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United Nations Development Programme
GLOBAL ENVIRONMENT FACILITY (GEF)



28 November 1995

To: Mr. Ian Johnson
Assistant CEO
GEF Secretariat

Fax: (202) 522-3240

From: Rafael Asenjo
Executive Co-ordinator

Subject: GLO/91/G33 Support for Regional Oceans Training
Programmes

I am pleased to attach copy of the independent evaluation of the above mentioned project which was carried out by Dr. Danny Elder. Also attached is a letter of 8 November in which the Executive Director of the International Ocean Institute responds very constructively to each of the 23 recommendations of the consultant.

We would welcome any comments which you might have on this project.

Kind regards.



GLOBAL ENVIRONMENT FACILITY (GEF)

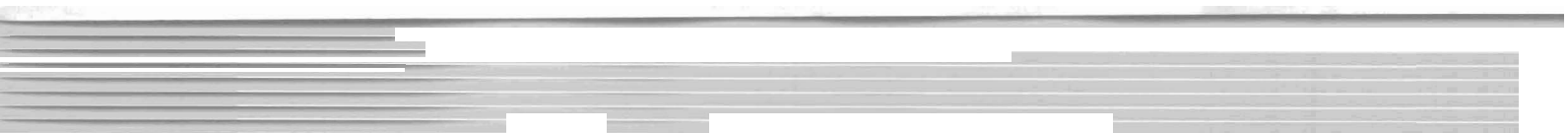


Mr. Ian Johnson
Assistant CEO
GEF Secretariat
522-3

Regional
Executive



evaluation of the above mentioned project which was carried out
by Dr. Danny Eiber. Also attached is a letter of 8 November in
which the Executive Director of the International Ocean Institute
responds to the consultation.
We will be happy to discuss this project further.
Kind regards,
[Redacted signature]





**EXTERNAL EVALUATION
of
SUPPORT FOR REGIONAL OCEANS TRAINING PROGRAMMES**

UNDP Project GLO/91/G33/E/IG/31

**by
Danny L. Elder PhD**

17 July 1995



FOR REGIONAL OCEANS TRAINING
OF
FINAL E
HWP Policy Development



EXTERNAL EVALUATION
of
SUPPORT FOR REGIONAL OCEANS TRAINING PROGRAMMES
UNDP Project GLO/91/G33/E/IG/31

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UNDP PROJECT

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EXTERNAL EVALUATION
of
SUPPORT FOR REGIONAL OCEANS TRAINING PROGRAMMES
UNDP Project GLO/91/G33/E/IG/31

EXECUTIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Context

The *development objective* of the project is

"to form an essential and heretofore insufficiently available element of the development infrastructure for marine affairs".

The immediate objectives of the project are:

- to create the institutional infrastructure for four self-sustaining operational centres led by Directors or Coordinators and Advisory Boards each carrying out activities in collaboration with IOI Headquarters which include coordination meetings, information dissemination and exchange, library networking, funding development and institutional links with associated institutions; and
- to formulate and develop training programmes which have elements of policy research, curriculum and course development, training of teachers, a scholarship programme, workshops for decision makers and IOI alumni, a masters degree programme and a programme for evaluating the efficacy and effectiveness of the courses.

The overall output of the project is four operational centres capable of providing 1300 participant weeks of training per year, of stimulating and coordinating marine and coastal policy research and of creating and updating training programmes.

Mid-term Progress

The project has made good progress in the establishment of the infrastructure for the four centres. Centres have been established in Dakar, Suva, Madras, and San Jose (Costa Rica). The four Directors are committed individuals, each with a sound institutional base and potential for outreach on a regional and global basis. The host institutions for each of the four centres have entered into formal agreements with IOI and through these are providing a considerable amount of office space, administrative support and staff-time for the Directors to look after IOI affairs. Mid-way through the project it is clear that of the funds available to implement the overall IOI programme of activities only a portion are coming from UNDP sources. A high percentage of the project funds are being used for fellowships for course participants and for networking and consultative meetings at the Board and Director level. At the same time it is also clear that IOI's current level of activity could not be sustained without the UNDP project funding.

With respect to course development and outreach, there has been notable progress in the development of course materials and the number of individuals attending training courses.

Particularly significant has been the progress achieved in providing a sound pedagogical basis for the courses through the gradual adoption of TRAIN-X methodology and employing a more integrated and consolidated approach to the traditional IOI courses. Some outstanding course materials have been developed (eg, the Coastal Resource Economics Course by IOI-Suva) that have potential for wide use by institutions within and outside the IOI network. The "decision-makers" seminars have already played a role in catalyzing the establishment of a national cabinet-level committee in Fiji to serve as an integrating mechanism for dealing with ocean and coastal issues, and the establishment of a multi-sectoral, integrated programme on oceans within the University of San Jose. The exchange of experience as well as course materials between the centres supported by the project is increasing to their own benefit, but also to the benefit of the IOI system as a whole.

IOI Headquarters has played a pivotal role in convening coordination and course planning meetings at the Director level. The IOI founder has been the major source of policy advice and in fund-raising initiatives. IOI Headquarters in collaboration with UN/OPS has also established sound project implementation procedures including for budgeting of regional workplans, for acquiring equipment and for funding fellowships.

The Future

Some immediate objectives and areas of activity have not progressed as foreseen and need to receive attention during the remainder of the project.

The establishment of the new centres has led to increased demands for course materials and support from IOI Headquarters. The twice yearly meetings of the Directors and IOI Board has been the main vehicle for addressing these issues, but this approach is no longer adequate. A more hands-on approach to collaboration between IOI Headquarters needs to be pursued to assist the centres in formulating regional priorities and programmes that are compatible with the vision and approach of IOI and as stated in the project document.

The main output foreseen to be catalyzed by the project, the establishment of the four centres, is somewhat narrower in scope than the overall set of activities being undertaken by IOI globally, which the project document implies are already well in-hand. The two main examples are the lead role IOI is playing in convening a series of regional consultations of the World Commission on Oceans and the preparation of its report for the UN Commission on Sustainable Development for 1996, and a meeting of *Pacem in Maribus* which is planned to be held in San Jose in late 1995 (one was already convened with the assistance of IOI-Madras during the project period). Some of the centres involved in these events are already at risk of spreading their efforts too thin. There is an opportunity cost in that less effort is concentrated on activities that contribute to course development and implementation and ensuring the long term financial viability of the centres. This is a particularly important consideration for centres that are in the formative stages of their establishment and evolution.

The regional outreach of the centres is still limited and needs to be extended in order to ensure that their role is relevant to regional and national requirements for training. While IOI-Suva and IOI-Madras have begun to develop their regional scope, efforts have been more passive than vigorously proactive; IOI-San Jose and IOI-Dakar have not begun to develop a regional scope but are still concentrating on defining their role within their own institutions and nationally.

