1998

Present:

Judge Joseph Sinde Warioba, President
Judge Alexander Yankov, Vice-President
Prof. Elisabeth Mann Borgese, Honorary Chairman
Ms. Anita Coady, Treasurer
Prof. Tsutomu Fuse, Chairman - Planning Council

Also present:

Mr. Nikolaus Gelpke, Member Governing Board
Mr. Max Bruce, Member Planning Council
Dr. Krishan Saigal, Executive Director (Retired)
Dr. Gunnar Kullenberg, Executive Director

Excuse from: Prof. Salvino Busuttil, Member Governing Board,
unable to attend.

Item 1: Adoption of the agenda

The agenda was adopted as circulated.

Item 2: Report of the Executive Director

The Committee took note of the report.

The Committee endorsed the recommendations and conclusions made in the report, based on the experiences of Dr. Saigal over the last 5 years.

In particular the Committee agreed with respect to:

GEF I and II:

On the basis of experiences made through GEF I and associated projects, UNDP-OPS should be contacted with a small continuation project proposal not in conflict with the GEF II proposal in order to find out the possibilities of obtaining further support from UNDP-OPS.

Eco-Villages:

The Committee noted the results and lessons of the project so far and encouraged continuation. The Committee stressed the networking aspects, demonstration projects, generation of "peoples centres", that the efforts undertaken be of benefit for the local community, and that people be involved in

the projects. A good foundation had been laid. Progress should be pursued to link Operational and Peoples Centres. The Operational centres should endeavour to find out and know local needs and priorities.

Nippon Foundation:

The Committee took note of the additional information provided by Prof. Fuse as regards focus on human needs, preparation of materials for schools, contacts with small sized private industry, and the religious sector in Japan; and the Committee concurred that we wait for results of the evaluation by the Foundation of our proposals, expected in July.

UNEP Regional Seas programme:

The Committee took note of additional information from Prof. Mann Borgese and Dr. Kullenberg. The Committee endorsed that the project proposal from the Halifax Centre to SIDA be pursued, and that the Executive Director attends the First Inter-Regional Seas Programme Consultation, the Hague, 24 -26 June 1998, presenting the IOI cooperation and possible contribution to the implementation of the Global Programme of Action to Protect the Marine Environment Against Land-Based Activities (the GPA-LBA), (see also Item 7 below). The Committee decided to consider the additional proposal for cooperation with the SIDA Coastal Initiative under Item 7.

JFGE and the IOI Website:

The Committee noted that one main lesson learnt is that the selection of the information to be presented and how to use it are key factors. The relevance of the information for the recipients must be established.

The project report should be presented to the Nippon Foundation by Prof. Fuse in order to seek further funds.

Both the ground-level information gathering through the Operational Centres and local NGO's and the networking and information dissemination through the website should be pursued.

PIM XXV

The Committee took note that the report is ready and will be printed in Madras, and is expected out in July-August 1998.

CIDA:

The Committee took note of information on CIDA's Policy Statement on Results-Based Management and related matters presented by Prof. Mann Borgese, and that consultations with CIDA had indicated positive interest for a new project proposal from IOI. The Committee instructed the Executive Director to draft such a proposal in consultation with the Halifax Centre so that it can be submitted to CIDA in September 1998.

ACOPS:

The Committee took note of the information provided in the documentation and from Mr. Bruce. The Committee endorsed the proposal that the Executive Directors (of IOI and ACOPS) meet at mutually agreeable occasions, in London and Malta, or elsewhere if convenient, for dialogue and liaison.

Centre for Sustainable Development at IIT, Madras:

The Committee took note of the report on the establishment of such a Centre, in partnership with IOI, the associated creation of a Trust and its bylaws.

PIM XXVI:

The Committee noted with great appreciation the up-dated programme presented by Prof. Mann Borgese; that most of the high-level invitees had committed themselves to attend; that the IOI network would play a role; that the President of IOI would make an opening statement, to be drafted by the Executive Director; that sufficient funds (about 300.000 CAD) had been raised. The Committee stressed the need to elucidate the links between UNCLOS and UNCED, and that PIM Conferences may be used for this purpose.

Item 3: Consideration of audit report for 1997

The Committee took note with appreciation of the report; noting particularly the surplus established in some Operational Centres; and that Headquarters has no reserve, having provided some funds to the Endowment process.

Item 4: Financial position of IOI

The Committee took note of the financial situation of Headquarters and the projections for remaining of 1998 and first part of 1999.

The Committee was furthermore informed by Ms. Anita Coady about the establishment of an endowment fund called "Ocean Science and Research Foundation", based in Zurich, through funds provided by an anonymous donor. Ms. Coady provided copies of the Settlement Deed, and information on the management of the fund by Treuco. The Committee noted that IOI is referred to in the Deed under its Object. The Committee noted that three members of the IOI Governing Board are members of the Board of the Foundation.

The Committee agreed that guidelines and criteria for applications from IOI to the Foundation should be drafted, taking into account existing rules for non-profit NGO's. The Treasurer (Ms. Coady) was asked to take the lead in this matter. The administration procedure should also be available for the record. The Committee thanked the anonymous donor and agreed that this appreciation from IOI be conveyed through TREUCO.

Item 5: New IOI Centres

The Committee recalled the decision of the Governing Board at its Thirty-sixth Meeting (Malta, 18 November 1997), and noted the information on the subsequent contact to the Institute of Marine Affairs in Trinidad and Tobago. The Committee noted that no response had been received and asked the Executive Director to send a reminder.

The Committee was of the view that consolidation of existing Operational Centres was desirable. The Committee concurred that the autonomous situation of the Centres should be viewed with suitable flexibility.

Item 6: IOI Malta

The Committee took note of the report by the 3-man panel evaluating the situation and proposing suitable actions on part of the University of Malta. It was furthermore informed that as a recent consultation the Rector had agreed to host a meeting of all concerned in July to settle the matter. The Committee encouraged the Executive Director to follow the suggestions made in the report of the evaluating panel in a pragmatic way.

Item 7: Future strategy of the IOI System

The Committee took note of the information provided on the implementation of the programmes at the Operational Centres (Costa Rica, Madras, Canada and Black Sea).

The Committee furthermore took note of the information, lessons learnt and recommendations provided in the review of the period 1993-1998 prepared by Dr. Saigal. These are largely related to the experiences from the UNDP-GEF I project. The Committee took note of the issues identified by Dr. Saigal, and the suggestions as regards the strategy for the future, in particular as regards: the need for a shared vision; affiliate institutions; consolidation of existing operational centres; the IOI System to provide Advisory Services, acting as a "Virtual Centre."

The Committee by and large concurred with these proposals.

The Committee noted with appreciation the note of Ms. Coady entitled 'the IOI in the next five years', raising several central questions concerning the mission, how to translate it into action and how to ensure proper governance of the IOI system. Finally the preliminary proposal for cooperation with SIDA in its Coastal Initiative, and the contribution on the IOI Strategy, presented by the Executive Director were both noted by the Committee. In the ensuing debate the Committee made and concurred in particular, with the following points:

- the Operational Centres should establish close and good relations with their host institutions, while

maintaining their identity as IOI Centres;

- the 'marketing' of the IOI system should be improved, e.g. in consultation with Mr. Gelpke;
- emphasis should be put on the comprehensiveness, involving the range from local to global levels, with a proper balance;
- focus for the present on the community level, while maintaining the linkage to the regional and global concerns, and be issue-oriented;
- the Eco-villages (Madras) and Women for Fisheries (Fiji) projects are regarded as models to be followed; poverty eradication and involvement of people are key aims;
- inter-sectoriality and inter-disciplinarity working towards a holistic approach to marine environment development and management should be pursued;
- the IOI actions should be related to ocean and coastal area problems or issues, and in accordance with the mission statement, with 'instruments' at three levels:
 - (i) PIM Conferences, Board and Planning Council;
 - (ii) Alumni;
 - (iii) Operational Centres and Peoples Centres.

These levels are linked, but can also separately contribute to the objectives of IOI, and help provide a focus and a system-oriented, comprehensive approach;

- the whereabouts and status of the IOI alumni should be elucidated and the alumni should be invited to help as partners of the IOI system, when possible and appropriate;
- the new set of alumni generated through the UNDP GEF I project should in particular be invited to become partners in action; resources should be made available as far as possible to Directors of relevant Operational Centres to pursue this;
- the IOI actions in each of the 3 levels should be identified in Workplans to the extent possible;
- the proposal to cooperate with SIDA could be viewed as a test-case for an IOI advisory function and the Committee endorsed the Executive Director to pursue this;
- the proposal from Dr. Hamzah (MIMA, Malaysia) to Prof. Mann Borgese could be considered in different ways, with direct response to some specific questions, and

further consideration at a future Conference - possibly in 1999 or 2000, when required background material has been prepared;

- linkages between UNCLOS and UNCED should be further analysed and brought out, e.g. through successive PIM Conferences.

As a general point the Committee urged that focus be maintained, with a proper down-to-earth approach, especially in view of the limited resources available to IOI.

