

**GLOBAL  
ENVIRONMENT  
FACILITY**

**Global**

**Support for Regional Oceans Training Programmes**

Project Document

*This Project Document has been edited to facilitate public dissemination.  
The original is on file in the GEF Office at UNDP Headquarters in New York.*



## ABBREVIATIONS

CIDA	Canadian International Development Agency
EEZ	Exclusive Economic Zone
FAO	Food and Agriculture Organisation of the United Nations
GEF	Global Environment Facility
IAS	Institute of Applied Sciences
IIT	Indian Institute of Technology
IMO	International Maritime Organisation
IMR	Institute of Marine Resources
IOC	Intergovernmental Oceanographic Commission
IOI	International Ocean Institute
IPF	Indicative Planning Figure
ISAS	Institute for Social and Administrative Studies
MOU	Memorandum of Understanding
NGO	Non-governmental Organisation
OPS	Office for Project Services
PNG	Papua New Guinea
PPER	Project Performance Evaluation Report
SOPAC	South Pacific Geosciences
SPREP	South Pacific Regional Environment Programme
UNCED	United Nations Conference on Environment and Development
UNCLOS	United Nations Conference on the Law of the Sea
UNCTAD	United Nations Conference on Trade and Development
UNDOALOS	United Nations Division for Ocean Affairs and the Law of the Sea
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNIDO	United Nations Industrial Development Organisation

## CONTENTS

A.	Context . . . . .	1
1.	Description of subsector . . . . .	1
B.	Project Justification . . . . .	3
1.	Problem to be addressed and the present situation . . . . .	3
2.	Expected end-of-project situation . . . . .	3
3.	Target beneficiaries . . . . .	3
4.	Project strategy and institutional arrangements . . . . .	4
5.	Reasons for assistance from UNDP . . . . .	6
6.	Special considerations . . . . .	7
7.	Coordination arrangements . . . . .	8
8.	Counterpart support capacity . . . . .	8
C.	Development Objective . . . . .	8
D.	Immediate Objectives, Outputs, and Activities . . . . .	9
E.	Inputs . . . . .	11
1.	Donor inputs (UNDP) . . . . .	11
2.	IOI inputs . . . . .	12
F.	Risks . . . . .	12
G.	Prior Obligations and Prerequisites . . . . .	13
1.	Prior obligations . . . . .	13
2.	Prerequisites . . . . .	13
H.	Project Review, Reporting, and Evaluation . . . . .	13
I.	Legal Context . . . . .	13
J.	Budget . . . . .	13
	<b>Annex 1 . . . . .</b>	<b>21</b>
	<b>Annex 2 . . . . .</b>	<b>26</b>
	<b>Annex 3 . . . . .</b>	<b>29</b>
	<b>Annex 4 . . . . .</b>	<b>37</b>

UNITED NATIONS DEVELOPMENT PROGRAMME

GLOBAL ENVIRONMENT FACILITY

Interregional Project

**Title:** Support for Regional Oceans Training Programmes

**Number:** GLO/91/G33

**Duration:** 30 months

**Project Sites:** Cartagena, Dakar, Madras, Suva, and the International Ocean Institute Headquarters in Valetta

**UNDP Sector:** Environment

**Subsector:** Environmental Education and Legislation

**Implementing Agency:** International Ocean Institute

**UNDP Approval:** July 1993

**Government Inputs:** US \$875,000 in kind

**UNDP Inputs:** US \$2.6 million

**Brief Description:**

This project initiates oceans management training and marine scientific research in developing countries, increases local capacity to protect marine environments in four geographic regions of the world, and promotes the sustainable use of marine resources and their conservation over the long term.

**A. CONTEXT**

**1. Description of subsector**

Oceans cover nearly three-quarters of the earth's terrestrial surface. They supply protein, fiber, metals, minerals, and energy.

The growing importance of oceans to the world economy is reflected in:

- *World fisheries.* The total global landings, principally from fish farming and mariculture, are estimated to be on the rise by the Food and Agriculture Organisation of the United Nations (FAO). They grew by almost 770,000 metric tons in 1989, and by nearly a million metric tons the following year. Genetically modified mariculture and aquaculture will also affect global fish catches in the future.
- *Petrochemicals and natural gas.* Over 20 percent of all hydrocarbons are derived from offshore drilling and this figure is expected to increase to about 50 percent. Some 15 million square kilometres—out of a total ocean area of around 230 million square kilometres—can be tapped for oil and natural gas.
- *Shipping.* International shipping has expanded dramatically. World merchant fleet tonnage grew from nearly 80 million tons in 1948 to 425 million tons in 1992. The United Nations Conference on Trade and Development (UNCTAD) predicts that developing countries will require an additional ten thousand skilled workers and middle managers to cope with the burgeoning harbours and ports. Goods and services sold annually by the marine industry earn US\$54 billion, up from US\$8 billion in the 1960s, according to "Sea Technology."

Intensive ocean use and the resulting pollution threaten the fragile marine and planetary environments and contribute to global warming, stratospheric ozone layer depletion, and loss of biological diversity. An integrated oceans management strategy for sustainable development would mitigate this ecological damage.

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

Endorsed by the United Nations Conference on the Law of the Sea (UNCLOS) in 1982, the Convention brought nearly a third of the world's oceans under national jurisdiction. It created exclusive economic zones (EEZs) and, in some cases, widened the zones over adjacent continental shelves.

Several coastal states—many of which are developing countries—have now acquired access to resources of significant economic value from sea-bed minerals, petrochemical deposits, and fishing grounds within the EEZs under their jurisdiction. Their challenge lies in devising integrated management skills and technologies to exploit these marine resources sustainably.

### Integrated oceans management

Integrated oceans management is a recent science. It demands civil servants, managers, and decision-makers to be versed in technology, economics, science, and law.

## **B. PROJECT JUSTIFICATION**

### **1. Problem to be addressed and the present situation**

This project will put into effect Chapter 17 of "Agenda 21" adopted at the Earth Summit in June of 1992.

The following modules coincide with the priorities of the Global Environment Facility (GEF) and also form part of this project:

- Comprehensive management of oceans
- Management and conservation of living resources and aquatic ecosystems
- Management of coastal zones as well as land and water use
- Management of mangroves and coral reefs
- Research of interactions between the oceans and atmospheric phenomena and the implications of sea-level rise for small islands and low-lying coasts.

GEF funding is crucial to the project's innovative distance-learning programmes, its seminars for decision-makers, and its research into the meteorological consequences of the interactions between the atmosphere and oceans.

### **2. Expected end-of-project situation**

The project, at its conclusion, will have established the following:

- A self-sustaining institutional infrastructure
- Trained and experienced personnel
- A base of on-site and distance-training methods, techniques, and materials
- Institutional databases.

Further assistance may be sought from UNDP's national indicative planning figures (IPFs) for scholarships for specific training programmes and the possible establishment of additional operating centres, particularly in English-speaking Africa.

### **3. Target beneficiaries**

Target beneficiaries are individual as well as institutional. Individuals include teachers, researchers, and middle-level civil servants dealing with marine policy. Benefitting institutions are both public and private. Public institutions will benefit from foreign students, international expertise,

new equipment, and refined teaching materials. Private institutions will benefit from staff training and seminars for improved international technical cooperation.