The establishment of strong linkages and coordination with other regional programmes such as those under the auspices of Regional Seas Conventions, IOC/Unesco and FAO has not really developed as much as implied by the stated intentions of the project document. While some of these programmes exchange information and support some IOI training activities, active collaboration in planning and convening of training programmes does not take place as a regular feature.

The establishment of Advisory Committees for the new centres that play the active role defined in the project document has only been partially achieved. The extent to which regional Advisory Committees have aided the centres in developing regional programmes of activities, outreach and fund-raising has been fairly limited; the focus has mainly been on technical advice. The centres still remain highly dependent on IOI Headquarters, but in particular on the IOI founder, as a source of guidance and for fund-raising. The IOI Board plays a passive rather than a proactive role in assisting in the implementation of IOI's global programme of activities including the UNDP project and in fund-raising.

Conclusions and Prospects

The project has made a great deal of progress with the establishment of the centres and the development of good pedagogical materials for courses and workshops. However, some of the activities foreseen by the project are not proceeding within the time frame of the project, for example the preparation of course materials by the two Centres most recently established, and active collaboration with other international programmes. This situation can be rectified by IOI Headquarters and the regional centres if more attention is focussed on the specified outputs of the project, ie, "self-sufficient permanent operational centres capable of 1300 participant weeks of training per year", and "course development". This implies more effort on ensuring better linkages with other institutions as foreseen in the project document and in ensuring that funds are available for continuing the activities initiated through the project by the time of its termination. Refocussing implies that less effort should be expended by centres to implement global IOI activities, such as the meetings of the Commission on Oceans, during their formative stages.

RECOMMENDATIONS

Recommendations to be found in the body of the report are listed hereafter, for convenience. Numbers in brackets refer to paragraphs in the main body of the report in which the rationale for the recommendations are discussed.

Development Objective, Immediate Objectives, Outputs and Activities

1. The next Director's and Board Meeting should consider the recommendations made in this evaluation and the objectives and activities to be carried out within the context of the UNDP project; on the basis of this review, IOI in collaboration with UNDP should revise, where necessary the workplan and time-table of the project (11-26).

Project impact on the Effectiveness of IOI Training Activities

2. A "needs" analysis for IOI courses globally and on a region by region basis should be carried out, the results synthesized and recommendations articulated as an input to future meetings of the IOI Course Development Committee; it should include an analysis of the comparative advantages IOI possesses for training on specific issues and others where collaboration should be pursued (27-30).
3. The "needs analysis" recommended above should be augmented with more frequent "hands-on" assistance from IOI Headquarters in formulating the approaches to be taken for training and awareness exercises by each IOI Regional Centre (31-33).
4. Follow-up on the determination of a need for, and development of credit courses in the academic institutions associated with IOI Centers, with a view to developing a masters-level degree course (34).
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 (33-36).

Training Materials

6. The CU Unit of the Train-Sea-Coast network and others trained in course development should participate regularly in the course preparation efforts of the centres so that the overall approach of IOI in preparing course materials at the global and regional level is rationalized (37-40).
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 (41).

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 (42).
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 (43).
10. Prepare a "guide" on IOIs strategy and goals and an "operational manual" for use by new IOI centres in establishing themselves (44).
11. Formulate a workplan and timetable for more frequent missions to IOI Regional Centres by the Executive Director, Founder and selected Board members (44).
12. Develop a plan for "regionalizing" the membership of the IOI Board, in particular taking into account the geographic distribution of IOI Centres (44).
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 (45).
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 (45).

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 (46).

Sustainability

16. A financial plan for ensuring continuity of the work of each of the centres after the termination of the project should be formulated and implemented as soon as possible (47-52).

Inputs from Project Partners; and Project Execution Arrangements

17. Prepare a brief note describing operational procedures to be followed for the administration and implementation of the GEF project and for others where appropriate (53).

18. The TRAIN-SEA-COAST Coordination Unit should become more actively involved in development of training materials on a region-by-region basis by participating in the implementation of the "needs" analysis recommended above (54).

19. Take steps to improve the routine communications linkages between the centres and IOI Headquarters, in particular by establishment of e-mail linkages where appropriate (especially Malta) , and more frequent use of conference calls involving the regional centres (55).

Other Issues

20. IOI Headquarters and IOI regional Directors should establish contact with UNEP/OCA-PAC and subsequently the appropriate coordinators for specific regional seas (especially for SPREP, West Africa, the wider Caribbean, Indian Ocean and Asia) and agree on a mechanism, activities and steps for ensuring future collaboration (57-58).

21. In cooperation with UNDP carry out an analysis of UNDP activities and projects that are potentially related to IOI activities and determine how collaborative linkages between these and IOI might be forged (57-58).

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 (59).

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 (60-61).

EXTERNAL EVALUATION
of
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I. INTRODUCTION

Background to the Evaluation

1. The project was funded through *tranche II* of the Pilot Phase of the Global Environment Facility. The project was to run for 30 months beginning in July 1993, when the project document was signed; some components of the project have been rephased because of delays in the start-up of IOI-Dakar and IOI-San Jose (originally foreseen to be established in Colombia). The project is now scheduled to terminate in the first half of 1996. The project budget is \$ 2.6 million. It is executed by UN/OPS and the International Ocean Institute (IOI) a global, non-governmental organization in close consultation with UNDP Headquarters. It is a free standing technical assistance project.

2. The objective for this evaluation was to assess the continuing relevance of the "development objective" of the project, other objectives and planned activities and the effectiveness of the project based on experience gained in implementation during the first half of the project period. Account was to be taken of:

- the project's impact on the effectiveness of IOI training activities;
- the quality of training materials and pedagogical approaches;
- the effectiveness of the projects' institutional structure including contributions by Regional Advisory Councils, IOI's Board of Governors, Directors meetings, Course Development Committee Meetings and the TRAIN-SEA-COAST Central Coordinating Unit in New York;
- Government and host institution awareness of, and compliance with their signed agreements with IOI;
- the sustainability of the IOI Regional Centres after the termination of the project;
- the timeliness and effectiveness of project inputs from the executing bodies, Governments and the Train-Sea-Coast activities of UN/DAOLOS; and
- the effectiveness of project execution arrangements.

3. This review took place during the period May - June 1995. The evaluator visited the Malta Headquarters of IOI and the four Regional Centres supported by the project where he examined course materials and facilities, reviewed workplans for future courses, interviewed Directors, staff, course alumni, regional Board Members and officials of host institutions. In addition the evaluator participated in a meeting of the IOI International Board and Centre Directors (Malta, May 1995) and he

visited the UN complex in New York to interview officials of UNDP, UN/OPS and TRAIN-SEA-COAST. During the course of the evaluation advantage was also taken of opportunities to discuss the current relevance of the project aims with officials of UN/DOALOS, the CSD, the GEF Units of UNDP and UNEP, UNEP-OCA/PAC, IOC and the Coordinator for the project on Land-Oceans Interactions in the Coastal Zone (LOICZ) of the IGBP.