With respect to the interaction with UNEP the Committee concurred with the suggestions of the Executive Director. The Committee stressed that the UNEP programme should be invited to consider the Mediterranean approach as a model, and the possibility of establishing one single mechanism which can meet the needs of the UNCED agreements and UNCLOS at regional level. The Committee agreed that at the global level such a mechanism could only be achieved through the UN General Assembly.

Item 8: Any other matter with the approval of the Chair

The Committee took note with appreciation of the agreement from UNESCO offering formal consultative relations between IOI and UNESCO and instructed the Executive Director to inform UNESCO about its acceptance.

The Committee took note of the information provided by the IOI Black Sea Operational Centre and concurred with the importance of providing support to the Centre if at all possible.

The Committee took note of the invitation from UNEP to attend the First Inter-Regional Seas Programme Consultation, 24-26 June in The Hague and agreed that the Executive Director attend. He may then also attend part-time the meeting of the ACC Sub-Committee on Oceans and Coastal Areas, The Hague, 22-24 June 1998.

The Committee took note of the information regarding the Bermuda Biological Station for Research provided by Mr. Bruce, and invited the Operational Centre in Halifax to pursue its relations with the Station as appropriate.

Prof. Mann Borgese informed the Committee about recent efforts in support of the Sea Bed Authority.

The Chair thanked all participants and the secretariat and closed the meeting at 12.00 hrs on 12 June 1998.

30 June 1998
Date


Dr. Gunnar Kullenberg

Provisional timetable for the 37th Meeting
of the Governing Board of the
International Ocean Institute
on
27 and 28 November, 1998
in
Halifax, Canada

27 November:

- 14.00-16.00: Items 1,2,3,4,5 (introduction)
- 16.00-16.30: Coffee break
- 16.30-18.00: Preliminary consideration of items 10,11,12 in preparation for the joint session with the Planning Council on 28 November; item 5, contd.

28 November:

- 09.00-11.00: Joint session with Planning Council to consider items 10,11,12
- 11.00-11.30: Coffee break
- 11.30-12.30: Continuation and conclusion of joint session with the Planning Council
- 12.30-14.00: Lunch break
- 14.00-16.00: Items 5,6,7,8
- 16.00-16.30: Coffee break
- 16.30-18.30: Items 9,13; possible return to conclusions of the Governing Board regarding items 10,11,12 if required.

COPY

Provisional Agenda
for

Document
B/37/1/1

1 October 1998

THIRTY-SEVENTH MEETING OF THE GOVERNING BOARD
OF THE INTERNATIONAL OCEAN INSTITUTE

to be held in
Halifax on 27 and 28 November, 1998

AGENDA

- Item 1 - Adoption of Agenda
- Item 2 - Record of attendance and approval of proxies, if any
- Item 3 - Consideration and adoption of the Minutes of the 36th Meeting of the Governing Board held in Malta on 18 November, 1997
- Item 4 - Presentation for information of the Minutes of the Executive Committee Meeting held in Malta on 11 and 12 June, 1998
- Item 5 - Report of the Executive Director for 1998
- Item 6 - Consideration of the audited financial statements of 1997
- Item 7 - Financial position of IOI
- Item 8 - Appointment of Auditors for 1998
- Item 9 - Approval of Budget for 1999
- Item 10 - Shared vision and strategy of IOI; (joint with Planning Council)
- Item 11 - Preliminary experiences from 1998 International Year of the Ocean and implications for IOI action (joint with Planning Council)
- Item 12 - Consideration of the organization and restructuring of the IOI (joint with the Planning Council)
- Item 13 - Any other matters with the permission of the Chair.

IOI/Board of Governors/Meetings and Course Development
Doc 724

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

19 January, 1999

Dear Elisabeth,

I herewith enclose the Minutes of the thirty-seventh Meeting of the Governing Board of the International Ocean Institute held at Halifax, Canada on 27 and 28 November 1998, as approved.

With best wishes for 1999.

With kind regards,

Yours sincerely,

Dr. Gunnar Kullenberg
Executive Director

Enc.

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

held at

IOI Halifax, Canada on 27 and 28 November, 1998

Present:

Dr. Anton Vratusa, Acting Chairman
Prof. Elisabeth Mann Borgese, Honorary Chair
Prof. Tsutomu Fuse, Chairman Planning Council
Ms. Anita Coady, Treasurer
Dr. R. Natarajan
Prof. J. Mora Alfaro
Ambassador Layachi Yaker
Ambassador Christopher Pinto
Dr. Nikolaus Gelpke

Dr. Anton Vratusa took the Chair, since both the President and Vice-President were unable to attend due to other commitments and illness, respectively.

The Executive Director acted as the secretary.

Item 1: Adoption of Agenda

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

- Item 13 - PIM XXVII planning and preparations
- Item 14 - Other items
 - 14(1)- Follow-up activities for the period 1998 to 2000
 - Item 14(2)- The Executive Director position

The Executive Director briefly presented the documentation.

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

The Chair accepted the following proxies which had all been received in time before the meeting: Prof. A. Yankov in favour of Professor E. Mann Borgese, Professor S. Busuttil in favour of Prof. E. Mann Borgese, Dr. Y. Suzuki in favour of Professor T. Fuse, Ms. Fujiko Hara in favour of Dr. R. Natarajan, Judge J.S. Warioba in favour of Ms. A. Coady and Prof. E. Solofa in favour of Ambassador L. Yaker.

It was noted that the Board had quorum; it was also noted that according to the statutes there could only be one proxy for each present.

Item 3: Consideration and adoption of the Minutes of the 36th Meeting of the Governing Board held in Malta on 18 November, 1997

The Board adopted the Minutes as circulated.

Item 4: Presentation for information of the Minutes of the Executive Committee Meeting held in Malta on 11 and 12 June, 1998

Board members made comments on some items: ACOPS cooperation and the attendance in The Hague meeting with respect to the Mediterranean.

The Board took note of the Minutes.

Item 5: Report of the Executive Director for 1998

This item was discussed in the Joint Session of the Board and the Planning Council on 28 November 1998.

The Executive Director presented the report, referring to the actions in the Headquarters, and the Operational Centres as reported by their respective Directors. He noted that many elements of the report were relevant for other items of the Agenda of both the Board and the Planning Council. He also noted that the report contained information on the transition period 1997-1998 so as to ensure a corporate memory and reference.

The Chair grouped the subject areas of concerns as follows:

1. the financial matters
2. programme elements
3. institutional arrangements and networking .
4. existing and future partners of IOI

The Board expressed its appreciation to the Executive Director for the report.

The Board considered that the training programmes must be continued and up-dated. They could also be extended to include more developed countries and nations in economical transition. A ~~roaster of experts and alumni~~ could be prepared, and new technologies in training employed. The IOI could further develop its advisory or advocacy role. Further contacts should be sought with private industry and business, in particular the WBCSD. The Board invited the Operational Centres to present their constraints and identify their priorities of action. The Board concurred that the IOI was flexible enough to take into account various new priorities of donors, while keeping to its principles.

The Board agreed that there is a need for more cohesiveness and that this should be generated through the actions of

Headquarters. It noted that such cohesiveness is now forthcoming, both as regards organisation and finance. Parallel to this the local actions of the Operational Centres should be strengthened and broadened so as to make the Centres useful to the Host institution and the Countries. The Directors of the Operational Centres informed the Board of their minimum needs from IOI in order to be regarded as an entity of IOI in the eyes of their Host institution. The Directors requested a stronger involvement of Headquarters.

The Board agreed that the Operational Centres could be provided funds through Headquarters if funds are raised, and that they also either through their host institution or directly should continue to raise money.

In this context it was stressed that we should consolidate existing Operational Centres before taking on new ones. Instead of new Centres, affiliates to existing Centres could be generated. Criteria and guidelines for becoming an affiliate should be prepared.

The Board concurred with the view that considerable benefits are provided to the Host institution for an IOI Centre as well as vice-versa, and that a reasonable balance is achievable.

The Board agreed that an affiliate could be accepted provided there were no financial obligations for IOI associated with the creation of such an affiliate institution.

It was suggested that each Operational Centre should present their minimum needs in writing to Headquarters.

It was suggested that if 200.000 USD could be raised annually for provision more or less on an equal basis to the 10 Centres, following a written and verified request, this would go along way to solving the problems.

With respect to cooperation with ACOPS the Board concluded after discussion that such cooperation in form of mutual exchange of information was most welcome, and that any joint actions must be mutually beneficial and acknowledged. The Board did not identify any specific joint action for 1999.

The Board agreed that the IOI would wish to participate in an observer capacity in global and regional meetings of ACOPS.

The Executive Director presented to the Board a letter from the Chairman of the Intergovernmental Oceanographic Commission inviting the IOI to cooperate in specific activities, and strengthen the cooperation on basis of the existing MOU between IOC and IOI. The Board welcomed this invitation and concurred that IOI could co-sponsor some activities of IOC in 1999, e.g. the Coastal Megacity Workshop in China, provided funds are available.

The Executive Director drew the attention of the Board to the cooperation with UNEP and the possible joint preparation of information material on the GPA-LBA, with the related UNEP office in The Hague, The Netherlands. The Board agreed that such cooperation could be very useful and concurred with it, provided funds were made available.