#### **4. Project strategy and institutional arrangements**

The project aims to reinforce the capacity of developing countries to manage their ocean resources. With assistance from this project, operating centres set up by the International Ocean Institute (IOI) in the four geographic regions will focus attention on local and regional issues through research programmes and will train personnel to manage their national EEZs. The IOI will also cover institutional expenses and use the GEF grant to enable these operating centres to meet the needs of policy-makers, institutions, and non-governmental groups in each region.

The Institute's research and training programmes and modular curricula are interdisciplinary, but concentrate on the crucial nexus between development and the environment. The programmes also consist of a special module to implement the decisions of the United Nations Conference on Environment and Development (UNCED) for sustainable marine development.

##### Institutional framework for project

As early as 1975, the IOI recognized the need for innovative training methods for civil servants from developing countries so these nations could benefit from the Convention on the Law of the Sea that was then in the making.

In the intervening years, the IOI devised three types of programmes (classed A, B, and C) focussing on:

- The importance of advanced technology for developing countries with an emphasis on sea-bed mining technology—Class A
- The management of national EEZs—Class B
- Regional cooperation and development—Class C.

More than 40 courses have been completed so far. IOI alumni number almost 700.

##### Institutional strategy

Operational centres of the IOI are both useful and desirable in developing countries. They encourage local participation and ensure continuity.

To implement its strategy, the project needs to:

- Define specific plans for each centre and an initial working agreement for certain public officials and scientific and educational institutions to:
  - define financial and organisational responsibilities among all parties

- provide for long-term development (beyond the lifetime of the GEF grant), design course materials, instruct local personnel, strengthen alumni networks, and create databanks and information pools
- forge new links between existing networks and among the related academic institutions of the IOI to allow for swift and effective dissemination of information.
- Improve the IOI's management infrastructure to support the new operational centres by having a professional programme administrator oversee and direct the project with help from recognized experts in curriculum development and distance-learning programmes.
- Strengthen the network of IOI alumni to facilitate the "marketing" of training programmes in the new centres and the dissemination of IOI's international research.

### Institutional plans

Operational centres will have their own advisory council, comprising leaders from the sciences, education, business, and government. The Caribbean Operational Centre of the IOI in Colombia, for example, includes three former Presidents and the head of the Banco Ipotecario.

An advisory council will locally fund and "market" its centre. Overall policy will be decided by the IOI Board after consultation with the planning council.

The director of each operational centre will be *ex officio* a member of the planning council of the IOI. Members of the IOI Board and planning council who represent a region with an operational centre will, similarly, be *ex officio* members of that centre.

Each centre will be managed by a director or coordinator, selected after consultation between the IOI and the associated educational institution. If the operational centre is a subsidiary of the IOI, the director will be appointed by the executive director of the IOI.

Management systems will be standardized in all the centres, taking into account local requirements.

### Four operational training and research centres

Operational centres for the Caribbean, the South Atlantic, the South Pacific, and the Indian Ocean regions will enable the International Ocean Institute to double its annual output of trainees and to improve and expand its transnational training programmes by infusing them with the latest pedagogical techniques in distance-learning.

The IOI will "train its trainers," work with decision-makers, meet specific regional and language needs, and raise public awareness about the environment, emphasizing the development issues specific to the geographic regions of its four centres.



The centres are in:

- *Colombia.* The IOI Caribbean Operational Centre, established in July 1992, is at the Universidad Jorge Tadeo Lozano in Bogota, with branches in Cartagena and Santa Marta. Marine studies are a priority with the Government, the Navy and the country's scientific institutions, and there is an elaborate ocean development plan. The IOI has conducted programmes and major research for the delegation of Colombia to the Law of the Sea Preparatory Commission. IOI Colombia will be incorporated as a self-contained body as soon as this project becomes operational.
- *Fiji.* The South Pacific Operational Centre is at the University of the South Pacific in Suva. IOI is already part of the regional Marine Studies Coordinating Committee. A decade ago, the IOI conducted training programmes and a refresher course in Suva and was commissioned to survey the training needs and study the feasibility of a regional training programme under the aegis of the University of the South Pacific. The ensuing report formed the basis of the University's programme of activities. The IOI is now being invited to upgrade that programme, introduce international expertise, and elaborate an urgently needed distance-learning programme. Final arrangements with the Government of Fiji are also under way to recognise the IOI as an international non-governmental organisation (NGO).
- *India.* The operational centre is located at the Indian Institute of Technology (IIT) in Madras. Two of the IOI's three training programmes were held at the Madras IIT. Advanced research in ocean engineering and ocean energy at the IIT will be a major input into IOI programmes. India has the largest number of IOI alumni, and they are involved in all phases of ocean development and conservation. Two of the current course directors are Indian. The IOI centre in India is ready for ongoing work.
- *Senegal.* The Senegal Operational Centre is at the United Nations African Institute for Economic Development and Planning in Dakar. Scientific and institutional capacity are notably less developed, and the need for an IOI centre is perhaps greatest in Senegal. Discussions with the United Nations African Institute for Economic Development and Planning led to the setting up of an operational centre through a Memorandum of Understanding signed in May 1993. A Director has been appointed and the IOI in Senegal is now legally operational.

The positive feedback from these four centres will contribute to the work currently underway at the IOIs in Halifax and Valetta.

## **5. Reasons for assistance from UNDP**

This project approximates the mandate of the Global Environment Facility. It seeks to protect international waters, advance human and institutional capability, and promote human welfare and sustainable development.

The added values of this IOI project are:

- A national and regional orientation to its approach and work
- A sound scientific and technical basis
- The dissemination of information from its research through conferences and seminars
- A guaranteed degree of institutional continuity.

## **6. Special considerations**

### Women in development

Founded—and directed for most of its 20 years—by women, the IOI has sought to integrate women into its programmes, with varying degrees of effectiveness. The number of women who participate successfully in programmes that deal with technology, for example, is as yet insufficient. This mirrors the difficulties most women face when they embark on careers in science and technology in the developing world. The problem is being addressed by the Third World Academy of Science with which the IOI closely cooperates.

The proportion of women involved will increase as the operational centres' training programmes more specifically address the needs of their participants.

### Technical cooperation among developing countries

Most of the research will aim at setting up regional marine industrial technology centres. The traditional idea of technology transfer will be supplanted by the new concept of joint technology development and will endeavour to promote South-South and North-South cooperation. The emphasis will be on the management and sustainable development of the EEZs.

This will also build on existing technical cooperation, such as EUREKA, EUROMAR, and ESPRIT, and numerous transnational private agreements like those existing between companies in Japan and the United States.

### NGOs

The IOI is an international NGO and works in concert with other relevant NGOs, universities, and research centres.

### The private sector

The work of the IOI bears directly upon the private sector in such areas as fisheries, mining, shipping, tourism, coastal development, planning, and industrial and urban development.

The IOI also encourages the public and private sectors to work constructively with one another. The advisory councils in the operational centres will include private sector representatives. Each centre will be entrusted with the job of developing its own *modus operandi* and partnerships with the public and private sectors.

The IOI will also attempt to break down the apparent contradiction between conservation and development. A recent seminar in New Delhi, sponsored by the IOI under the auspices of the Federation of Indian Chambers of Commerce and Industry, sought to make top decision-makers in government and private industry aware of the opportunities available in the ocean sector. Similar seminars will be held in other cities in India, Africa, South America, and the South Pacific.