Context of the Project

4. The stated "development objective" in the project document is

"to form an essential and heretofore insufficiently available element of the development infrastructure for marine affairs".

5. The long-term goals of the project are to:

- improve the management of the oceans for the benefit of all, especially developing countries;
- improve the sustainable productive capacity of the marine environment; and
- increase the contribution of developing countries to ocean management.

6. The overall strategy of IOI to achieve these goals is to establish a number of regional operational centres that will serve as vehicles for focussing attention on oceans related issues, providing training on the management of the exclusive economic zones and initiating research programmes to deal with local and regional concerns. The main project output is to be four self-sufficient, permanent operational centres capable of providing about 1300 participant weeks of training per year, and stimulating and coordinating policy research within and among regions, and of creating and updating training material.

7. There are two main immediate objectives of the project. The first is to create the institutional infrastructure for the four operational centres (Central America, Pacific, Africa, Asia) including provision for: appointing Directors; providing some administrative support; establishing capabilities for networking electronically (including the IOI information and knowledge base) and otherwise; the dissemination of information through newsletters and other printed material and reports, and through media-coverage of IOI activities such as *Pacem in Maribus*; and through contacts with the IOI network of alumni.

8. It is foreseen that IOI would develop substantial "non-UNDP" financial support for the operational centres in collaboration with the advisory councils to be established for each centre. In addition, IOI and the regional centres would reinforce existing capabilities through providing active networks concerned with ocean affairs. This was foreseen to include enhancing collaborative linkages with, and coordination arrangements with relevant organizations within the UN system such as FAO, IOC-Unesco, IMO, UN/DOALOS, and others. The project document highlights the already "intensive" cooperation with UNEP's Regional Seas Programmes in the Mediterranean and Caribbean and states that there will be intensified collaboration in the South Pacific, West Africa, and the Indian Ocean.

9. The second immediate objective is development of training programmes. The project is intended to build on the traditional training programmes of IOI (focussed on marine technology, management of the EEZ and regional cooperation and development) by preparing new courses focussing on small islands, coastal planning, policy making and convening workshops for decision makers. Other elements foreseen to augment the training programme include: research, curriculum and course development, provision of training for those implementing courses and scholarships for participants.

In addition, the project foresees the systematic evaluation of the relevance and effectiveness of the training programmes.

II. ANALYSES AND RECOMMENDED ACTIONS

10. The analysis and recommendations presented in this section follow in the same order as the issues of concern presented in the terms of reference for the evaluation (Section C, Annex 1). Other issues not explicit in the Terms of Reference follow in Section III.

Development Objective, Immediate Objectives, Outputs and Activities

11. As mentioned in Section I, the stated development objective in the project document is

“to form an essential and heretofore insufficiently available element of the development infrastructure for marine affairs”.

12. Is this objective still relevant?

13. It is widely recognized that much more emphasis needs to be given to informing decision makers about the plight of the marine environment and to training individuals how to manage marine and coastal resources. Awareness building and training have been priorities on the agenda of many fora and prominent in many strategic documents concerning the marine environment for at least the last 20 years. Thus the “development objective” of the project still remains legitimate in the short time since the project was conceived. The public awareness and training activities catalyzed by the project which are aimed at increasing the number of individuals concerned about developing the use of marine resources while conserving the essential nature of their environment should continue to be seen as a contribution to the development aim.

14. At the same time it is useful to assess whether the immediate objectives and planned outputs for the project are being achieved and if so, whether the project is therefore fulfilling its development objective, or whether action needs to be taken to change the priority for implementing some of the foreseen activities.

15. The immediate objectives of the project are:

- to create the institutional infrastructure for four self-sustaining operational centres led by Directors or Coordinators and Advisory Boards, each carrying out activities in collaboration with IOI Headquarters including coordination meetings, information dissemination and exchange, library networking, funding development and establishing institutional links with associated institutions; and
- to formulate and develop training programmes which have elements of policy research, curriculum and course development, training of teachers, a scholarship programme, workshops for decision makers and IOI alumni, a masters degree programme and a programme for evaluating the efficacy and effectiveness of the courses.

16. The overall output of the project is four operational centres capable of providing 1300 participant weeks of training per year, of stimulating and coordinating marine and coastal policy research and of creating and updating training programmes.

17. Considerable progress has been made in the establishment of the infrastructure for the four centres in Dakar, Suva, Madras and San Jose (Costa Rica). Four Directors have been appointed; they are committed individuals, each with a sound institutional base and potential for outreach on a regional and global basis. The host institutions for each of the four centres have entered into formal agreements with IOI and through these are providing office space, administrative support and staff time for the Directors and Coordinators to look after IOI affairs. A high percentage of the funds available through the UNDP project are used for fellowships for course participants and networking activities. Consultative meetings of the IOI Board, regional Directors and the Course Development Committee. This has been possible because IOI, the host institutions and the Regional Centres have been fairly successful in raising funds from other sources. Most notable, IOI-Suva and the University of the South Pacific will receive about US\$ 10 million from Japanese sources, part of which will contribute towards underpinning the infrastructure of IOI-Suva and its activities.

18. With respect to course development and outreach, there has been notable progress in the development of course materials and the number of individuals attending training courses. Particularly significant has been the progress achieved in providing a sound pedagogical basis for the courses through the gradual adoption of TRAIN-X methodology and employing a more integrated and consolidated approach to the traditional IOI courses. Some outstanding course materials have been developed (eg, the Coastal Resource Economics Course by IOI-Suva) that have potential for wide use by institutions within and outside the IOI network. At least two of the "decision-makers" seminars have already had the result of contributing to the establishment, in Fiji, of a national cabinet-level committee to serve as an integrating mechanism for dealing with ocean and coastal issues, and in San Jose of catalyzing the establishment of a multi-sectoral, integrated programme on oceans within the University of San Jose. The exchange of experience as well as course materials between the centres supported by the project is increasing to their own benefit, but also to the benefit of the IOI system as a whole.

19. Several aims or areas of activity have not yet progressed as foreseen and need to receive attention during the remainder of the project.

20. The establishment of the new centres has led to increased demands for course materials and support from IOI Headquarters. The twice yearly meetings of the Directors and IOI Board has been the main vehicle for addressing these issues, but this approach is no longer adequate. A more hands-on approach to collaboration between IOI Headquarters needs to be pursued to assist the centres in formulating regional priorities and programmes that are compatible with the vision and approach of IOI and as explicitly stated in the project document.