The Board noted that the regional cooperation had been emphasized by the Planning Council. The Board concurred that cooperation with regional primary or subsidiary bodies should be pursued when of mutual benefit, and provided funding is available on both parties.

The Board took note of the discussions in the Planning Council meeting of the cooperation between IOI and the Train-Sea-Coast programme (also referred to as GEF II within IOI), and the updated information provided by the Executive Director which had just been received from UN-DOALOS. The Board concurred that the cooperation with the Train-Sea-Coast programme should continue within the presently existing limits, and that IOI funds should only exceptionally be used to cover related course development costs.

The Board took note and concurred that applications for renewals of projects be submitted to the Japanese Funds (Nippon, JFGE).

The Board also agreed that cooperation with and support from other donors should be sought as much as possible, as well as interaction with relevant UN Agencies and other NGOs.

The Board otherwise took note of the report of the Executive Director.

Item 6: Consideration of the audited financial statements of 1997

The Board reviewed the auditor's report on the accounts of 1997. The Board considered that it would be useful to receive the projections for the subsequent year. It was noted that these were available in the documentation and could not be included in the auditor's report. The Board noted differences between 1997 and 1996 and was of the view that this reflected the conclusions of the UNDP-GEF I project in 1996 and 1997, respectively.

The Treasurer emphasized the need for proper financial projections. The Board concurred but was of the view that discussion of this matter was more appropriate under agenda item 7.

The Board approved the auditor's report for 1997.

Item 7: Financial position of IOI

The Executive Director presented the report for Headquarters,

which was the only one available. He also noted that the Operational Centres in South Africa and China are in potential and actual deficit, respectively, through actions undertaken in 1998. The Board enquired about the endowment fund. It was pointed out that this is actually an Ocean Science and Research Foundation. The interest resulting from the Foundation could be used to support a minimum of infra-structure for IOI Headquarters and IOI Canada, following an application from IOI. Suggestions were made that IOI should approach major other Foundations so as to raise more funds. The Treasurer is looking into the possibilities. In conclusion, the Board took note of the financial situation of IOI and approved the decision as regards the use of the funds from the Foundation for Ocean Research, instructed the Executive Director to endeavour to help the particularly needing Operational Centres, and agreed that the minimum needs of the Centres should be met if at all possible.

Item 8: Appointment of Auditors for 1998

The Board approved the appointment of Messrs. Manduca and Mercieca and Co. as auditors for 1998.

Item 9: Approval of Budget for 1999

The Executive Director presented the provisional Budget for 1999 which had resulted from the meeting of the Planning Council preceding the session of the Board. The Budget was provided in tabular form together with projections of potential sources of funds and summary of planned activities under the programme of work headings, and the cooperation or partnerships of Headquarters and the Operational Centres.

The Board considered this summary information most useful. It is provided in Annex 1 to this report. The Board suggested that also other sources of funding should be approached, including the large intergovernmental donors as well as private industry.

The Board noted previous decisions as regards use of funds from the Foundation for Ocean Research; and the projections of needs for support from IOI to the Operational Centres, which amounts to about 150.000 USD for 1999; the Board approved that funds of this order may be provided to the Operational Centres from Headquarters provided the funds are available.

The Board approved the Budget for 1999 as an instrument for further planning, fund-raising and guide for use of funds which are raised through the various mechanisms available to IOI as a whole. The Board appealed to its Members to help in fund-raising efforts.

Item 10: Shared vision and strategy of IOI

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. 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.

In the closed session of the Board the Executive Director recalled his note on the future strategy of the IOI (Document B/37/10/2) and invited views of the Board.

The Board noted with interest the idea of membership but stressed that this carries with it many complications. It is not easy for a global organisation like the IOI to pursue membership. It may create an in-balance between north and south. The Board agreed also, however, that we should be willing to renew ourselves. The Board noted that the IOI could potentially provide several benefits to members of IOI.

The Board, after this very preliminary discussion, agreed that a first feasibility study be carried out of implications for IOI of pursuing this line. A progress report should be presented to the meeting of the Executive Committee planned for June 1999. An ad hoc group consisting of 4 Board members and the Executive Director was established to prepare the feasibility study.

Item 11: Preliminary experiences from 1998 International Year of the Ocean and implications for IOI action

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).

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 Agenda item 14(1).

Item 12: Consideration of the organization and re-structuring of the IOI

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 13: Pacem in Maribus XXVII

The Board was informed about the discussion of the same item in the Planning Council, and was presented with the draft programme outline provided through IOI South Pacific.

The Board noted that efforts to raise funds for PIM XXVII through IOI South Pacific had been initiated. It concurred that Australia, Canada, France, Japan, New Zealand, UK (the Commonwealth Secretariat) could all be approached for shared funding.

The Board took note of the information with appreciation and recommended the Executive Director to give all possible assistance to IOI South Pacific. The Board also appealed to the Members of the Board to be available for PIM XXVII and the associated Board meeting. The dates of PIM XXVII are 8-12 November 1999 in Fiji.

Item 14: Any Other Matters

Item 14(1): Follow-up to 1998 IYO to year 2000

The Executive Director summarised the related discussion of the Planning Council which had resulted in several proposals for

actions of the IOI as a whole until the year 2000:

- (i) preparation of an Alumni book, with solicited articles of IOI alumni;
- (ii) preparation of an overview of state of coastal zones with information on living conditions, environmental and resource quality, and uses of the zone, on basis of information from coastal zones in which the IOI Operational Centres are working;
- (iii) preparation of an Ocean Agenda and an Ocean-base, as a referral system;
- (iv) establishment of a global lecture series of eminent persons, presenting lectures on issues of the Ocean Agenda;
- (v) presentation of Children and the Ocean, how do they see the ocean, what are the conditions children face in the coastal areas, how do they see the future themselves, together with an analysis;
- (vi) preparation of an up-dated history of IOI;
- (vii) preparation of an IOI bibliography.

In addition the Planning Council had suggested that PIM XXVII occurring on the eve of the year 2000 should be properly used to highlight the IOI as a whole in the transition to the next Millennium.

The Board took note of the information.

The Board agreed that all programme actions and planning should proceed, focusing on the alumni book and the coastal zone overview and that a progress report should be presented to the Executive Committee at its meeting in June 1999.

Item 14(2): Executive Director position

The Board expressed general satisfaction with the work so far of the Executive Director.

The Board noted that the appointment had been initially for 1 year. The Board now made a strong recommendation for an extension of the appointment for an additional two years. The Board authorised the Executive Committee to make the final decision at its meeting in June 1999.

Closing of the Meeting

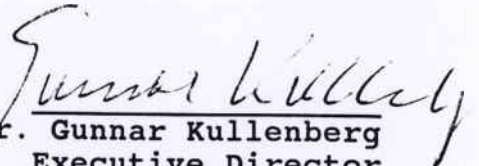
The Chair concluded that all items had been thoroughly discussed and thanked all Board Members and the Executive Director for

their contributions. He also thanked the local hosts and organisers, IOI Canada, for very good arrangements.

The Board thanked the Chair for a very constructive leading of the meeting.

The Chair closed the meeting at 17.15 hrs on 28 November 1998.

President


Dr. Gunnar Kullenberg
Executive Director

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
Sub total	347				108.5
Capital exp.	17				5
Others (specify)	15 (in- kind)	100 (in- kind)	30	45 (in- kind)	25 (in- kind)
TOTAL	369	611	60	148.5	242.0

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			
Sub total					130
Capital exp.		3			
Others (specify)	150 (in- kind)	50 (in- kind)	40 (in- kind)	80 (in- kind)	20 (in- kind)
TOTAL	4038	612	196.4	86	150.0

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
Sub total		2,871.9
Capital exp.		15
Others (specify)	10 (in-kind)	565 (in-kind)
TOTAL	30	3,451.9

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+
Sub total	390	525	20	220	215
Transfer					
In kind Host inst.	15+	100+	30+	45+	25+
TOTAL + = Confirmed	405	625	50	265	240

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 govern- ment	258				35 (Neth.) 40 (S.A.)
Others (incl. UNDP)	530	169	15 (HQ)		35+ (HQ)
Sub total	888	562	95		110
Transfer					
In kind Host inst.	150+	50	40	80	20+
TOTAL + = Confirmed	1,038	612	135	80	130

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
Sub total	20	3,045
Transfer	-	
In kind Host inst.	10	565
TOTAL + = Confirmed	30	3,610

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		

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Attn: Directors of IOI Operational Centres

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

16 February, 1999

Robert,
Dear Cdr. Race,

I hope by now that you have received the minutes of both the Planning Council and the Governing Board meetings, and I hope you might have even had a chance to look through them. Please note that they are rather condensed and therefore some points may have been missed. These can of course be raised again at our next meeting. This will be the joint meeting of all the Centre Directors and the IOI Executive Committee, here in Malta, 1-6 June 1999. In the period until then there are several action items from the PC and Board meetings we need to follow up. These include:

Board Agenda, Item 5:

- (i) Preparation of an up-dated list of alumni and roster of experts; I would appreciate it if you could send us here your updated list of alumni so that we can arrange a list for the total; you may at the same time suggest experts for a roster;
- (ii) provision of some minimum seed money from IOI via Headquarters; I can confirm that we are expecting to send part of the funds in March;
- (iii) preparation of criteria and guidelines for affiliate centres; I expect to present a draft during our next meeting;
- (iv) cooperation with various bodies, including ACOPS, IOC; this is being followed up from here and will be reported on at our June meeting;

- (v) cooperation with UNEP; GPA-LBA; following our correspondence about this in January-February, I have sent a proposal to the GPA-LBA Office;
- (vi) preparation of proposals for JFGE and Nippon Foundation; these have been submitted (JFGE) respectively prepared (Nippon) which will be submitted early March; I expect we will have information about results at our June meeting.