## **7. Coordination arrangements**

The IOI works in concert with the specialized agencies and organisations of the United Nations system. These include the International Maritime Organisation (IMO), the United Nations Educational, Scientific and Cultural Organisation (UNESCO), the Intergovernmental Oceanographic Commission (IOC), the United Nations Environment Programme (UNEP), the United Nations Industrial Development Organisation (UNIDO), UNCTAD, FAO, and the United Nations Division for Ocean Affairs and the Law of the Sea (UNDOALOS). It also works with the Third World Academy of Science, various environmental groups, and the regional offices of the United Nations.

The Institute's association with the Regional Seas Programme of UNEP for training and research has been intensive in the Mediterranean and the Caribbean, and it will be intensified through this project in the South Pacific, the South Atlantic, and the Indian Ocean. The United Nations currently makes available to the IOI lecturers and educational materials. This partnership will be further enhanced by the establishment of full-time operational centres.

## **8. Counterpart support capacity**

Contributions from collaborating educational and scientific organisations in Colombia, Fiji, India, and Senegal will be in kind—personnel, facilities, and equipment—as well as cash, supplemented in some cases by similar contributions and designated grants from host governments.

The current operating budget of the IOI is approximately US\$1.8 million. Much of this has been secured through multi-year grants and indicates that the IOI has the financial resources to spend US\$1 million over the next three years on this project.

## **C. DEVELOPMENT OBJECTIVE**

The development objective of the project is to set up an infrastructure for marine affairs. The aims, over the long term, are to:

- Optimize oceans management to benefit all, especially the developing countries

- Encourage the productive capacity of the marine environment
- Enhance the contribution of developing countries to oceans management.

#### **D. IMMEDIATE OBJECTIVES, OUTPUTS, AND ACTIVITIES**

The project will establish permanent and self-sustaining operational centres to provide more than 1,300 participant weeks of training each year. The project will coordinate policy research in and among the regions and operational centres, and create and update training programmes.

##### **IMMEDIATE OBJECTIVE 1**

To create an institutional infrastructure for training and research.

##### **Output 1.1**

Establish four new and self-sustaining operational centres in Colombia, Fiji, India, and Senegal.

##### **Activities for Output 1.1**

- 1.1.1 Appoint a Director or Coordinator for each operational centre.
- 1.1.2 Organise meetings of Vice Chancellors/Directors to monitor the implementation of the project and to set guidelines for the future.
- 1.1.3 Administer the operational centres in Colombia and the South Pacific. A Coordinator will assist the Director in the centre's day-to-day management.
- 1.1.4 Develop software to link all the libraries of the collaborating institutions by E-mail. This library network will integrate the knowledge-base of the IOI system.
- 1.1.5 Design public-relations brochures and audio-visual presentations for information dissemination.
- 1.1.6 Strengthen the IOI alumni network regionally and interregionally to the mutual benefit of both the host countries and the IOI. The project will also prepare an alumni directory, with annual updates, and a quarterly newsletter.
- 1.1.7 Raise finances for the operational centres from sources in the private sector and employers of participants. This will be undertaken in conjunction with the advisory councils.

## **Output 1.2**

Reinforce links—including distance-learning and library hook-ups—with academic institutions and others in the IOI network associated with marine affairs.

### **IMMEDIATE OBJECTIVE 2**

To update and revise the three training programmes of the IOI (Classes A, B, and C) and develop new courses.

## **Output 2.1**

Revise current courses and develop new ones. Pursue research only when it is policy oriented, relates to marine affairs, and is interdisciplinary and non-proprietary in nature. Each research programme will be germane to a particular centre.

### **Activities for Output 2.1**

- 2.1.1        Develop research programmes in consultation with the six centres of the IOI, including Halifax and Valetta, and other institutions.
- 2.1.2        Submit research proposals to UNDP and other funding sources for financial support outside this project.
- 2.1.3        Adapt and translate courses for middle-level civil servants from the geographic regions of the four centres. Teaching material will include case studies, distance-learning programmes, and manuals and workbooks for specific course modules. Modern instruction technologies are vital if the IOI is to reach new groups of participants who are culturally diverse and educationally varied. In addition to revising and updating its existing courses, the IOI will also develop refresher courses for alumni.
- 2.1.4        Devise self-contained and universally applicable training modules for each region.
- 2.1.5        Orient specialists through the "training of trainers" scheme to teach a multi-cultural and multi-disciplinary group. Pedagogical experts will also be trained in effective course development techniques.
- 2.1.6        Test and evaluate the IOI's courses continuously. The syllabus for coastal zones management was readied for testing in 1993. The syllabus for an advanced course developed by the IOI and UNDOALOS will be expanded to a 3-4 week programme to train trainers and will be tested in 1994. IOI's courses will also be applicable beyond the operational centres to institutions conducting similar courses within and outside the UN system. Broad-based committees will be established to oversee the course testing, evaluate courses

with suggestions, and endorse the syllabi for training in English, French, and Spanish.

- 2.1.7 Add to the core funds (provided through scholarships) funds from non-UNDP sources to develop programmes that will be applicable to various regions.
- 2.1.8 Update the knowledge of IOI alumni through special courses, and reinforce their links with the IOI.
- 2.1.9 Sensitise leaders and policy-makers through workshops organised in all the regions.
- 2.1.10 Verify the need for a Master's Degree programme.
- 2.1.11 Evaluate the courses and workshops to ensure that they are flexible, relevant to the regions and subregions, and universally applicable. The evaluation could be overseen by a Course Development Committee, with representatives from within and outside the IOI.

## **E. INPUTS**

### **1. Donor Inputs (UNDP)**

#### Personnel

Educational Consultants for curriculum and subject matter development (for 30 months)

US\$ 300,000

#### Travel-related costs

Institutional Networking	US\$ 100,000
Programme Development	US\$ 50,000
Development of Research Programme	US\$ 24,600
Course Evaluation	US\$ 100,000
<b>TOTAL</b>	<b>US\$ 274,600</b>

#### Training through scholarships

New and revised courses	US\$ 1,000,000
Alumni	US\$ 50,000
Leaders	US\$ 50,000
<b>TOTAL</b>	<b>US\$ 1,100,000</b>

<u>Training for trainers</u>	US\$ 100,000
<u>Equipment for operational centres</u>	
Expendable equipment for operational centres	US\$ 120,000
<u>Miscellaneous expenses</u>	
Administrative support	US\$ 100,000
Library networking	US\$ 10,000
Brochures	US\$ 50,000
Alumni directory and quarterly newsletter	US\$ 30,000
<b>TOTAL</b>	<b>US\$ 190,000</b>
<u>Administration overheads</u>	
IOI overheads for administering this project, calculated at 7 percent of direct costs	US\$ 137,520
<u>Project reviews</u>	
GEF Project reviews over the lifetime of the project	US\$ 50,000
<u>Assistance grants</u>	
Preparatory assistance grants	US\$ 165,000
<b>2. IOI inputs</b>	
Inputs from the IOI	US\$ 1,000,000
Contribution of the centres	US\$ 875,000

## **F. RISKS**

The structure of the IOI, including its network with local institutions, is designed to minimize risks and delays. This project has a self-regulating and self-correcting mechanism, based on IOI's experience over the past 20 years, to forestall inefficient implementation.

The project will endeavour to secure external financial support so that the operational centres are financially independent from the collaborating institutions and not prone to financial vicissitudes.