21. The main output foreseen to be catalyzed by the project, the establishment of the four centres, is somewhat narrower in scope than the overall set of activities being undertaken by IOI globally, which the project document implies are already well in-hand. The two main examples are the lead role IOI is playing in convening a series of regional consultations of the World Commission on Oceans and the preparation of its report for the UN Commission on Sustainable Development for 1996, and a meeting of *Pacem in Maribus* which is planned to be held in San Jose in late 1995 (one was already convened with the assistance of IOI Madras during the project period). Some of the centres involved in these events are already at risk of spreading their efforts too thin. There is an opportunity cost in that less effort is concentrated on activities that contribute to course development and implementation and ensuring the long term financial viability of the centres. This is a particularly important consideration for centres that are in the formative stages of their establishment and evolution.

22. The regional outreach of the centres is still limited and needs to be extended in order to ensure that their role is relevant to regional and national requirements for training. While IOI-Suva and IOI-Madras have begun to develop their regional scope, efforts have been more passive than vigorously pro-active; IOI-San Jose and IOI-Dakar have not begun to develop a regional scope but are still concentrating on defining their role within their own institutions and nationally.

23. The establishment of strong linkages and coordination with other regional programmes such as those under the auspices of Regional Seas Conventions, IOC/Unesco and FAO has not really developed as much as implied by the stated intentions of the project document. While some of these programmes exchange information and support some IOI training activities, active collaboration in planning and convening of training programmes does not take place as a regular feature.

24. The establishment of Advisory Committees for the new centres that play the active role defined in the project document has only been partially achieved. The extent to which regional Advisory Committees have aided the centres in developing regional programmes of activities, outreach and fund-raising has been fairly limited; the focus has mainly been on technical advice. The centres still remain highly dependent on IOI Headquarters, but in particular on the IOI founder, as a source of guidance and for fund-raising. The IOI Board plays a passive rather than a proactive role in assisting in the implementation of IOI's global programme of activities including the UNDP project and in fund-raising.

25. A number of the issues addressed above are closely related to the institutional structure, questions of the sustainability of the Centres that have been set up through the UNDP project, the approaches to preparing training materials, the role of the IOI Board and IOI Headquarters, and others. These and associated recommendations are presented in paragraphs 27-63.

26. There is however one observation of a general nature concerning the implementation of the project which merits mention here. The UNDP project document is not explicit in making a complete distinction between the total set of IOI activities globally and those activities which would be funded through the project. While the project foresees the establishment of four operational centres and a specified amount of training as the specific outputs of the project, the project document describes in some detail the ongoing activities of IOI in a way that implies that they are an intimate component of the project. As a result it is somewhat difficult to make a judgement about the extent to which the project is achieving its aims. Consequently it is difficult to evaluate the success of project implementation without evaluating IOI and all of its activities. The only clear criteria for evaluation is whether the Centres are established, become sustainable and are producing the specified number hours of training using suitable course materials. The success of the World Commission on Oceans or the meetings of *Pacem in Maribus* should not be taken as a measure of success of the project. At the same time, since the distinction between activities supported by the project and those of IOI as a whole cannot be clearly distinguished, this evaluation takes the liberty of including a number of observations and recommendations that go beyond considering the specific outputs foreseen in the project document. For the remainder of the project it would be useful if more effort was made to treat the project in terms of its specific, foreseen outputs, and less like one of many sources of funding for IOIs ongoing, global activities. This would help the centres concentrate on the steps they need to take to ensure their long-term future.

Action 1: the next Director's and Board Meeting should consider the recommendations made in this evaluation and the objectives and activities to be carried out within the context of the UNDP project; on the basis of this review, IOI in collaboration with UNDP should revise, where necessary the workplan and time-table of the project.

Project Impact on the Effectiveness of IOI Training Activities

27. The project has contributed significantly to increasing the ability of the IOI system to augment, prepare for, and hold courses and seminars related to its traditional focal issues that evolved during the negotiation of the UNCLOS, ie, new marine technology, the EEZ and regional cooperation. At the same time the new IOI Centres provide an increased outreach which in turn has created new demands related to current and emerging issues. Government priorities as expressed in the outcome of the World Commission on Environment and Development and UNCED compared to those of the

1972 Stockholm Conference on Environment are symptomatic of these changes in priorities over time. Agenda 21 (and related conventions on biodiversity and climate) adopted in 1992 has identified issues on which training and awareness activities should now be focussed.

28. In the intervening years between adoption of UNCLOS and its entry into force a number of regional marine conventions and action plans were formulated and had already entered into force; some are already in the process of being revised on the basis of experience. These provide a perspective on the region-by-region priorities of governments. Therefore, although the UNDP project has a positive impact on IOI's training activities, the potential niche(s) for IOI to provide training and awareness has changed during the last several years. The ocean and coastal issues for which there is a need to sensitize governments and decision-makers today are not those that were of concern during the founding years of IOI, when, for example, the sea-bed mining issue was dominant. While IOI is aware of this situation and is making adjustments, especially through developing materials for new courses, there is still a need to undertake a global, concerted effort to identify and focus on specific subjects of current concern for which IOI may develop special competence; there is a risk that attempting too many topics for courses will preclude covering any one of them in-depth. While the project document is explicit about which courses should be developed, some centres are departing from what was foreseen.

29. Some of the above statement could be applied to a number of other institutions engaged in training and awareness on coastal and marine issues (eg, World Maritime University, UNEP, IOC, IUCN, many others). The challenge for the IOI system is to ensure that it focusses on training and awareness building activities in those areas for which it has a comparative advantage and to identify other areas for which there would be benefit in collaborating with other institutions. To meet this challenge IOI would benefit from conducting a "needs analysis" which would provide guidance in developing an overall strategy for its courses, workshops and seminars thus ensuring that its enhanced capabilities are rationalized. Undertaking such an exercise would contribute to IOI's overall effectiveness by ensuring that the new courses it is preparing are not only relevant to regional and national needs but also fall within areas of competence unique to IOI. The regional meetings to be convened under the auspices of the World Commission on Oceans could be used as a vehicle for this exercise.

30. Some progress has been made on the development of new IOI courses focussed on small islands and coastal planning but these are still in formative stages of development. Progress has been made in convening workshops for decision makers and IOI alumni, but in future they should be planned within the overall approach recommended above.

Action 2: a "needs" analysis for IOI globally and on a region by region basis should be carried out, the results synthesized and recommendations articulated as an input to future meetings of the IOI Course Development Committee; it should include an analysis of the comparative advantages IOI possesses for training on specific issues and others where collaboration should be pursued. Emphasis should be on the new course development foreseen by the project document.