Board Agenda, Item 7 and 9:

- (i) contact with the Ocean Science and Research Foundation is regular and first funds have been provided to IOI Halifax and Headquarters;
- (ii) contacts with other donors and major foundations are being pursued, including Commonwealth Secretariat, UK-DFID, UN Foundation in cooperation with UNEP, MacArthur Foundation, and WB/GEF; results can hopefully be reported at our June meeting; private industry is also being approached.

Board Agenda, Item 10:

- (i) preparation of the Newsletter 'Across the Oceans'; inputs have been received by the Editor (the IOI Treasurer) and the first issue is expected to be available at the end of February - early March;
- (ii) preparation of an analysis of implications of membership etc.; this is to be pursued by an ad hoc group of four; I hope we will have a preliminary analysis available at the June meeting.

Board Agenda, Item 12:

- (i) preparation for a one-day workshop on strategic planning; as I see it this should address the development as a whole at the IOI, and thus also include the action 10(ii) above, and the financial and programming matters or process.

Board Agenda, Item 13:

- (i) further developments as regards PIM XXVII preparations, we would expect a progress report at the June meeting, from all concerned; the funding issue is being pursued by Fiji, Headquarters and others.

Board Agenda, Item 14(1):

- (i) follow-up of all the proposals listed on page 8 of the

minutes; this is a major effort, and we must report on progress, or lack of such, at the June meeting; the following Operational Centre Directors did volunteer action, referring to the numbering of the list on page 8 of the minutes:

- (i) India, Prof. Rajagopalan;
- (ii) this concerns mainly India, South Africa, Senegal, Fiji; please consider what can be done, and please send me your views and ideas;
- (iii) this came from Fiji, and perhaps Prof. South could make a preliminary list and send it to me so I could try to elaborate?
- (iv) -
- (v) India, Prof. Rajagopalan and Halifax, Prof. E. Mann Borgese could perhaps prepare a note on how to pursue this one;
- (vi) Headquarters is working on it;
- (vii) Fiji volunteered to do this provided funds were made available; as a start you could perhaps send your list to Professor. South, with a copy to me;

Board Agenda, Item 14(2):

- (i) appointment (prolongation) of Executive Director; this is an item for the Executive Committee; however, considering the discussions in Halifax regarding the strong development potential of IOI, and my availability and suitability being limited (not longer than mid next year) you may wish to communicate your views as regards the longer term solution to the President directly.

In addition to these items there is the need for us here to obtain from you a response to the request for accounting of the funds for 1998. This is needed as soon as possible.

Follow-up to the PC meeting includes:

PC Agenda, Item 2:

- (i) Budget overview for 1999; at the June meeting we must review the financial and programme implementation situation; thus we should be able then to up-date Annex 1 of the minutes;
- (ii) preparation of the workplan for 2000 and possibly beyond; preliminary plans for the 2000 workplan should be available and discussed at the June meeting; possibly also some tentative plans for 2001; the plans should take into account the proposals which are being submitted and the points raised above (e.g. Board meeting Item 14(1));

- (iii) use of the IOI Homepage in IOI South Africa; it is very important that information is provided from the Centres to the Homepage since donors are looking there to find out what is going on;
- (iv) fund raising, and quarterly up-dates on the situation; I expect to send information out in March/April on the financial situation as far as I know it; it is of course valuable if you can provide information to me, and at the meeting in June.

PC Agenda, Item 3:

- (i) raising of funds for the Operational Centres as seed money from IOI; some funds will be sent in March (see also Board Agenda, Item 5(ii) above).

PC Agenda, Item 4:

- (i) Newsletter; the first issue is expected in March; I still need estimates from Centres about production and distribution costs;
- (ii) contacts to alumni and alumni book; please refer to relevant items under Board above;
- (iii) website and bulletin; H.Q. and Prof. Keats is working on it and hopefully matters will soon be arranged so that all of you can be connected.

PC Agenda, Item 5:

- (i) strengthening of contacts with other bodies; Headquarters is pursuing this.

PC Agenda, Item 6:

- (i) points made here are being used in reporting and in preparing proposals.

PC Agenda, Item 7:

- (i) the list of actions is same as above, Board Agenda Item 14(1); with some exceptions:
 - (iv) preparation of an ocean-base (data referral system); this was suggested by Prof. South and maybe an elaborated proposal could be provided by Prof. South to the June meeting?

PC Agenda, Item 8:

- (i) provision of information to the IOI website; this is very important, and I would much appreciate it if you could send relevant inputs to IOI South Africa; URL: <http://www.ioi.uwc.ac.za>.

PC Agenda, Item 9:

- (i) in para. 3 there is a mistake; you should of course all try to inform your Country delegation (if any) to CSD about the IOI and its work and role; The IOI is not accredited to ECOSOC and cannot therefore be an observer at the CSD session; however, the Honorary Chair has another channel through which IOI can be present at the CSD session.

PC Agenda, Item 10:

- (i) the preparation of a mini-workshop for the June meeting; see Board Agenda Item 12(i), above.

PC Agenda, Item 11(1):

- (i) further preparation of PIM XXVII; contacts with WB, GEF, UN; I suggest Prof. South could work this out through direct contact with Halifax, in particular Prof. Mann Borgese, who has the best, most direct contacts.

PC Agenda, Item 11(2):

- (i) guidelines for cooperative agreements; I may try to prepare some draft for the June meeting, and we may then consider the need.

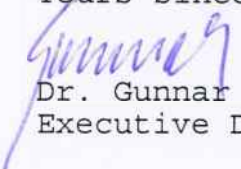
There may be other action items which I have overlooked. If you have such, please send me a note. Please also now review this letter and take the necessary actions at your end.

I expect to send out a draft provisional agenda for our June meeting in March. Then I will also refer to the state of implementation of the action items identified here.

Please also let me know your preferred travel schedule and possibly route so we can obtain some decent bookings. I look forward to hearing from you.

With best regards,

Yours sincerely,


Dr. Gunnar Kullenberg
Executive Director



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Executive Committee and Directors of IOI Operational Centres

23 February, 1999

Dear colleague

As you recall the Governing Board of IOI has decided that a consolidated annual, perhaps bi-annual, report of IOI should be prepared and published. Before embarking on writing this we need to agree on a structure. This is not to mean that we must have a rigid approach, rather it should be quite pragmatic. However, we need to agree on a reasonably consistent structure, so that we can all contribute accordingly.

Attached (Annex 1) please find for your kind consideration a draft structure which I have prepared on the basis of the profile of IOI which we agreed upon in Halifax. This includes the mission.

I have chosen a programmatic approach rather than an activity or mechanistic one. In each of the sections the activities will be presented, the projects and the mechanisms used (networking, workshops, seminars, partnerships, web-sites, or whatever it may be). At the same time the presentation will respond to the Mission and Goals of IOI. I would very much appreciate receiving your comments at your earliest convenience. Since I would like to have a draft of a first report for the meeting in June, I need your comments soon.

On the basis of the information I have received before or during the Halifax meetings, I have prepared a list of activities for 1998 (Annex 2). This is of course biased in that the Headquarters presentation is more detailed than the others. However, I would much appreciate if you could send me any supplementary information with respect to the activity list. It is important to have such a list for our dialogue with donors and foundations, as well as with our host institutions and partners.

I look forward to hearing from you. If I do not hear from you before end March or early April I will assume that you concur.

Yours sincerely,

for Dr. Gunnar Kullenberg
Executive Director

Encs.

Draft

**Possible Structure of IOI Annual (or Biannual) Report
by G. Kullenberg, Executive Director, February 1999**

1. Education and Training

This section corresponds to major parts of the IOI Mission. It would include presentation of the training courses, upgrading of skills, post-graduate education through research fellows and other mechanisms; information dissemination; public awareness creation; on-the-job training.