## **G. PRIOR OBLIGATIONS AND PREREQUISITES**

### **1. Prior obligations**

None.

### **2. Prerequisites**

If the governments hosting the operational centres should, for any reason, pose unacceptable conditions for the establishment of these centres or fail to fulfill the conditions in the written agreements with the IOI, the IOI reserves the right to decide on alternative locations. UNDP may, at its discretion, suspend or terminate its assistance to this project if the agreed conditions are not fulfilled.

## **H. PROJECT REVIEW, REPORTING, AND EVALUATION**

The project will be subject to a tripartite review by the IOI, the cooperating institution, and UNDP at least once every twelve months. The first such meeting is to be held within the first year of the start of full implementation. Each tripartite meeting will review a Project Performance Evaluation Report (PPER) prepared by the IOI executive director. The three GEF partners—the World Bank, UNDP, and UNEP—will be invited to the reviews and evaluations of the project. Additional evaluation reports may be requested, if necessary, during the project.

A project terminal report will be prepared for consideration at the terminal tripartite review meeting. It will be prepared in draft to allow for review and technical clearance by the executing agency at least four months prior to the terminal tripartite review. UNDP will organise an independent evaluation of the project during its second year of operation.

## **I. LEGAL CONTEXT**

This project document shall be the instrument referred to as such in Article 1, paragraph 1, of the Standard Basic Assistance Agreement between UNDP and the governments of participating countries which have signed such agreement.

For those participating countries which have not signed such agreement, this project document shall be the instrument referred to as a plan of operation in Article 1, paragraph 2, of the agreement concerning assistance under the Special Fund Sector of the United Nations Development Programme, between UNDP and the governments of those participating countries which have signed such latter agreement.

## **J. BUDGET**

The project budget is attached.



## Project Budget

COUNTRY: INTER-REGIONAL  
 PROJECT NO: GLO/91/G33/B/1G/31  
 TITLE: Support for Regional Oceans Training Programme

			1993	1994	1995	Total
1600	Mission Cost	US\$	5,494	50,000	15,000	70,494
1900	Component Total	US\$	5,494	50,000	15,000	70,494
2101	Prep. Assist. Subcontract (No. 1)	US\$	124,506			124,506
2102	Full Subcontract (No. 2)	US\$	416,015	967,065	719,040	2,102,120
2900	Component Total	US\$	416,015	967,065	719,040	2,102,120
3200	Workshop (Sardinia)	US\$	20,000			20,000
4600	Equipment	US\$	120,000			120,000
9000	Project Total	US\$	686,015	1,017,065	734,040	2,437,120
9300	Support Costs (6%)	US\$	41,073	60,422	44,732	146,227
9900	Grand Total	US\$	727,088	1,077,487	778,772	2,583,347

\* Including \$120,000 for equipment not subject to IOI overheads.

### SUMMARY (centre-wise)

	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
<b>1. Institutional Networking</b>						
1.1.1. Appointment of Centre Directors						
1.1.2. Implementation Monitoring						
a. Vice chancellors/ directors meeting	100,000	100,000				
b. Administrative Support	100,000		50,000			50,000
c. Library Networking	10,000	10,000				
1.1.3. Information Dissemination						
a. PR brochures	50,000	10,000	10,000	10,000	10,000	10,000
b. Quarterly newsletter/alumni directory	30,000	30,000				
1.1.4. Programme Development (Travel)						
a. Executive Director and Honorary President	30,000	30,000				
b. Regional directors	20,000		5,000	5,000	5,000	5,000
Subtotal	340,000	180,000	65,000	15,000	15,000	65,000
<b>2. Training Programmes</b>						
2.1.1. Development of Research Programme						
a. Regional directors (travel)	20,000		5,000	5,000	5,000	5,000
b. Submission to funders (travel)	4,600	4,600				
2.1.2. Curriculum Development						
a. Course Development	300,000		75,000	75,000	75,000	75,000
b. Training of Trainers	100,000		25,000	25,000	25,000	25,000

2.1.3. Scholarships						
a. Courses	1,000,000		250,000	250,000	250,000	250,000
b. Alumni	50,000		12,500	12,500	12,500	12,500
c. Leaders	50,000		12,500	12,500	12,500	12,500
			-----			
2.1.4. Course evaluation	100,000	100,000				
			-----			
Subtotal	1,624,600	104,600	380,000	380,000	380,000	380,000
			-----			
Running total	1,964,600	284,600	445,000	395,000	395,000	445,000
			-----			
	TOTAL	HQ	SOUTH PAC.	INDIA	SENEGAL	COLOMBIA
			-----			
Running total	1,964,600	284,600	445,000	395,000	395,000	445,000
IOI Overheads (@7%)	137,520	137,520				
			-----			
Subcontract (No. 2)	2102,120	422,120	445,000	395,000	395,000	445,000
			-----			
Prep. Assist. Sub-						
contract (No. 1)	124,506					
GEF evaluations	70,494					
Workshop (Sardinia)	20,000					
Equipment	120,000					
Support costs (6%)	146,227					
			-----			
Grand Total	2,583,347					
			-----			

**SUMMARY (year-wise)**

	TOTAL	1993 (6 mos)	1994	1995
		-----		
<b>1. Institutional Networking</b>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting	100,000	20,000	40,000	40,000
b. Administrative Support	100,000	20,000	40,000	40,000
c. Library Networking	10,000	10,000		
		-----		
1.1.3. Information Dissemination				
a. PR brochures	50,000	25,000	15,000	10,000
b. Quarterly newsletter/alumni directory	30,000	7,500	15,000	7,500
		-----		
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President	30,000	10,000	15,000	5,000
b. Regional directors	20,000	9,500	9,500	1,000
		-----		
Subtotal	340,000	102,000	134,500	103,500
		-----		
<b>2. Training Programmes</b>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	20,000	9,500	9,500	1,000
b. Submission to funders (travel)	4,600	2,300	2,300	
		-----		
2.1.2. Curriculum Development				
a. Course Development	300,000	55,000	149,500	95,500
b. Training of Trainers	100,000	19,000	45,000	36,000
		-----		

2.1.3. Scholarships				
a. Courses	1,000,000	170,000	460,000	370,000
b. Alumni	50,000	3,000	39,000	8,000
c. Leaders	50,000	3,000	14,000	33,000
-----				
2.1.4. Course evaluation	100,000	25,000	50,000	25,000
Subtotal	1,624,600	286,800	769,300	568,500
Running total	1,964,600	388,800	903,800	672,000
-----				
	TOTAL	1993 (6 mos)	1994	1995
-----				
Running total	1,964,600	388,800	903,800	672,000
IOI Overheads (@ 7%)	137,520	27,215	63,265	47,040
-----				
Subcontract (No. 2)	2,102,120	416,015	967,065	719,040
-----				
Prep. Assist. Sub-				
contract (No. 1)	124,506	124,506		
GEF evaluations	70,494	5,494	50,000	15,000
Workshop (Sardinia)	20,000	20,000		
Equipment	120,000	120,000		
Support costs (6%)	146,227	41,073	60,422	44,732
-----				
Grand total	2,583,347	727,088	1,077,487	778,772
-----				