31. The traditional IOI training courses have been based on a series of presentations by different individuals participating part time over periods of many weeks. The content and quality has varied from course to course, depending on the particular group of presentors participating in a course. Many times the same subject matter was presented several times during the same course because lecturers joined and departed the course at different times and therefore did not consult with each other about content. Background material for the courses has normally consisted of compendia of published papers provided for reading, but for which there was not necessarily a specific relationship with the lectures being given. While this approach has made it possible for students to be exposed to some important luminaries in the field of oceans affairs during some courses, a number of alumni have indicated that some lecturers were simply presenting material they would give to a normal university class without making a real effort to relate the material to the overall aims of the course. This was most

apparent with technical and engineering subject matter; in such cases, many students lost interest. Some presentations did not relate to the stated aims of the course. Convenors of IOI courses that use the traditional IOI approach should ensure continuity in the presentations that are made.

32. Through the project, a more pedagogically based approach is being adopted by the introduction of the TRAIN-X methodology to course preparation. At this juncture however there is a mixture of the two approaches being undertaken at the same time. While this is a healthy situation in the long-run (both approaches are needed for different purposes) a lot of effort has been expended debating the "ideology" about what constitutes an IOI course; some proponents feel the traditional IOI approach is the best and should be adhered to and others see the usefulness of a more pedagogical approach that would help IOI courses to receive more formal recognition by universities and the institutional clients of IOI courses.

33. The regular meetings of the Directors and course developers have contributed to clarifying the issues, but at the level of the centres there still remain some misunderstandings and in some cases some misgivings. This is to some extent due to the fact that the "problem" is being solved on a trial and error basis with each centre focussing on its own perceived need. More effort needs to be expended by the IOI Headquarters between the regular Directors meetings to work with the regional centres on a region by region basis to develop the framework for, and content of each regional training programme.

Action 3: augment the "needs analysis" recommended above with more frequent "hands-on" assistance from IOI Headquarters in formulating the approaches to be taken for training and awareness exercises undertaken by each IOI Regional Centre.

34. There is concern about the academic recognition, or course credits that can be given to participants who successfully complete a course. There is a reluctance on the part of some potential participants to pursue registering for a course because of the time investment involved in being away from a home institution without a certainty that the courses are recognized as a *bona fide* educational exercise. This is of particular concern to those centres hosted by academic institutions (USP, IIT, University of San Jose); efforts in some centres are underway to ensure that some of the planned courses can be recognized academically. The project explicitly states that a determination will be made to see if there is a niche for a masters-level degree programme, and if so its development will be pursued. Given the observations by a number of alumni that such a course would be desirable, it would seem timely to follow-up immediately.

Action 4: begin follow-up on the determination of a need for, and development of credit courses in the academic institutions associated with IOI Regional Centers, with a view to developing a masters-level degree course.

35. The approach to advertising courses has generally been through IOIs network of alumni. In the early days the ratio of course applicants to available fellowships was such that screening of course applicants focussed more on availability of funding (through fellowships) and less on a substantive analysis of the suitability of applicants for courses. This is improving as the IOI alumni network grows, but more effort needs to be made to solicit participation from a wider potential audience so that the selection process is based more on need and merit; more collaborative effort with other global and regional institutions and programmes is also needed.

36. Related to the above, the outreach of the four centres supported by the UNDP project has been limited. In some cases the centres are still establishing a niche within their host institutions; in general the centres are still dealing mostly at a national level (with some exception for Madras and Suva for which outreach is facilitated through the existing networks of USP and IIT). For the most part dissemination of information about IOI and its courses through brochures and newsletters are channeled through the IOI alumni network (with the exceptions just noted). Some information is

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disseminated through networks of IOC, UNEP and others but this approach is still limited mainly to announcements in newsletters. At present the dissemination of information materials by the centres varies greatly from region to region. More effort needs to be expended to widen the outreach by soliciting participants for training activities through a more systematic approach formulated in collaboration with other programmes having similar needs.

Action 5: for IOI globally and for each regional centre, formulate a more detailed plan for outreach and dissemination of information, including provision for linkages with other international and regional programmes.

Training Materials

37. Until now, the training materials provided to the students has varied widely but has mostly consisted of lecture notes, references to, or compendia of reprints of published articles. As mentioned above, the approach of presentors has varied from simple reading of a lecture to lively presentations to interesting audio-visuals to field trips. For the most part students are "exposed" to issues rather than is an attempt made to impart skills and know how through problem solving exercises. Courses have not generally challenged students by testing the extent to which they have retained the information made available through lectures and reading material. However a few of the newer courses have been formulated in such a way that they would qualify for becoming an accredited university course and do provide for examination. A particularly good example is the recently completed course material on economic aspects of coastal resources developed by IOI-Suva. A course of its quality could have wide use within and outside of IOI.

38. The number of courses presently foreseen to be prepared by the centres is far in excess of that specified in the project document -- 3 revised IOI courses, one course each for decision makers, alumni and planners (English and Spanish), one new course each on coastal zone management and on islands, and four sensitizing seminars. For example, IOI-Madras is preparing over 20 course modules on various subjects and the coastal economics course being prepared by IOI-Suva and the special course on coralline algae already conducted are valuable, but strictly speaking would not be required by the project. On the one hand this can be seen as a good development which is made possible by the dynamic nature of the decision-making process of the Course Development Committee, but on the other hand it is symptomatic of taking an opportunistic approach rather than following a specific plan based on the type of needs analyses recommended in paragraph Action 2 above.

39. Similarly, a measure of the success of the project is whether it is addressing the needs of governments and regional institutions for training materials and approaches to training. A number of IOI courses are, no doubt, fulfilling this role. Here again, determination of regional needs has not been undertaken as a concerted effort but it should be as part of the "needs" study.

40. The introduction of the TRAIN-X approach, through the workshops held in Rolle and Stony Brook, and as mentioned above, is contributing to putting IOI training courses on a more sound, pedagogical basis. At the same time, relationship between the Train-Sea-Coast approach and other pedagogical methods that might be used in course development is not appreciated by everyone concerned, including some Directors. While some have seen the advantage and are moving ahead with haste (some IOI Centres are also Train-Sea-Coast Centres), in the minds of others there is a conflict between the TRAIN-X approach, the traditional IOI workshop approach and other approaches. There is certainly a genuine conflict in the time-frames required for adequate preparation of a Train-Sea-Coast module and the more traditional IOI workshop. This means Centre Directors are continually faced with judging the trade-offs in making the decision to improve the pedagogical approach to courses which requires a longer time-frame, and meeting the deadlines required by the project, which have a much shorter time-frame. Resolution of a number of these issues could be speeded up if

there were more involvement of the Train-Sea-Coast Coordinating Unit, and others who have been trained in the TRAIN-X or other pedagogical methods, in assisting the IOI Centres prepare their course materials.

Action 6: it is suggested that the CU Unit of the Train-Sea-Coast network and others trained in course development participate regularly and more often in the course preparation efforts of the centres so that the overall approach of IOI in preparing course materials at the global and regional level is rationalized.