2. Development

This section corresponds to part of the Common Heritage part of the IOI mission and goals; poverty eradication; self-reliant development in communities; eco-villages type work; resources development; eco-friendly technologies; co-development and co-management including ICAM; sustainable livelihoods; mitigation and adaptation to natural hazards; enhancement of abilities of developing countries to manage their resource (coastal, EEZ);

3. Ocean Governance

This corresponds to part of the management, protection, conservation of the marine environment and Common Heritage elements of the IOI mission and goals. This would also include establishment of sustainable mechanisms for addressing inter-related issues; policy-generation and pushing; enhancement of people participation in governance and management; conference - e.g. PIM;

4. Research and Science Applications

This would respond to another large part of the IOI mission and would include the contributions to new knowledge, experiences, transfer of science results to users; research regarding international co-operation, agreements, scientific and technological approaches to sustainable management of marine resources, policy research; application of scientific results, interpretations, assessments;

5. Advisory Services

This could in principle include all parts of the IOI mission, in providing in a pro-active or positive fashion advice on peaceful and sustainable uses of the ocean and its resources, the Common Heritage of Mankind, other elements of UNCLOS etc; it will also respond to very concrete actions such as advice in ICAM, mariculture, energy, agriculture, technology, water uses.

6. Co-operation

This includes the co-operation with UN system, other NGOs, authorities governments - as applicable.

7. The Organisation

This includes the structure of IOI, the governance (PC, Governing Board, Executive Committee); management; finances and fund raising; state and states.

8. Publications

This gives a list of publications and may also provide a brief narrative part on the publications and where to get them, Websites etc.

Summary of Activities of the IOI
for 1998

prepared by the Executive Director

Introduction

This brief summary is based on reports provided by the Directors of the Operational Centres to the Executive Director for the meeting of the Governing Board, held in November 1998. This summary is essentially therefore only a listing of activities, including for Headquarters. The extensive reports were presented to the 37th meeting of the Governing Board.

IOI Headquarters

Publication of report on UNDP sponsored project entitled: Final Project Performance Evaluation Report on UNDP/GEF/UNOPS, Project: Support for Regional Oceans Training Programme, March 1998, 115 pp. (with IOI India).

Preparation of project proposals for:

CIDA (Canada); SIDA (Sweden); UNEP; The Ocean Science and Research Foundation in Zurich; JFGE in cooperation with IOI India and IOI Japan; Swiss Re, in cooperation with IOI Canada; consultations with several other donors, including UNDP.

Preparation of reports for CIDA; SIDA; UNEP; IOI Governing Board and Planning Council meetings.

Preparation of financial overview for auditing.

Participation with presentation of paper in:

- First Inter-regional Seas Programme Consultation, UNEP, The Hague, The Netherlands, 24-26 June;
- Conference entitled Order for the Oceans at the Turn of the Century, at the Fridtjof Nansen Institute, Oslo, Norway, 7-11 August;
- National Open Forum organised by the Inter-Agency Committee on Marine Science and Technology of the United Kingdom, at IMO, 17 September;
- International Symposium on Marine Pollution, co-convened by IAEA, IOC, UNEP, IMO, CIESM, in Monaco, 5-8 October;
- International Conference "Man and the Ocean", Tokyo, Japan, 29 October - 2 November;
- IOC Executive Council, with presentation of Revelle Lecture, Paris, France, 17-21 November;

- Pacem in Maribus XXVI, Halifax, Canada, 29 November - 3 December;
- Second London Oceans Workshop, London, 10-12 December;
- Special lecture in celebration of 1998 International Year of the Ocean, New Delhi, India, 9 November;
- Visits to IOI Japan, Nippon Foundation, JFGE, JAMSTEC, Monbusho in Tokyo; IOI India at IIT Madras and DOD, New Delhi; IOC-UNESCO, Paris; IMO, London; ACOPS, London; DFID, London;
- IOI Planning Council meeting, Halifax 25-28 November, with preparation of documentation and reporting;
- IOI Governing Board meeting, Halifax 27-28 November, with preparation of documentation and reporting;
- Consultations with University of Malta and preparation of related documentation as regards IOI Operational Centre in Malta;
- Contribution of expert paper to Ministerial Meeting on the Sustainable Development of the Small Island Developing States in the Indian Ocean, Mediterranean and Atlantic Regions, Valletta, Malta 24-27 November.

IOI India

See attachment 1.

IOI South Pacific

See attachment 2.

IOI China

- Preparation of IOI China Brochure and Newsletter;
- Training course: Introduction to the Law of the Sea with specific reference to Deep Sea-Bed Mining, 22 June - 24 July, 1998;
- IOI China Alumni Workshop, 23-24 October;
- Research programme on UNCLOS and on coastal urbanisation.

IOI South Africa

- Maintaining IOI Web Server at <http://www.ioi.uwc.ac.za>;
- Seaweed mariculture course, 25 November - 11 December, 1998.

- Provision of community mariculture advice;
- Seaweed use and mariculture in the northern Cape;
- Baseline Marine Ecology Survey of Robben Island;
- Participation in the Train SeaCoast project, as a cooperation between IOI and UN-DOALOS, being part of a Course Development Unit, and development of a Marine Pollution course related to the Benguela Current System;
- Provision of Assistance to the Ministry of fisheries of Angola;
- Preparation of a project on sustainable livelihoods in St. Helena Bay, for possible UNDP funding;
- Provision of support for an IOI-SA post doctoral fellow;
- Participation in JFGE project on Global Network for Environmental Education with workshop, training and web server.

IOI Senegal

- Training course on management and development of artisanal fisheries in West and Central Africa, 18-29 May 1998;
- Participation in and support to organisation of National Ocean Days for 1998 International Year of the Ocean Celebrations;
- Participation in JFGE project on Global Network for Environmental Education with workshop, training.

IOI Costa Rica

- Participation in JFGE project on Global Network for Environmental Education with workshop, training;
- Organisation of national programme on public awareness and workshop for 1998 International Year of the Ocean;
- Preparation of project and agreement on cooperation with regional bodies such as UNEP Regional Seas and UNDP in the region.

IOI Black Sea

- Participation in Regional workshop on Black Sea, fall 1998;

Attachment 1

**INTERNATIONAL OCEAN INSTITUTE
OPERATIONAL CENTRE (INDIA)**

REVIEW OF ACTIVITIES 1998

1998 IN REVIEW

GTZ - IOI INDIA COASTAL ECO-VILLAGES PROJECT

The project officially began on 1st October 1997 and is expected to continue until the year 2000. It is being implemented through a local NGO, the Anawim Trust and it covers 20 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.

Over the past year, about US\$ 40000 has been spent on project activities and US\$5000 given out as microcredit. With this input, the achievements are:

- Women's self-help groups have been formed in all 20 villages and there are now over 500 members in these groups. Over the past eight months there is a noticeable increase in the level of self-confidence of the group members.
- 48 training programmes were conducted accounting for a total of 1058 participants-days. The programmes included training in skills, development issues, vocations, and ecology.
- Over 3,500 tree saplings were contributed in the villages with the women's groups taking responsibility for planting and taking care of them. In spite of the very heavy rains of the last monsoon about 50% have survived. A nursery has been started in one of the villages as an income generating activity. In the coming year saplings of this nursery will be distributed to all the villages. Vegetable gardening have been started in two villages.
- The community was exposed to a total of five fuel-efficient stove designs and four cooking demonstrations were conducted using three popular stove designs to identify the design most acceptable to them. The Chenkottai design was preferred by all the participants on the grounds of sturdiness, faster cooking and lesser fuel wood consumption. Over 250 Chenkottai stoves were provided to seven villages and another 20 demonstration units have been provided to another five villages. The initial consignment were given at a subsidised price, but as the villagers came to see the value of the stoves, the subsidy has been withdrawn.
- The community was exposed to the possibility of harnessing rainwater to be used during water scarce months of the year. Since they had reservations about the

are now awaited. Efforts are underway to locate inexpensive technologies for rainwater harvesting.

- Over 150 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. The repayment has been excellent so far (about 98-99%). The money returned is being given out as loans to new recipients.
- Other activities carried out under the project include the establishment of two tuition centres catering to the needs of 47 students in two villages.
- Five women from the project villages, along with three staff members of the NGO (ANAWIM), attended a training programme on culturing spirulina. We have arranged for a transfer of technology from the NGO in Madurai which is running a community-based spirulina production programme. Initially the spirulina produced by the women will be given to local children as a nutrition supplement.

GUJARAT ECOVILLAGES PROJECT

In Gujarat, the ecovillages project is being implemented by Vikas, a local NGO, under the supervision of the Gujarat Ecological Society. So far Rs.2 lakhs has been extended as the financial support for this project. Pre-monsoon activities including the creation of bunds to prevent inflow of sea water have been carried out in the beginning of the year. In the second quarter the NGO will take up the plantation of 5000 mangroves, growing of grass on the surface of the earthen bunds, agricultural activities and traditional aquaculture in 50 acres of water body. The accent is on reducing the soil salinity using plants, which would also have economic value to the people.

'FGE INFORMATION DISSEMINATION PROJECT

In continuation of the activities of the project for information dissemination to NGOs funded by the Japan Fund for Global Environment, more than 1900 participants including NGO representatives, rural groups (especially women), students and workers attended various workshops accounting for nearly 13000 participant days. The programmes were organised with the help of five NGOs (Society for the Upliftment for the Economically Backward, Community Environmental Monitoring Centre in Madras and Centre for Rural Health and Social Education in Yelagiri, Society for Environmental Education and Development in Nagarcoil and Anawim Trust in Tuticorin) and were held in different parts of South India in order to cover groups in different areas. A major part of the programme was a series of workshops and training programmes for women from coastal villages on environment, coastal ecology, eco-technologies like rainwater harvesting, fuel-efficient wood stoves, tree

A major event was a four-day meeting of Eco-social Action Groups of the State of Tamil Nadu in which 70 representatives of NGOs engaged in development activities took part. The participants wanted a series of such workshops to be held, locally and regionally, for dissemination of information on different eco-zones like mountains, forests, coasts and oceans.