#### HEADQUARTERS

	TOTAL	1993 (6 mos)	1994	1995
-----				
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting	100,000	20,000	40,000	40,000
b. Administrative Support				
c. Library Networking	10,000	10,000		
-----				
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	5,000	
b. Quarterly newsletter/alumni directory	30,000	7,500	15,000	7,500
-----				
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President	30,000	10,000	15,000	5,000
b. Regional directors				
Subtotal	180,000	52,500	75,000	52,500
-----				
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)				
b. Submission to funders	4,600	2,300	2,300	
-----				
2.1.2. Curriculum Development				
a. Course Development				
b. Training of Trainers				
-----				

- 2.1.3. Scholarships
  - a. Courses
  - b. Alumni
  - c. Leaders

- 2.1.4. Course evaluation

	100,000	25,000	50,000	25,000
Subtotal	104,600	27,300	52,300	25,000
Running total	284,600	79,800	127,300	77,500
Add. IOI overheads	137,520	27,215	63,265	47,040
Grand total	422,120	107,015	190,565	124,540

**COLOMBIA**

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring <ul style="list-style-type: none"> <li>a. Vice chancellors/ directors meeting</li> <li>b. Administrative Support</li> <li>c. Library Networking</li> </ul>	50,000	10,000	20,000	20,000
1.1.3. Information Dissemination <ul style="list-style-type: none"> <li>a. PR brochures</li> <li>b. Quarterly newsletter/alumni directory</li> </ul>	10,000	5,000	2,500	2,500
1.1.4. Programme Development (Travel) <ul style="list-style-type: none"> <li>a. Executive Director and Honorary President</li> <li>b. Regional directors</li> </ul>	5,000	2,500	2,500	
Subtotal	65,000	17,500	25,000	22,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme <ul style="list-style-type: none"> <li>a. Regional directors (travel)</li> <li>b. Submission to funders</li> </ul>	5,000	2,500	2,500	
2.1.2. Curriculum Development <ul style="list-style-type: none"> <li>a. Course Development</li> <li>b. Training of Trainers</li> </ul>	75,000 25,000	5,000 5,000	25,000 10,000	45,000 10,000
2.1.3. Scholarships <ul style="list-style-type: none"> <li>a. Courses</li> <li>b. Alumni</li> <li>c. Leaders</li> </ul>	250,000 12,500 12,500	50,000	100,000 12,500	100,000 12,500

2.1.4. Course evaluation					
	Subtotal	380,000	62,500	150,000	167,500
	Grand total	445,000	80,000	175,000	190,500

**INDIA**

	TOTAL	1993 (6 mos)	1994	1995	
<b>1. Institutional Networking</b>					
1.1.1. Appointment of Centre Directors					
1.1.2. Implementation Monitoring					
a. Vice chancellors/ directors meeting					
b. Administrative Support					
c. Library Networking					
1.1.3. Information Dissemination					
a. PR brochures	10,000	5,000	2,500	2,500	
b. Quarterly newsletter/alumni directory					
1.1.4. Programme Development (Travel)					
a. Executive Director and Honorary President	5,000	2,000	2,000	1,000	
b. Regional directors					
	Subtotal	15,000	7,000	4,500	3,500
<b>2. Training Programmes</b>					
2.1.1. Development of Research Programme					
a. Regional directors (travel)	5,000	2,000	2,000	1,000	
b. Submission to funders					
2.1.2. Curriculum Development					
a. Course Development	75,000	10,000	47,500	17,500	
b. Training of Trainers	25,000	4,000	12,500	8,500	
2.1.3. Scholarships					
a. Courses	250,000	70,000	140,000	40,000	
b. Alumni	12,500	3,000	6,500	3,000	
c. Leaders	12,500	3,000	6,500	3,000	
2.1.4. Course evaluation					
	Subtotal	380,000	92,000	215,000	73,000
	Grand total	395,000	99,000	219,500	76,500

**SOUTH PACIFIC**

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting				
b. Administrative Support	50,000	10,000	20,000	20,000
c. Library Networking				
1.1.3. Information Dissemination				
a. PR brochures	10,000	5,000	2,500	2,500
b. Quarterly newsletter/alumni directory				
1.1.4. Programme Development (Travel)				
a. Executive Director and Honorary President				
b. Regional directors	5,000	2,500	2,500	
Subtotal	65,000	17,500	25,000	22,500
<u>2. Training Programmes</u>				
2.1.1. Development of Research Programme				
a. Regional directors (travel)	5,000	5,000		
b. Submission to funders				
2.1.2. Curriculum Development				
a. Course Development	75,000	10,000	47,000	18,000
b. Training of Trainers	25,000		12,500	12,500
2.1.3. Scholarships				
a. Courses	250,000	50,000	100,000	100,000
b. Alumni	12,500		12,500	
c. Leaders	12,500			12,500
2.1.4. Course evaluation				
Subtotal	380,000	65,000	172,000	143,000
Grand total	445,000	82,500	197,000	165,500

**SENEGAL**

	TOTAL	1993 (6 mos)	1994	1995
<u>1. Institutional Networking</u>				
1.1.1. Appointment of Centre Directors				
1.1.2. Implementation Monitoring				
a. Vice chancellors/ directors meeting				
b. Administrative Support				
c. Library Networking				

1.1.3.	Information Dissemination				
	a. PR brochures	10,000	5,000	2,500	2,500
	b. Quarterly newsletter/alumni directory				
-----					
1.1.4.	Programme Development (Travel)				
	a. Executive Director and Honorary President				
	b. Regional directors	5,000	2,500	2,500	
-----					
	Subtotal	15,000	7,500	5,000	2,500
-----					
<b>2.</b>	<b>Training Programmes</b>				
2.1.1.	Development of Research Programme				
	a. Regional directors	5,000		5,000	
	b. Submission to funders				
-----					
2.1.2.	Curriculum Development				
	a. Course Development	75,000	30,000	30,000	15,000
	b. Training of Trainers	25,000	10,000	10,000	5,000
-----					
2.1.3.	Scholarships				
	a. Courses	250,000		120,000	130,000
	b. Alumni	12,500		7,500	5,000
	c. Leaders	12,500		7,500	5,000
-----					
2.1.4.	Course evaluation				
	Subtotal	380,000	40,000	180,000	160,000
-----					
	Grand total	395,000	47,500	185,000	162,500
-----					

## Annex 1

### INTERNATIONAL OCEAN INSTITUTE Caribbean Operational Centre at the Universidad Jorge Tadeo Lozano

On 17 June 1992 the Minister of Foreign Affairs of the Republic of Colombia welcomed the International Ocean Institute to her country, paving the way for an operational centre to be established there. In the same ceremony, the Founder and Chairman of the Planning Council of the IOI also signed an agreement of collaboration with the Rector of the Universidad Jorge Tadeo Lozano. The signing took place in Simon Bolivar's library in the Palace of San Marco before an audience of 200, including a former president and five former Ministers of Foreign Affairs. On June 18, the activities moved to the Caribbean campus of Universidad Jorge Tadeo Lozano, where the IOI activities were formally opened by the Rector.

According to national press coverage, these IOI events—together with the Rio Earth Summit, Government encouragement of independent NGOs and environmental organisations, and national attention to ocean resources—suggest that a new era of conservation has dawned for Colombia. These advancements are only stimulated by the GEF funding of operational centres of the IOI in Colombia, the South Pacific, Africa, and the Indian Subcontinent.

Following is a detailed workplan with budgets. This workplan is subject to change.