41. The "library exchange" foreseen by project has not yet become routine and would be facilitated by speeding up the effort to improve the "electronic networking" foreseen by the project; but at the same time experience has shown that for some centres it is already routinely possible to access the coastal ocean management related information needed for course development and other IOI activities through a number of sources independently. Therefore the provision for "library exchange" in the project needs to be reassessed.

Action 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.

Institutional Structure

42. The basic institutional structure of IOI and its Centres as outlined in the project document seems sound and to a great extent is being complied with. Regional centres have been established, Directors appointed and agreements with host institutions in the regions have proceeded. At the same time there are misunderstandings concerning the relative independence of Regional Centres from IOI globally; and some misperceptions about the IOI philosophy and approach and what IOI is trying specifically to achieve. A number of persons associated with IOI Centres are not familiar with the UNDP project's aims, or its overall scope. The regular meetings of the IOI Regional Directors, together with some IOI Board Members have contributed to the exchange of ideas, fostering collaboration between the regional centres and clarifying what courses are to be offered. However, until now the overall "vision", perceived *niche* and long term objectives for IOI rests mainly with the founder. This vision needs to be articulated and disseminated amongst the IOI Board, existing IOI centres, and in particular to potential and new IOI regional centres. This will help ensure that common aims are sought and a more coherent institutional approach is achieved. The aims of the UNDP project need to be widely promulgated as well.

Action 8: prepare a "vision" statement including an explanation of its context in relationship to UNCLOS, Agenda 21, related conventions, etc. and promulgate widely through the IOI network.; disseminate a summary of the UNDP project including its context, aims and intended outputs.

43. Participation by International Board Members of IOI remains passive; most of the effort is still highly dependent on the availability and energies of the founder of IOI to promote IOI's message, activities and approach. As IOI expands globally, International Board Members should play a more active role in contributing to, and providing "outreach", efforts to fund-raise, and in developing a "corporate strategy" for IOI and its regional centres.

Action 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.

44. In this regard, IOI should also consider "regionalizing" its Board to ensure there are strong linkages between the global and regional efforts. Some Board Members with links to the regional centres could play an important role of providing collaborative linkages with other programmes and for fund-raising. IOI headquarters should increase its own role in providing proactive leadership and advice on substantive issues to the regional centres between the regular meetings of the Directors and

Board. This could be achieved through more frequent missions to the centres by the Executive Director as well as by selected Board Members of IOI; and by producing and disseminating a "guide" on IOIs aims, strategy and goals, as well as an "operational" manual for IOI regional centres including their terms of reference, legal status, etc.

Action 10: prepare a "guide" on IOIs strategy and goals and an "operational manual" for use by new IOI Centres in establishing themselves.

Action 11: formulate a workplan and timetable for more frequent missions to IOI regional centres by the Executive Director, Founder and selected Board members .

Action 12: develop a plan for "regionalizing" the membership of the IOI Board, in particular taking into account the geographic distribution of IOI Centres.

45. The establishment of Advisory Committees was foreseen in the project document and the subsequent MOUs and MOAs. In some cases these are still too *ad hoc* and/or are seen to be more of a source of technical advice as needed during the development of course material or in the convening of already planned meetings. Effort should be given to formalize these Committees, they should meet on a regular basis, and they should be encouraged to contribute to the development of regional strategies, including components for outreach and fund raising. Obviously, the financial and planning implications of this suggestion will have to be taken into account.

Action 13: ensure that each centre establishes a formal Advisory Committee as foreseen in the project document which includes individuals that can actively assist the Directors in formulation and implementation of IOI regional activities.-

Action 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.

Host Institution/ IOI Agreements

46. Memoranda of Understanding exist for the four centres set up under the project. Each centre receives significant support from their host institution in terms of office space, staff secondments and other facilities. Only IOI-Suva and IOI-San Jose receive funds for some basic administrative support. Each Centre is developing a cadre of individuals who are actively contributing to IOI activities. The Centres are increasingly looked upon by host governments as important contributors to training and awareness on marine issues. At the same time the legal status of the IOI regionally as an independent legal entity is not very clear in any of the cases. The expiry or cancellation of an MOU for any one of the Centres would stop implementation of the project until a new arrangement could be made; the Centres do not seem to constitute a legal entity of IOI, in their own right, within the regions they serve. Steps need to be taken to clarify the legal status of IOI Centres as an independent institution in each of the regions in order to ensure they are less subject to the prevailing commitment and changes of fortunes of their hosts; this will contribute to their long-term viability once the UNDP/GEF project ends.

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

Sustainability

47. The sustainability of the continued development of training activities of the regional centres after

the termination of the project will depend on a number of factors. These include:

- a knowledge base that is useful to clients;
- quality of the course materials;
- institutional support by host institutions;
- capacity to deliver;
- sufficient clientele; and
- funds.

48. The certainty that these factors will prevail by the time the UNDP project terminates is difficult to judge partly because the factors will vary from region to region.

49. For the most part the commitment by host institutions is for the long-term and there is certainly a need for training marine and coastal managers in each of the regions represented. Gradually, the quality of the course materials is improving and the Centres are becoming increasingly recognized as important regional institutions.

50. An area for concern is future sources of funds for scholarships. Project funds are at present a main source of scholarships. Some students are sponsored from other sources. But all Centres agree that it will be difficult for either individual students, or institutions and governments, to pay for scholarships; it is therefore unlikely that courses can be sustained on the basis of fee paying participants because most students come from countries and institutions that do not have the funds. Such funds for the most part will have to be raised from other sources. There are exceptions, but these are not without complication. For example, while the Government of India has indicated it will continue to sponsor its own nationals to attend the courses arranged by IOI-Madras, it is not in a position to sponsor students from other parts of the region, nor is it able to provide scholarships for nationals to attend courses arranged by other IOI Centres.

51. In addition, there is a limit to the cash and in-kind contributions that can be sustained by the host institutions over the long-term unless the institutions can eventually see some direct benefits accruing to its institutions, or that the courses are self-sufficient.

52. The assurance of funding outside of the UNDP project is highly variable, and depends to a great extent on the abilities of IOI to raise funds globally. Given the short time left before the project terminates it would behove IOI, its Board and Directors to develop a financial strategy and plan for each of the Centres that would ensure sustainability.

Action 16: a financial plan for ensuring continuity of the work of the Centres after the termination of the project should be formulated and implemented as soon as possible.

Inputs from Project Partners; and

Project Execution Arrangements

53. IOI Headquarters has contributed to rationalising project administration and control during the initial project period through exchanges with the Regional Offices and in convening coordination meetings that have helped in the preparation of workplans and budgets. In the future more effort is needed to ensure that the centres are made aware of bureaucratic and administrative procedures in order to avoid mis-understandings about what is required for the centres to implement workplans and administer budgets, in particular with respect to UNDP-UN/OPS procedures. On their part, the centres would be advised to develop, perhaps with the intervention of UNDP/STAPSD and UN/OPS, more formal contacts with their adjacent UNDP Offices in order to become better acquainted with UN style administrative procedures. In some cases it appears that unnecessary delays have occurred in

transfer of funds or purchase of equipment simply because of lack of information about specific procedures, or other misunderstandings.