SHASTRI INDO-CANADIAN INSTITUTE PROJECT

The Shastri Indo-Canadian Institute has awarded a CDNS 110000 Project to IOI India to study 'The formal and informal knowledge systems and institutional interests with regard to plant genetic resources' in collaboration with the Studies for National and International Development, Queen's University, Kingston, Canada.

A preliminary meeting was conducted inviting potential collaborators and advisors present in Madras. The purpose was to brief the group on the project objectives and activities and seek their responses and suggestions. The group discussed the selection of communities / location of the field studies and identified Javadhi Hills as project area. The team also finalised the workplan and the budget of the project.

The Project is expected to begin formally in November 1998.

FOUNDATION FOR SUSTAINABLE DEVELOPMENT (INDIA)

IIT Madras has set up a Foundation for Sustainable Development (India) with a seed money of US\$125000 provided by IOI India. This had earlier been approved by the IOI Board. The Trust Deed was signed by Prof. R. Natarajan, Director, IIT Madras and Member IOI Board on 13th August 1998. The Trust will have two divisions: the IOI Operational Centre and a new Centre for Sustainable Development (CSD). IOI India will continue its activities as before, while CSD will focus on environmentally sound technologies and related areas.

Dr.M.S.Swaminathan, the noted agricultural scientist and Chairman, M.S.Swaminathan Research Foundation and Dr. M.Anandakrishnan, former Vice Chancellor, Anna University, Madras and currently Vice Chairman, Tamil Nadu State Council for Higher Education have agreed to join the Trust. The Director and Deputy Director of IIT Madras as well as the Director, IOI-India are ex-officio Trustees. Dr. Krishan Saigai, has also agreed to be a Trustee. The first meeting of the Trustees is to be held on October 14, 1998.

The setting up of the Trust with its two divisions is event is significant:

- The Trust provides a formal legal status to IOI India
- The new arrangement locates IOI India formally within the IIT System ensuring at the same time flexibility of operation
- The setting up of a Centre for Sustainable Development is to be seen as a very

- The new set up here could be one model for other existing and new IOI Centres to follow in formalising relationship with the host institutions, though conditions would vary from place to place.

CONFERENCES AND WORKSHOPS

The Director IOI India participated in the International Workshop on Integrated Coastal Management organised by the Korea Maritime Institute and the Intergovernmental Oceanographic Commission (IOC-UNESCO) held in Seoul in April 1998. The theme of the conference was "Challenges and Strategies for Achieving Integrated Management of Coasts and Oceans: Examining Experiences in the Implementation of Chapter 17 of Agenda 21". Director IOI India presented a paper on "The Needs of Coastal NGOs and the Role of International Agencies".

IOI India, Ocean Engineering Centre of IIT Madras and National Institute of Ocean Technology jointly organised a Symposium on Ocean Space Utilisation to mark the 50th Anniversary of India's Independence and the International Year of the Ocean. The Symposium emphasised the persistent need for further advancement and upgradation of technology to meet the ever-increasing demands for ocean resources.

Coastal Zone Canada '98 Conference was held in Victoria, from August 30 to September 3, 1998 on the theme 'Coastal Communities in the 21st Century: Sharing Our Experience-Building Our Knowledge'. Director IOI India presented a paper 'Towards Coastal Eco-Villages in South India'.

A Workshop on Classical Indian Legal Concerns in Environmental Protection was held in National Law School of India University which brought together experts in different disciplines who made presentation and deliberations up on ancient Indian traditions and practices concerning environmental protection. Director IOI India participated in the Workshop and had discussions with the Director, National Law School, on possible collaboration between the two institutions.

Director, IOI India participated in a 3-day national conference on the Potential of Rainwater Harvesting : Traditions, Technologies, Policies and Social Mobilisation organised by Centre for Science and Environment in Delhi. The purpose was to pick up practical ideas for rainwater harvesting for implementation in the Ecovillages Project.

NETWORKING

IOI India has joined hands with the Intermediate Technology Development Group (ITDG) of U.K. to submit a proposal to the British Government for studying the small scale lime production on the South Indian coast. The objectives are to examine the

guidelines to aid decisions on where extraction is to be completely forbidden and where it is to be allowed in controlled sense.

Discussions are on with the UN Asian and Pacific Centre for Transfer of Technology, New Delhi and the National Law School of India University, Bangalore on possible areas of collaboration.

PUBLICATIONS

- **IOI India edited and printed the Final Project Performance Evaluation Report of the UNDP-GEF Project on behalf of the IOI HQ incorporating the details of the courses conducted in the four Centres: Costa Rica, India, Senegal, and South Pacific.**
- **The Final Report of the Project entitled Global Network for Environmental Education / Enlightenment supported by Japan Fund for Global Environment was edited and printed in May 1998 and submitted to JFGE. The report gives the details of the programmes conducted by IOI India, IOI South Pacific, IOI Senegal and IOI Costa Rica.**
- **The final text for the UNEP brochure on the Indian Ocean, with input from IOI Southern Africa, has been prepared by IOI India and will be printed in October 1998.**
- **The Proceedings of Pacem in Maribus XXV, edited and printed by IOI India will be ready by the end of October 1998.**

INTERNATIONAL OCEAN INSTITUTE – SOUTH PACIFIC
(IOI-South Pacific)

Programmes and Activities, 1993 – 1998

IOI-South Pacific operates under a Memorandum of Understanding with the Government of Fiji, and a Memorandum of Agreement with the University of the South Pacific, as an independent international NGO. It is a member of the IOI "family" of ten centres, and principally serves the South Pacific region. It is housed under the umbrella of the Marine Studies Programme of the USP, and has been an important component of the MSP, as its "window on the world". Since its establishment in July 1993 under the IOI-GEF Project funded by the UNDP, IOI-South Pacific has been active in training, research, Leaders Seminars, advocacy, marine awareness and conferences in the South Pacific region. Currently, IOI-South Pacific is being more closely merged with the MSP, while at the same time maintaining its identity. IOI-South Pacific had one full time Coordinator, Mr Seremaia Tuqiri, until the end August 1998, when the Coordinator was transferred to the MSP as Training Coordinator. The Director, IOI-South Pacific is an unpaid position. The following is a summary of IOI's programmes and activities during the first five years of its operations, from 1993 – 1998.

TRAINING PROGRAMME

The training programme has concentrated on the offering of short courses (two-week or five-week). The courses were developed under the UNDP/GEF project, and until 1998, when funding was not available, at least one training course has been offered annually. A summary of course offerings and training days was provided in the UNDP PFER. The courses have largely concentrated on sustainable development of the coastal regions of Small Island countries, and participants from many parts of the world have benefited, from them. Funding for the courses has been provided through the GEF project, through the Nippon Foundation, and through the Commonwealth Secretariat.

IOI-South Pacific is a founding member of the TRAIN-SEA-COAST Programme, and five MSP staff have been trained in the TRAIN-X methodology. Since 1995 TRAIN-X methodology has been gradually introduced into the training programme, and one course, *Climate Change and Integrated Coastal Zone Management* is currently under development with TSC. Lack of success in raising the necessary funds for the development of the course have resulted in long delays, although new attempts are being made to raise funds under the Canada-South Pacific Ocean Development Program, in collaboration with the South Pacific Regional Environment Programme (SPREP).

IOI-South Pacific's training programme is now merged with the broader training

vulnerability and Adaptation Assessment, starting in 1999. This course is a member of the CC:TRAIN programme, and was developed by the International Global Change Institute (IGCI) of the University of Waikato, New Zealand in collaboration with the United Nations Institute of Training and Research (UNITAR) and the Pacific Islands Climate Change Assistance Programme (PICCAP) of SPREP.

Benefits:

The IOI-South Pacific training programme has brought a number of benefits to the MSP. Apart from the capacity-building aspects, and the credibility brought to the IOI and the USP through the participants, these include:

- Transfer of the course *Management and Development of Coastal Fisheries* to the Marine Affairs Programme, as a third-year credit course.
- Parallel offering of the course *Management Issues in Environmental and Resource Economics* in the Department of Economics.
- Training of MSP staff in TRAIN-X course development and delivery methodology, and consequent participation by the MSP in the TRAIN-SEA-COAST and CC:TRAIN programmes.

RESEARCH

Research on coastal and ocean issues has been integral to the operation of IOI-South Pacific. While it has been difficult securing funding for this, a number of publications and reports have resulted (see PPER report). The research has focussed on the management and development of coastal fisheries in the South Pacific region, as well as on ocean policy in general.