#### Outputs

##### Training programs

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

In the first year (1993), IOI will develop and present only one short, four-week course—the alumni refresher/advanced course. Beginning in the second year (1994), the refresher course will be supplemented by a ten-week course and a new course. From 1994 onwards a full programme of training courses will be offered.

The schedule of courses:

	1993	1994	1995+
Alumni Refresher/Advanced Course	1	1	1
Revised B/C Course	0	1	1
New Course for planners	0	1	1
New Course (Spanish)	0	0	1
Total	1	3	4



This schedule translates into numbers of participants (participant weeks) as follows:

	1993	1994	1995+
Alumni Refresher/Advanced Course (4 weeks)(100)	25 (100)	25 (100)	25 (100)
Revised B / C Course (10 weeks)	0	20 (200)	20 (200)
New Course for planners (3 weeks)	0	20 (60)	20 (60)
New Course for decision makers (1 week)	0	0	15 (15)
Total	25 (100)	65 (360)	80 (375)

Since the priority is to develop a self-sustaining organisational infrastructure, the first courses developed entirely by IOI-Colombia should not be expected before 1995.

- Activity 1.1 Construction of a detailed marketing plan specific to the Caribbean and Latin American regions.
- Activity 1.2 Implementation of marketing plan.
- Activity 1.3 Securing involvement of faculty for initial courses.

### Research

Planning for the IOI calls for a number of continuing and new research programs. The following are specific to IOI-Colombia.

#### *Industrial technology centre*

The studies start from an analysis of the concept of "technology transfer" which must be adjusted to the changed character of "technology." Today technology is based on information and knowledge and requires human resources capable of absorbing and further developing the technology to be "transferred." In the Caribbean, the study has been supported by the Government of Venezuela, UNEP, and UNIDO. It leans on "Project Bolivar," a project proposed by Venezuela, adapting EUREKA to the Latin American/Caribbean situation. The subsystem on Marine Technology ("Technocaribe") will relate to Project Bolivar as EUROMAR relates to EUREKA.

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

### *Environmental tax research*

Recently pioneered by the IOI, this research recosts resources regionally by identifying and attaching fiscal measures to induce environmentally acceptable behaviour. For example, the IOI recently completed research (funded by the Ford Foundation) on the institution of a tourist tax in the Mediterranean Basin. Similar projects can be extrapolated such as addressing the issues of commercial shipping, recreational yachting, and further work in the tourism sector.

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

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

Much of the work will be done in cooperation with the Dalhousie University School of Public Administration which undertook the Mediterranean study under the supervision of the Honorary President.

This will begin in Phase II and require 18 months.

### *Integrated ocean strategy research*

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

In April 1992, the IOI-Colombia hosted a three-day seminar which opened communications and raised awareness about the seas. The next step is to focus on the dynamics and quality of communications between the relevant national government departments in Colombia where the Advisory Council is specially prominent in the public sector, and then work out to other countries. Through off-the-record, one-day briefing seminars and work in a few other countries (perhaps four—Guyana, St. Lucia, Trinidad, Jamaica, or Martinique, for example), a regional approach to integrated ocean strategy research can be developed in cooperation with UNEP, et al.

The facilitator of the briefing seminars will be the Honorary President. These briefing seminars will begin with Phase II and take the following nine months; at the end of the first year, a detailed project and budget will be composed.

### *Research for regional implementation strategies*

Since treaties among sovereign states have become increasingly technical and the number of treaties and conventions adopted by international agencies has grown, merely adjusting national laws

to accommodate these treaties is not sufficient for compliance. Instead, regional cooperation and the comprehension of national administrations are required.

The first priority is to develop a few case studies in various countries to provide the basic data on which to build models. Research to develop models how technical treaties can be implemented effectively will involve course participants and will directly affect course materials.

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

Case studies will be developed beginning January 1994 and the first models can be expected in January 1995.

#### *Raising consciousness among the youth*

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

This will begin in July 1993 and end two years later.

#### *Multiple implications of unmanned navigation on the high seas*

Unmanned (commercial) maritime navigation is clearly coming, and it will have profound legal, social, environmental, and technological implications, such as even more unemployment in the maritime industry, advanced use of international jurisprudence for accidents, and the use of non-polluting and renewable sources of energy.

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

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

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

#### *Publications*

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

This translation will begin in September 1993 under the academic and financial auspices of the Colombian Association for the Advance of Science and will involve no direct costs to the IOI.

#### *Heart Research on Wales*

Endorsed by the IOI (but without the IOI's financial or direct academic involvement), this research seeks to better understand the functioning of the whale's heart, with direct implications for human physiology. At the same time, this will necessarily result in a better understanding of the whale's habitat and habits. Most importantly, this research is a new type of marine scientific research that does not interfere with the subject matter and is performed in the wild, involving high-technology darts shot by crossbow superficially into the whales (which remain for three days). They are then tracked telemetrically and by satellite.

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

This research is underway and will continue until 1995.

## **Annex 2**

### **INTERNATIONAL OCEAN INSTITUTE Indian Operational Centre at the IIT Madras**

#### **Strategic Operating Plan**

In the strategic sense, the objective is to make the Madras Operational Centre of IOI the centre of training and research in all matters related to marine affairs in the Indian Ocean area. The extent to which the centre can be developed from the year 1996 onwards will depend on the degree of enthusiasm and support that can be mobilised from the Governments and industries of the Indian Ocean region. But, at the very least, it is expected that from 1996 onwards the activities will be at least as great as their 1994 projections (there is an apparent fall in output in 1995 due to lack of resources in the UNDP project. In actual fact, including non-UNDP funding, the outputs would be higher).

#### **Organisation Structure**

The Operational Centre will be located in the Indian Institute of Technology, Madras, which is one of the premier institutions engaged in ocean technology in India. It has, in fact, a worldwide reputation as a centre of excellence.

The organisational set-up of the IIT-Madras is based on total academic freedom and, therefore, the organisational structure has been designed to leave the IIT system free to develop academic matters.

There will be two governing bodies—a Management Committee and an Advisory Committee to guide the Management Committee.

#### **Operational Plan**

The operational plan covers:

- Training
- Policy research
- Alumni networking
- Private sector and NGOs
- Technical co-operation among developing countries.

#### **Training**

Training would be the main thrust of the operational centre, underpinned by the research carried out in the centre. The brief courses would be as follows:

- A 10-week C course held in Madras in which there would be a total of 20 participants, with 15 from outside India
- A five-week course held either in or outside India, where there would be 20 participants and about 5 participants from within the host country
- A five-week course on coastal zone management
- A one-week alumni refresher course in or outside India with 25 participants.
- A one-week course for decision-makers from the public and private sectors, to be held in India as well as outside with 20 participants.
- A sensitising seminar would be used to raise awareness about ocean development, especially among the top policy-makers in government and the private sector.

### **Costs**

The costs of the courses held in Madras would be \$ 92,500 for the 5-week course and \$ 1,650,000 for the 10-week course held in Madras/India. The alumni refresher course would cost \$20,000 and the sensitising seminar would cost \$ 5,000 per seminar.

### **Policy Research**

#### Industrial technology centres research

This is the same as in the Colombian workplan. The study would involve setting up a regional centre for the Indian Ocean region.

#### Integrated ocean strategy research

Governments are seeking advice on "ocean policy." IOI India will develop case studies that include cost-benefit analyses, integrated environmental indicators, simulations, and policy options. These studies would be utilised in the training programmes.