Action 17: prepare a brief note describing operational procedures to be followed for the administration and implementation of the GEF project and for others where appropriate.

54. UNDP/STAPSD has actively participated in overseeing the implementation of the project. This has been through regular attendance at meetings of IOI Directors, Course Developers and through active liaison with the project implementors. Most notable has been the effort to promote improvements in developing a more systematic approach to courses by encouraging the introduction of TRAIN-X methods. This effort should, and is assumed will, continue. In this respect, more encouragement should be given to the TRAIN-SEA-COAST CU to become involved in the "needs analysis" and in more concerted programming of course development recommended elsewhere. This will help overcome some of the confusion that presently exists and also help elicit more of a commitment by the Centres to become active components of the TRAIN-X network, rather than seeing such involvement as extra work, a feeling which prevails.

Action 18: TRAIN-SEA-COAST to become more actively involved in development of training materials on a region-by-region basis by participating in the implementation of the "needs" analysis recommended above and in programming.

55. The communication, networking and exchange of materials between centres (especially in the exchange of teaching materials between India and Fiji and other centres) is increasing but more effort by IOI headquarters needs to be expended in improving the facility for more frequent, routine contacts for consultation and advice. This could be accomplished through establishing further e-mail linkages which at present are limited to some centres but most important are not available, routinely, in Malta. More frequent personal exchanges between Malta and the centres and between centres would also help.

Action 19: take steps to improve the routine communications linkages between the centres and IOI Headquarters, in particular by establishment of e-mail linkages where appropriate (especially Malta), and more frequent use of conference calls involving the regional centres.

III. OTHER ISSUES

56. There are a number of issues related to the success of the project which do not fit conveniently within the material presented in Section II which addresses the Terms of Reference of the evaluation specifically.

Collaboration with other Institutions

57. The project foresees regular linkages and collaboration between the IOI regional centres and other international programmes. Specifically mentioned are the Regional Seas (Conventions), IOC, FAO, etc. The need to establish such linkages has been recognized during the formulation and adoption of the project and has been discussed during several meetings of the Directors and the IOI Board. To date however, practically little effort has been undertaken to establish such linkages. Collaboration has been limited to provision of some inputs by other programmes into some IOI courses (mainly through sponsoring lectures on certain topics or providing scholarships for a limited number of participants). There has been an occasional effort to establish cooperation between, for example, the Regional Seas Programmes in the Pacific and South Asia, but these have not been followed up, and it is apparent that the parties to those discussions were not familiar with the collaboration foreseen within the project document; nor did they conceive of the potential for collaboration. In some cases

there was a clear lack of will to do so because of perceived competition between the organizations. This situation is already leading to a duplication of effort. For example the Regional Seas Programme is convening a series of Coastal Zone Management workshops that are similar to those planned to be prepared by IOI within the context of the UNDP project; both parties could benefit from a collaborative approach, including for raising funds.

58. An immediate effort needs to be made to initiate an organized approach to establishing collaboration with other regional programmes. Regional Seas Programmes should be given high priority not only because they are based on needs already identified by governments in a number of regions corresponding to those of concern to IOI regional centres, but also because of the long-term viability of activities that would be provided through association with the regional conventions that are linked to obligations under UNCLOS and other international treaties. Since a number of international agencies like IOC, IMO, WMO, etc. already have collaborative linkages with regional seas conventions and activities, IOI could form alliances with these bodies through the same regional seas networks and channels of cooperation. This would provide a more immediate regional outreach than that which can be achieved in the life of the project by IOI centres depending on their own networks of alumni. UNDP should use its good offices to assist in this regard where appropriate, eg through other UNDP projects on biodiversity, international waters, and coastal zone management related activities for which there are linkages with regional seas conventions already.

Action 20: IOI Headquarters and IOI regional Directors should establish contact with UNEP/OCA-PAC and subsequently the appropriate coordinators for specific regional seas (especially for SPREP, West Africa, wider Caribbean and the wider Indian Ocean and Asia) and agree on a mechanism, activities and steps for ensuring future collaboration.

Action 21: in cooperation with UNDP carry out an analysis of UNDP activities and projects that are potentially related to IOI activities and determine how collaborative linkages between these and IOI might be forged.

Policy Research

59. The project foresees a component for policy research. At the moment it is being largely undertaken by IOI in Halifax, through the efforts of the founder. The centres supported by the UNDP project have not yet undertaken a substantive effort in this area, and need to do so during the remaining project period.

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

Evaluation of Courses and Workshops

60. Appendix L of the project document lays out procedures for ensuring that the standards of the courses are of highest quality. The responsibility for this is assigned to the Course Development Committee which has been established within the context of the project and meets regularly. The focus of this component of the work of the Committee has been on evaluating and approving proposed courses.

61. In addition to evaluating proposed courses it would seem prudent to initiate a process for evaluating courses that have actually taken place. In the past IOI has conducted regular surveys of the reactions of course participants, and these have been valuable. It is suggested that the evaluation exercise now move beyond this and develop a set of rigorous criteria for evaluating courses not just in terms of the immediate reactions of participants, but by determining the longer-term influence that attendance at the course has had on participants in their own careers as well as the impact the course has had in improving their ability to bring about better management of marine resources in keeping

with the development objective of the project.

Action 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.

Volunteerism

62. For the most part staff, and in particular, academic staff of the centres are provided as a counter part contribution by the host institution. In some cases the involvement of staff is by secondment, for others a per centage of time allocated to IOI activities is considered as a legitimate pursuit and some people actually donate time in the same way they would to a professional, but not paid-for volunteer effort, because they are interested. There are two areas where this is of concern to the timely implementation of the project.

63. First, most academics continue to be employed on the basis of their success not only as teachers but also to a degree on basis of their contributions to their professional fields of endeavor. While it may be unfortunate, the latter is judged on the basis of publications and related efforts. The need to achieve such recognition by doing academic research and producing the results is in competition with the time it takes to be involved in preparing for and participating in IOI activities which may be considered a legitimate endeavor, but which normally would not be considered by "peers" charged with reviewing an individuals achievements. The move to integrate IOI courses with those of academic institutions can help to alleviate the conflict. Second, the time-frames for the usual IOI course preparation (and the project workplan) are much shorter (weeks/months) than they are for most academic courses (two years is typical) which makes the integration mentioned above more difficult. In the long-term, IOI will have to take this into account in planning its own programme of courses both in terms of quality and the availability of individuals who can devote the time needed. This should be part of the overall strategy and programming mentioned in Section II.