LEADERS SEMINARS

IOI-South Pacific has run two Leaders Seminars, one in Fiji in 1993 and the other in Papua New Guinea in 1996. The focus of the Leaders Seminar in Fiji was on the coordination of marine-related decision-making processes in the Fiji Government. A total of 14 different government departments were brought together, and the result was an improved streamlining and coordination of marine-related decision making in the government. This was made possible because the Ministry of Foreign Affairs took the leadership role following the seminar. In Papua New Guinea the focus was on the Law of the Sea, and the need for PNG to become a signatory to the Convention. PNG signed the convention following the Leaders Seminar, although it is not clear whether the Seminar accelerated this process or not.

Two further Leaders Seminars are planned: one in Solomon Islands, where the government is seeking the assistance of IOI in the development of their national marine policy, and the other in Samoa, where the government is seeking coordination in decision-making in the marine sector.

ADVOCACY

acted as coordinator of the Secretariat. Hearings were held in a number of Pacific Island countries, and the final report was completed as part of the IOI-South Pacific's contribution to the IWCO.

The MSP frequently plays an advocacy role on behalf of its member countries: some requests are made under IOI and others through MSP: in this respect, IOI-South Pacific contributes in this area as and when necessary.

MARINE AWARENESS

Marine Awareness has become an important, if not the most important role of IOI-South Pacific. This activity is highly relevant to Agenda 21, Chapter 17, and focuses on marine conservation and the empowerment of coastal peoples in the sustainable management of their marine resources. The various activities have involved good cooperation between the private sector (The Fiji Dive Operators Association; the Fiji Recompression Chamber Facility), Government, and village peoples. A total of five village level marine awareness workshops has been held in Fiji, and a Regional Marine Awareness Workshop held in August 1997 transferred the Fiji model to seven other Pacific Island nations. A National Marine Awareness Workshop was held in Apia, Samoa in October 1997.

The heightened marine awareness resulting from these workshops has assisted in:

- Reduction of conflict resolution in coastal areas important to the dive-tourism industry;
- Acceleration in plans to develop Marine Conservation Areas (MCAs) in Fiji;
- Strengthening MPAs and fisheries management plans in Samoa;
- Calls for more workshops in many parts of Fiji and outside of Apia in Samoa. The lack of funding has been the only reason why more workshops have not been held.
- The development of a village level pilot coastal monitoring programme in Samoa.

CONFERENCES

IOI-South Pacific has hosted one major conference, in 1994: *Traditional Marine Tenure and Sustainable Development: Management of Marine Resources in Asia and the Pacific*. A number of other funding agencies were involved with this conference, which was attended by 71 persons from most of the SE Asian countries, and the South Pacific. Requests for the report continue to be received on a regular basis, from all over the world. The conference was an important milestone in cataloguing and comparing traditional marine tenure systems between the South Pacific Islands and SE Asia.

In November 1999 IOI-South Pacific will be hosting *PACEM IN MARIBUS XXVII*. This will be the first time that PIM has been held in the Southern Hemisphere: the theme will be *Oceans in the New Millennium: Challenges and Opportunities for the*

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TELEFAX TRANSMISSION

Date: 26 March, 1999 No. of pages: 2

Attn: All IOI Operational Centre Directors

To: Cdr. Robert L. Race
Director, IOI, Dalhousie University
Halifax, N.S., CANADA Fax: +1 (902) 494 2034

From: IOI-H.Q., The University of Malta
Msida, MALTA Fax: +356 (-) 346 502

Subject: Follow-up to Board and PC meetings

Dear Cdr. Race,

Please refer to my earlier letter of 16 February, and to the Draft Provisional Agenda for our June meetings dated 23 March 1999. Refer to the action items in the 16 February communication, in order:

Board Agenda Item 5:

- (i) received from Fiji;
- (ii) half the amounts are being transferred now;
- (iii) and (iv) - as was;
- (v) GPA-LBA Office has confirmed support for IOI actions/association with the GPA-LBA news information service; please note this is NOT the same as our own Newsletter 'Across the Oceans';
- (vi) proposals have been submitted.

Board Agenda Items 7 and 9: as were;

Board Agenda Item 10:

- (i) still waiting for first edition of Newsletter;
- (ii) paper is under preparation; will be presented at June meeting.

Board Agenda Item 12:

- (i) the 1-day workshop will be one of the days of 1-6 June, covering agenda item 11 of the draft provisional agenda for

-2-

those meetings; inputs in advance from you are welcome.

Board Agenda Item 13:

- (i) progress will be reported at our June meeting by Director or Acting Director, Fiji.

Board Agenda Item 14(1):

This needs to be pursued by most of you. Please check up your

Board Agenda Item 14(2): as was.

PC Agenda Item 2: (i), (ii), and (iii): as were;

- (iv) Proposals have been submitted, but we have not received any confirmed positive or negative responses; except the seed money and Ocean Research and Science Foundation; possible positive are: GPA-LBA; Swiss Re; CIDA; Outstanding are: JFGE; Nippon; SIDA; Commonwealth Secretariat; DFID-UK; UNDP; UNEP-UNFIP.

PC Agenda Item 3: done.

PC Agenda Item 4: (i), (ii) and (iii): actions are required on all three.

PC Agenda Item 5,6: as were.

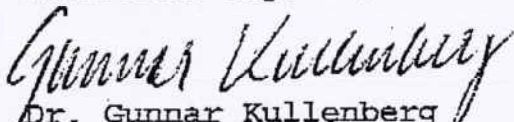
PC Agenda Item 7(iv): Professor South on reflection does not consider it feasible.

PC Agenda Item 8,9,10,11: as were.

Preparations for the June meeting are underway. You should all have received the draft provisional agenda and practical information on hotel etc. If you have not, please let us know.

I expect to send out annotations for the agenda in April and further documentation in bits in due course. In case you have contributions you wish to include or provide in advance, please send it here and we will dispatch it, using e-mail or fax.

With best regards,


Dr. Gunnar Kullenberg
Executive Director

c.c. Prof. E. Mann Borgese

P.O. Box 3
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MALTA

Doc 799



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TELEFAX TRANSMISSION

Date: 05.04.1999 no of pages: 1

To: Cdr. Robert Race
Director - IOI Halifax
Dalhousie University
1226 Le Marchant Street
Halifax, Nova Scotia
Canada B3H 3P7 Fax: +1 (902) 494 2034

From: Anna Micallef Trigona
Administrative Officer
IOI HQ - Malta Fax: +356 (-) 346 502

Subject: Joint Meetings of the Executive Committee of the
Governing Board of the International Ocean Institute,
and of the Directors of the Operational Centres,
01-06 June inclusive, Malta.

Dear Robert,

I refer to your e-mail of 23.03.99 addressed to Dr. Kullenberg and requesting your departure from Halifax on 29.05 rather than on 30.05.99.

Our travel agent has advised that the flights London to Malta are already fully booked (!!) - however you have been wait-listed.

As soon as I have further news from the travel agent I'll get back to you.

For your information it is envisaged that your pre-paid ticket will be issued mid-May - I'll keep you informed.

Best regards.

Anna.

Proposal for an IOI programme on
awareness creation and education for and with
young people

1. Introduction

Several years ago the Founder of IOI, Prof. E. Mann Borgese, prepared an illustrated educational book on human impacts on the marine environment through the various activities of society and the related waste production. This was published in English, and has been translated into some other languages. This book could be used as a starting point for an IOI system-wide awareness creating and educational programme directed at young people.

An effort in this direction is being done in the Eco-Villages project in India. Work with children has started in tuition centres and local schools. The children's perception of the ocean and the coastal zone has also been solicited and presented in the form of drawings/pictures. The best of these were shown in Halifax during the Pacem in Maribus XXVI Conference. It is also recalled that an activity to involve young people was organised in 1996 during the meetings and hearings in China and Japan (Yokohama). The hearing in India likewise has a section on the needs to address the young people.

The Planning Council at its meeting in November 1998 recommended that work with children in coastal areas be started, including retrieval of information on how they see the coast and on what their conditions are. This could perhaps lead to an analysis and a comparison between the different regions. This may bring out important clues for how to format or shape an education and awareness creating drive. The Board endorsed this recommendation as part of an IOI programme action for the coming years.

During the 1998 International Year of the Ocean, special efforts were made to involve young people and to bring the ocean into school education. UNESCO and IOC had several activities, including a cruise for young people from Europe. The UNESCO Associate Schools programme also included actions on oceans and coasts. The Baltic Sea associated school programmes is one very good example of an ongoing action. The non-governmental OCEAN 98 Foundation based in the Netherlands likewise launched a substantive educational and information programme on the ocean addressed to young people. This is still going on and includes exhibitions, use of internet, virtual expeditions, posters, and film. They are also willing and interested in cooperating with the IOI.

At the PIM XXVI Conference the work of HELMEPA was presented and information was also provided about the HELMEPA Junior Programme. This was also referred to during the discussion of the Halifax Declaration draft, and a reference to that programme was proposed

to be included in the text of the Declaration, which was accepted at the final session.

When the Executive Director visited the HELMEPA Headquarters in connection with participation in a Conference in Athens in February 1999, the Director General of HELMEPA suggested IOI to create a young people's programme and invited cooperation with HELMEPA in the HELMEPA Junior Programme.