#### Curriculum development including textbooks

Research would be done on developing course materials for:

- Ocean management
- Biodiversity
- Multi-species fishery management
- Ocean economics
- Environmental economics
- Wave energy/OTEC
- Risk analysis and project formulation

- High technology in the oceans
- Seamless transport systems for developing countries.

### Course Materials Development

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

### Annex 3

INTERNATIONAL OCEAN INSTITUTE  
South Pacific Operational Centre at the  
University of the South Pacific

#### Work Plan 1993 - 1995

##### Determinants and parameters

1. With the Exclusive Economic Zone (EEZ), the nation states of the South Pacific together compose about 10 percent of the surface of the world, covering rich mineral and petrochemical deposits and some of the wealthiest fishing grounds.
2. Each nation state is sufficiently small in land mass and population that it must cooperate regionally. This cooperation is seen in a number of initiatives such as the South Pacific Commission, the South Pacific Forum (energy and shipping), the Forum Fisheries Agency (legal aspects of fisheries), the South Pacific Geosciences (SOPAC), the South Pacific Regional Environment Programme (SPREP) and the University of the South Pacific (USP).
3. The work of the IOI cuts across a number of the disciplines of the regional organisations—fisheries, energy, shipping, and economic and social development—with the education and training aspects most closely allied to traditional disciplines of the USP.
4. The added values that IOI can bring are the global orientation of its approach and work, the global network, and the policy orientation of its research and training, all of which can enhance the activities of the regional organisations.
5. Because of the financial exigencies afflicting the member countries of the USP and because of the financial exigencies affecting many of the traditional extra-regional funding agencies, the USP has little latitude to assume new responsibilities with financial implications. It has, however, identified Marine Studies as a priority area for development over the next few years, because of its importance to the region. It has in place the necessary administrative and consultative mechanisms to ensure the proper integration and development of the programme.
6. USP has developed a number of courses based on the IOI's basic courses, and these have been integrated into the curriculum. They are available to full-time undergraduate students and to part-time students via the network of USP's ten extension centres (soon to be eleven) scattered throughout the region.



7. The USP also has a growing programme of short-term courses for part-time participants through its institutes, including the Institute for Social and Administrative Studies (ISAS), the Institute of Applied Sciences (IAS) and the Institute of Marine Resources (IMR). The venues for these courses are on the Suva campus, and elsewhere in the USP region.
8. The USP has a well-developed network of collaboration outside its immediate region, and in Marine Studies networking has been emphasized to develop strengths where they are currently lacking; apart from traditional links with Australasia, North America, and the United Kingdom, new links are being forged with Southeast Asian countries.
9. The USP has "resident" status in each of its member countries, that is, all income and all salaries are subject to national taxes. Special considerations may be granted on a case-by-case basis, however, with respect to import of goods and personal effects, according to prevailing regulations of the respective Ministries of Finance.
10. The USP has a good track record of offering short courses and workshops, and the proven administrative machinery to service such activities.
11. In most places in the South Pacific, the private sector is developing significantly, though it is still largely untapped for development cooperation purposes. To tap into it at this early stage would give the IOI a comparative advantage.
12. The recent decision by the Government of France to suspend nuclear testing should mean that the French territories will be more quickly and easily integrated into regional organisations than had been envisaged. Some of the French scientific organisations have reputations for being advanced beyond anything else available in the region. USP has been successful in recent approaches to French officials for financial assistance.

### Conclusions

1. The IOI has much to contribute to the region. It can reinforce USP's existing programs by providing:
  - A "window on the world"
  - A regular stream of guest lecturers
  - Means to develop new areas of teaching and research
  - Opportunities for collaboration in research
  - Extra-regional opportunities to USP faculty.
2. The USP programs can provide to the IOI:
  - A testing ground for new IOI programs for distance learning
  - Models for regional cooperation
  - Raw data for research

- Lecturers for IOI programs in other operational centres.
3. Given the existence of the standard IOI programs already at USP, the IOI can use the opportunity to develop the next generation of courses such as:
    - Leadership policy seminars for regional government ministers
    - Refresher courses for alumni of the IOI programs.
  4. The USP, through its delivery of IOI-based courses since 1986, produced *de facto* a large body of alumni in the South Pacific region. The pool of graduates is therefore much greater than is evident from strictly the IOI alumni data base.
  5. Given the specific nature of the South Pacific, a number of research initiatives will be undertaken, *subject to review and revision with existing players in the region*. These could include:
    - Regional cooperation and development
    - Customary tenure and traditional ownership of marine resources
    - Technology transfer
    - Technology management
    - Institutional infrastructure for oceanographic research
    - The role of women in fisheries.

Significantly, most of these areas are already receiving some attention at USP; the presence of the IOI will mean that these efforts will be intensified and, in some cases, the focus will be adjusted. In particular, the IOI will be able to mesh with USP in a way that could bring new marine-related activities to existing units currently not engaged in such activities (such as Business, Management, and Economics).

6. The IOI operational centre for the South Pacific will have a separate corporate identity. The operational centre will have clearly defined objectives, categorized as "coordination, marketing, and service," and will focus on:
  - Development of the strongest possible alumni and regional leader network as quickly as possible
  - Institution of short (one-week) courses to attract alumni, and political and business leaders
  - Execution of joint research projects with USP faculty as well as other universities of the region, such as in PNG
  - Work with USP on deepening IOI's expertise in distance-learning

- Work with USP and others on the development of its ocean-related courses and programs.

### Financial model

The financial model is a highly flexible, externally oriented operation that has no large overheads and fixed costs and is academically research oriented.

The operations will be concerned with bringing people to the activities of the centre through training courses, with oversight of joint research projects (mainly with USP but also capitalizing on existing and new linkages between the South Pacific and SE Asia), and with oversight of course development work done by third parties (mostly USP).

The financial model assumes that:

- Scholarships will be available for the course participants at the levels projected in the project proposal
- Research funding will be flowing through the IOI system to the IOI South Pacific Centre
- Course development funding will also be flowing through the IOI system and will be directed to the IOI South Pacific Centre.

The initial capital investments (such as computers) will be covered by the UNDP grant.

The IOI will cooperate fully with USP to update existing programmes and to develop new ones with interregional components suitable for networking in other IOI centres. The emphasis will be on distance-learning programmes that are accessible in the first instance to all 12 USP member states.

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

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

- IOI training courses have such value added that they are worth the additional price to the participants and their employers such that they are either willing to pay the costs of inscription where possible, or are able to convince third parties to provide scholarships (often coordinated by the IOI staff)

- IOI coordinated research always produces relevant results on time
- IOI course structures are worthy of emulation.

The budget gives some preliminary projections based on these assumptions.

### Training

As the USP programmes are themselves based on IOI models and, in this way, more advanced than in any of the other emerging IOI geographic regions (such as the Caribbean, the Indian Ocean, and the South Atlantic), it would not be useful to re-introduce the existing IOI programmes. It is more purposeful to cooperate fully with USP to update existing programmes, emphasizing the distance-learning programmes which are accessible to all 12 member states, and to cooperate in the development of new programmes not only for delivery to USP's members, but to network these with other IOI centres. In this context, specific attention will be paid to the development of networking with Southeast Asia.

### Proposals

Curriculum development. Preparation of course modules and reading materials for three programmes. Preparation of new models based on region-specific research as outlined below. Preparation of audio-visuals for distance-learning programmes.

#### *Example 1*

##### Introduction to Marine Science for Pacific Islands

This course will be the foundation of the new Marine Studies Programme Certificate and Diploma Programmes in Ocean Resource Management and Fisheries. The course will be offered through extension.

Following completion of the course as a Regional Course to be delivered to the USP member countries, IOI will develop and adapt it for use in the other IOI Centres. The course coordinator is G. Robin South; the USP Extension Service is overseeing the publication of materials.

Participation of IOI teaching staff will be sought in the development of the course. The course will be delivered to the USP member countries in 1994, and will be available for interregional use and marketing in 1995. IOI consultants will be sought in mid to late 1993, to assist in developing regionally specific modifications of the course for delivery in the Indian Ocean and African contexts. One consultant from each of the other three IOI Centres will meet in Suva, Fiji for a period of three weeks to complete the draft of the modified versions.

An IOI consultant to be sought, with the responsibility of securing an appropriate publisher for the international version of the course. This task to be commenced in early 1994, with a view to delivery of text by the end of 1994 and publication in 1995.

### *Example 2*

#### Introduction to Ocean Law

On a sectoral basis (such as fisheries, mineral exploration, environment, surveillance) regional cooperation in the South Pacific is quite advanced. However, integrated marine policy is lacking.

The University of the South Pacific is in the process of establishing a new Law Programme based at its Port Vila, Vanuatu Centre. At the same time, and as part of the process of expanding its offerings in Ocean Resources Management, the USP Marine Studies Programme is developing a new course, Introduction to Ocean Law.

Research on the development of this course will be coordinated through the IOI Fiji Centre. One consultant from IOI will be required for a three-month term to assist in the development of the course. The consultant will be based at USP in Suva and will also consult with the Pacific Law Unit in Port Vila, Vanuatu, for coordination and course development purposes. Consultation with the UPNG Law School will also be encouraged.

### *Example 3*

The role of women in subsistence fisheries in developing countries; development of management guidelines and curriculum materials.

Women play a key role in the subsistence fishery of all South Pacific Islands, and in tropical developing countries in general. Their role in the fishery is, however, scarcely if at all recognized in current management strategies. There is a need to develop appropriate course materials and to carry out research to better understand their role and to compare practices among developing countries.

Through the IOI (Fiji) Centre, research will be carried out with special emphasis on interregional comparisons with the Indian Ocean, African Atlantic area, and the Caribbean. The goals of the lead-in research will be:

- Definition of the socio-economic role of women in the subsistence fisheries on a regional and interregional (IOI centres) basis

- Development of guidelines for the integration of women's issues in resource management strategies at the village, regional, and national levels
- Integration of the materials into the curriculum of a proposed new course on Coastal Fisheries, to be taught in the Ocean Resources Management Programme at USP. This course outline could be a model for development of regionally specific courses elsewhere.

The research component will use the network among IOI operational centres to survey and the bringing together relevant resource materials. Those materials will be summarized in an annotated bibliography. The development of management guidelines and the framework for the new USP course will be conducted. The programme will be organised and coordinated by Ms. Vina Ram, Lecturer in Ocean Resources Management at USP.

A Fijian student, Aliti Vunisea, is currently commencing a research programme (Master's degree) focussing on women in fisheries in the Fiji village situation. Funding for her studies is from the USP/ICOD Scholarship Programme.

IOI will identify individuals at each IOI Centre who will have the responsibility for the research component of the project. IOI Centres will assist in the development of case studies on women in fisheries in their respective countries.

### Policy Research

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

Some of the areas to be considered are:

- Regional cooperation and development
- Customary tenure and traditional ownership of marine resources
- Technology transfer
- Building infrastructure for oceanographic research
- The role of women in fisheries.

### Alumni Networking

Alumni networking is an integral and important component of the foregoing workplan. The IOI Alumni in the region represent a resource for the IOI in terms of potential course

participants, and spokespersons for the IOI in new and expanded audiences. In the South Pacific as in the other areas of the world, they must be organised so that they know who they are and so they are kept current about the IOI, as well as the challenges facing the marine environment. In the South Pacific, a significant number of students have now completed IOI model courses at the USP. While they are not recognized as IOI alumni, they could bring a substantial additional body of potential participants into the IOI network in the region. A data base on these individuals will be compiled as a specific activity of the IOI South Pacific Centre.

#### *Refresher courses*

Periodic refresher workshops for alumni will allow them to update their knowledge bases while renewing networks. Courses will be organised in association with the IOI alumni office. One refresher course will be held in 1994.

#### *Leadership Seminars*

Annual policy-study seminars will be held for decision-makers in the region (ministers and senior civil-servants), with the involvement of leaders from the private sector. They will be organised by the USP Marine Studies Programme, using the global experts available through the IOI global network. One seminar will be held in 1995.

## Annex 4

INTERNATIONAL OCEAN INSTITUTE  
Senegal Operational Centre at the  
United Nations African Institute for  
Economic Development and Planning

### Workplan 1993-1995

An MOU was signed with the United Nations African Institute for Economic Development and Planning (IDEP) on 24 May by exchange of faxes.

A workplan has been drawn up by IDEP with the expectation that this programme has tremendous potential for Africa since very little work has been done so far in the continent. As the work plan evolves it may be necessary to provide IOI Senegal with administrative support by readjusting the budget.

The programme of IOI Senegal depends on the curriculum and courses being developed in 1993. Thereafter, in 1994 it is proposed to organise:

- A workshop on the law of the sea
- A course on planning
- A course on EEZ management.

In 1995, two courses on EEZ management and integrated coastal/marine management would be run. The details are below:

	1994	1995
Workshop on law of the sea (1 week)	1	
Course on planning for coastal zones (2 weeks)	1	
Course on EEZ management (8 weeks)	1	1
Course on integrated coastal/marine management (6 weeks)	1	



Details of curriculum development are given below:

PROJECT	1993	1994	1995	TOTAL
Law of the Sea: African prospects	10.0			10.0
Planning for Coastal Zones in Africa	15.0	10.0		25.0
EEZ management in Africa	15.0	10.0	10.0	35.0
Integrated Coastal & Marine Management		20.0	10.0	30.0
<b>TOTALS</b>	<b>40.0</b>	<b>40.0</b>	<b>20.0</b>	<b>100.0</b>

The manner in which the scholarship would be utilised:

PROJECT	1993	1994	1995	TOTAL
Workshop on Law of the Sea (2 weeks)		25.0		25.0
Course on Planning for Coastal Zones (2 weeks)		25.0		25.0
Course on EEZ Mana- gement (8 weeks)		70.0	70.0	140.0
Course on Integrated Coastal/Marine Management (6 weeks)			60.0	60.0
<b>TOTALS</b>		<b>120.0</b>	<b>130.0</b>	<b>250.0</b>

It needs to be noted, however, that within the overall allocations, some changes would take place during the lifetime of the project.

The trainee outputs (in trainee weeks):

	1994		1995	
	Trainees	Trainee Weeks	Trainees	Trainee Weeks
Workplan Law of the Sea (2 weeks)	20	40		
Course on Planning for Coastal Zones (2 weeks)	20	40		
Course on EEZ Management (8 weeks)	20	160	20	160
Course on Integrated Coastal Marine Management (6 weeks)			20	120
<b>TOTAL</b>	<b>60</b>	<b>240</b>	<b>40</b>	<b>280</b>