2. The HELMEPA Programme

In order to give a comparative perspective, some details of the HELMEPA Junior Programme is presented here, extracted from the related Action Plan for September 1998 to September 1999. Further details are given in Annex 1.

Since 1983 HELMEPA has maintained three Environmental Exhibitions, two in Athens and one mobile. These are regularly visited by schools from the city and rural areas. The exhibitions generally focus on pollution and the school children are presented with an overview of this universal problem. The children are also invited to complete a questionnaire which is always the same. Between 1983 and 1998 about 170,000 school children visited the exhibitions. The questionnaire returns have shown that the ages between 7 and 15 years are relatively most perceptive and receptive to the environmental messages aiming at changing our attitudes and behaviour towards the environment. This conclusion is supported by other independent studies. Some say that in order to change attitudes the children must be reached before the age of 12.

The HELMEPA Junior presentation as extracted from the note referred to and from the Annual report 1997 of HELMEPA as presented in Annex 1 hereto.

3. The possible IOI action

It is suggested that each Operational Centre undertakes a children or junior programme. The activities we are aware of, all have basically the same ingredients. Hence the IOI programme could be modelled on the HELMEPA Junior approach. However, we are working in many different regions and countries and adjustments to local situations will be required. Here the existing IOI experiences enter, and perhaps in particular those of the Eco-Villages project.

I think the basic point in any case is the participatory principle, that is that the junior people are themselves involved. There is no need for IOI to create alternative schools. However, we could generate tuition centres where information is provided and where the children can meet. The point is to get them involved. Hence various programme activities could be organised through the IOI Operational Centres. Maybe there is interest among some students at the Centre or Host institution to act as leaders. It is suggested that this be discussed by the June meeting. The aim should be

to establish the feasibility to have a junior programme element as part of the Operational Centre programme for the year 2000. You will say money is needed. Yes, of course, but maybe not so much money as an ordinary course. The junior programme action could or even should be part of another programme of the Centre, as is the case in the Eco-Villages project in India. Such a junior component is also included in the proposals which have been submitted in March 1999 to Nippon Foundation and to UNDP.

The organised structure developed by HELMEPA could perhaps be used, adjusted as required. An educational research element could be injected, which would build on obtaining environmental data from the localities, and make comparisons with those obtained at the other Centres. In this way a stimulating factor enters at generating a data-base.

The IOI programme could of course be generated in cooperation with HELMEPA and possibly others. However, first the meeting of the Executive Committee and Directors need to discuss this and perhaps agree on a line of action so that a proposal could be presented to the Board meeting in Fiji in November.

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IOI / Board of Governors /
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Director's
meetings



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

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

Subject: Report and follow-up

22 June, 1999

Dear Elisabeth,

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.

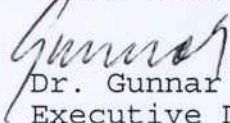
There is also a need to provide inputs to the next issue of the Across the Oceans Newsletter to the Editor, Ms. A. Coady; deadline is end of August.

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

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Attn: To all IOI Operational Centre Directors

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

1 February, 2000

Dear Elisabeth,

Attached please find information about our IOI meeting in Bermuda after the Workshop on Risk Management in coastal zones. Our meeting is scheduled for 17 February. It will close in time so that those who leave in late afternoon/evening will get out.

It is my understanding that, in view of the financial restrictions, not all IOI Operational Centre Directors can attend the Workshop, and therefore obviously not this IOI meeting either. However, this letter is sent to all Directors. Those who will not attend are kindly invited to provide your comments, responses, inputs to the various points on the Agenda directly to me by fax or e-mail. I am leaving from here on 11 February. However, even if you send something after that time the office can transmit it to me in Bermuda.

I look forward to seeing you in Bermuda or to hearing from you before, or possibly both.

Yours sincerely,

Dr. Gunnar Kullenberg
Executive Director

c.c. President;
Vice President;
Chair, Planning Council.

IOI Headquarters
1 February, 2000

Provisional Agenda for IOI consultation
on 17 February 2000,
at Bermuda Biological Station for Research

Item 1: Introduction and Adoption of Agenda

The consultation makes use of the opportunity that many Directors of IOI Operational Centres participate in the Risk Management workshop. The purpose is to review the follow-up actions and requirements identified from the meetings held in Fiji in November 1999, as well as actions remaining from the June 1999 meeting of the Executive Committee and Operational Centre Directors, and any other matter that requires attention in the near-time period.

The documentation for the consultation are the reports of the Planning Council and Governing Board meetings, Fiji, November 1999 and the report of the June 1999 meeting in Malta.

Item 2: Follow-up to the PC meeting

A list of potential follow-up actions is in Annex 1.

2.1 Virtual University

The Board established an inter-sessional WG to develop the concept. The WG has worked on basis of a concept paper prepared by Professor Mann Borgese and a consultation held in Fiji (attachment 1). Further consultations of WG members are expected to be held during the Workshop in Bermuda. The WG will inform the meeting of the situation, and needs for further actions. The Directors are invited to give their inputs and advice.

2.2 Women and the Sea Programme and Youth Programme

The package for the Women Programme was compiled and sent from Headquarters to the Ocean Science and Research Foundation, where it has been received. Information will be provided about the state of affairs at the time of the Consultation. Directors are invited to comment, advise, and inform about related developments at their Centres.

Directors will be invited to provide information about possible actions with respect to the Youth Programme. The information will form a basis for a possible approach to funding agencies and partners from Headquarters.

2.3 Other IOI system wide or multi centre projects

These include UNEP-GPA News Forum; Risk management project; Development of an African Ocean Strategy; Preparations for PIM

XXVIII and possible related action of organising a Donor consultation; coastal community projects; preparation of an Alumni book; and possible others. The Directors are invited to provide updating information on state of development of these projects. Information is also invited regarding use of IOI website and preparations of Centre profiles.

2.4 Financial matters

The Executive Director will provide information about the state of development of financial reports and auditing for 1999. He will also provide an update of the financial situation of Headquarters, and news regarding seed moneys and other funds, if any are at hand.

Directors are invited to comment on the financial reporting and auditing for 1999; as well as on the financial situation at their Centre, including any possible update of the budget as discussed in Fiji, and indicated in the Work programme and Budget 2000 (Annex 2 in the report of the PC meeting).

2.5 Preparations for the mid-term meeting, June 2000

The meeting has been invited for 5-8 June 2000, in Malta. Directors are invited to give their suggestions for items/issues to be discussed at the mid-term meeting. It is recalled that one part of the meeting should be devoted to discussing experiences from the IOI coastal community and coastal eco-villages work. One aim of this action should be to collate information about environmental and living conditions in the coastal areas where IOI is active, representing grass root level and unfiltered information.

Item 3: Elements of follow-up to Board meeting

Several points related also to follow-up to the Board meeting are covered in Item 2.

Additional points relevant for all, include: marketing of IOI; history of IOI; fund raising; role of the Board; experiences from IOI system-wide projects.

Directors are invited to provide advice on these points to the Executive Director, and to consider need for further discussions at the mid-term meeting in June 2000.

Item 4: Additional follow-up to the June 1999 meeting

Reference is made to Annex 6, Overview Table, of the report of the June 1999 meeting, given here as Attachment 2 for easy reference. Several actions have been taken in response to this Overview Table but several remain, or are practically requiring continuous follow-up. The Consultation is invited to review the table and the state of follow-up and suggest further actions to

be taken.

Item 5: Follow-up to the Risk Management Workshop

If appropriate this matter could be discussed briefly, depending upon the results.

Item 6: Any other matters

Directors are invited to raise other points. This may be done at the start of the Consultation so that the schedule can be considered.

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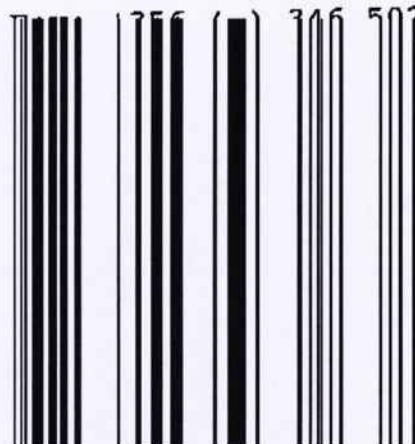
TELEFAX TRANSMISSION

Date: 01.03.00 no of pages: 1

To: Cdr. Robert Race
Director
IOI Canada
Dalhousie University

Fax: +1 902 494 2034

From: Anna Micallef Trigona
Admin Officer



Many thanks for your fax of 29.02.00 submitting cost and proposed itinerary for travel to Malta.

Compared to prices quoted in Malta, both your fares are cheaper and Dr. Kullenberg has authorized that you purchase tickets in Canada and get reimbursed here.

Could you please:

- . confirm to us that Elisabeth will also be making her own TA
- . submit EMB's flight itinerary and check whether arrangements should also be made for her to be reimbursed
- . fax copy of travel agent's invoice(s) in due course

As always, thank you very, very, much for your co-operation.

Very best regards.

Yours sincerely,
for INTERNATIONAL OCEAN INSTITUTE

Anna