IV. CONCLUSIONS

Mid-term Progress

64. The project has made good progress in the establishment of the infrastructure for the four centres. Centres have been established in Dakar, Suva, Madras, and San Jose (Costa Rica). The four Directors are committed individuals, each with a sound institutional base and potential for outreach on a regional and global basis. The host institutions for each of the four centres have entered into formal agreements with IOI and through these are providing a considerable amount of office space, administrative support and staff-time for the Directors to look after IOI affairs. Mid-way through the project it is clear that of the funds available to implement the overall IOI programme of activities only a portion are coming from UNDP sources. A high percentage of the project funds are being used for fellowships for course participants and for networking and consultative meetings at the Board and Director level. At the same time it is also clear that IOIs current level of activity could not be sustained without the UNDP project funding.

65. With respect to course development and outreach, there has been notable progress in the development of course materials and the number of individuals attending training courses. Particularly significant has been the progress achieved in providing a sound pedagogical basis for the courses through the gradual adoption of TRAIN-X methodology and employing a more integrated and consolidated approach to the traditional IOI courses. Some outstanding course materials have been developed (eg, the Coastal Resource Economics Course by IOI-Suva) that have potential for wide use by institutions within and outside the IOI network. The "decision-makers" seminars have already played a role in catalyzing the establishment of a national cabinet-level committee in Fiji to serve as an

integrating mechanism for dealing with ocean and coastal issues, and the establishment of a multi-sectoral, integrated programme on oceans within the University of San Jose. The exchange of experience as well as course materials between the centres supported by the project is increasing to their own benefit, but also to the benefit of the IOI system as a whole.

66. IOI Headquarters has played a pivotal role in convening coordination and course planning meetings at the Director level. The IOI founder has been the major source of policy advice and in funding-raising initiatives. IOI Headquarters in collaboration with UN/OPS has also established sound project implementation procedures including for budgeting of regional workplans, for acquiring equipment and for funding fellowships.

The Future

67. Some immediate objectives and areas of activity have not progressed as foreseen and need to receive attention during the remainder of the project.

68. The establishment of the new centres has led to increased demands for course materials and support from IOI Headquarters. The twice yearly meetings of the Directors and IOI Board has been the main vehicle for addressing these issues, but this approach is no longer adequate. A more hands-on approach to collaboration between IOI Headquarters needs to be pursued to assist the centres in formulating regional priorities and programmes that are compatible with the vision and approach of IOI and as explicitly stated in the project document.

69. The main output foreseen to be catalyzed by the project, the establishment of the four centres, is somewhat narrower in scope than the overall set of activities being undertaken by IOI globally, which the project document implies are already well in-hand. The two main examples are the lead role IOI is playing in convening a series of regional consultations of the World Commission on Oceans and the preparation of its report for the UN Commission on Sustainable Development for 1996, and a meeting of *Pacem in Maribus* which is planned to be held in San Jose in late 1995 (one was already convened with the assistance of IOI-Madras during the project period). Some of the centres involved in these events are already at risk of spreading their efforts too thin. There is an opportunity cost in that less effort is concentrated on activities that contribute to course development and implementation and ensuring the long term financial viability of the centres. This is a particularly important consideration for Centres that are in the formative stages of their establishment and evolution.

70. The regional outreach of the centres is still limited and needs to be extended in order to ensure that their role is relevant to regional and national requirements for training. While IOI-Suva and IOI-Madras have begun to develop their regional scope, efforts have been more passive than vigorously proactive; IOI-San Jose and IOI-Dakar have not begun to develop a regional scope but are still concentrating on defining their role within their own institutions and nationally.

71. The establishment of strong linkages and coordination with other regional programmes such as those under the auspices of Regional Seas Conventions, IOC/Unesco and FAO has not really developed as much as implied by the stated intentions of the project document. While some of these programmes exchange information and support some IOI training activities, active collaboration in planning and convening of training programmes does not take place as a regular feature.

72. The establishment of Advisory Committees for the new centres that play the active role defined in the project document has only been partially achieved. The extent to which regional Advisory Committees have aided the centres in developing regional programmes of activities, outreach and fund-raising has been fairly limited; the focus has mainly been on technical advice. The centres still remain highly dependent on IOI Headquarters, but in particular on the IOI founder, as a source of guidance and for fund-raising. The IOI Board plays a passive rather than a proactive role in assisting in

the implementation of IOIs global programme of activities including the UNDP project and in fund-raising.

Conclusions and Prospects

73. As outlined above there have been some notable achievements brought about by the project in terms of the establishment of the Centres and the development of good pedagogical materials for courses and workshops. At the same time a number of activities foreseen by the project are not proceeding within the time frame of the project, an issue which needs to be addressed. In the opinion of the evaluator this situation can be rectified by IOI Headquarters and the regional centres if more attention is focussed on the specified outputs of the project, ie, "self-sufficient permanent operational centres capable of 1300 participant weeks of training a per year", and "course development". This implies more effort on ensuring better linkages with other institutions as foreseen in the project document and in ensuring that funds are available for continuing the activities initiated through the project by the time of its termination. **This refocussing implies there would be less effort by centres to implement global IOI activities during their formative stages.**

**EXTERNAL EVALUATION
of
SUPPORT FOR REGIONAL OCEANS TRAINING PROGRAMMES**

UNDP Project GLO/91/G33/E/IG/31

Annex 1: Terms of Reference

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 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 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 centers (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.

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Annex 2: IOI Dakar

ANNEX 2: IOI-DAKAR, SENEGAL

Forward

1. The mission to Senegal took place from 10-12 May 1995. A full day was spent with the Director of IOI during which all aspects of the project were reviewed and discussed. In addition, discussions were held with several staff and officers of the two host institutions that are associated with the activities of the IOI Centre. Meetings were also held with the Regional Coordinator of the UNESCO COMARAF Project and the Coordinator of the UNEP/FAO Project (WACAF/2) implemented as part of the Action Plan for West and Central Africa of the UNEP Regional Seas Programme (the latter meeting was held in Nairobi during the UNEP Governing Council). The facilities of the Centre that could be used for seminars and other meetings were also visited.

Institutional Arrangements

2. IOI-Dakar is based at the Centre de Recherches Oceanographiques de Dakar-Thiaroye (CRODT) located on the outskirts of Dakar at Thiaroye. The Director of the Centre, Dr. Diafara Toure, serves as the Director of IOI-Dakar. CRODT is a component programme of the Institute Senegalaise de Recherches Agricole (ISRA). CRODT has the mandate within ISRA to implement projects concerning marine and coastal issues. A memorandum of understanding between CRODT, ISRA and IOI establishing IOI-Dakar was signed in June 1994. A Regional Council has been established and is made of representatives of CRODT, ISRA, COMRAF, the University, the African Institute for Management Studies, and the African Institute for Development Economics and Planning.

3. The CRODT has facilities for holding seminars and courses for about 20 persons. The infrastructure of the Centre includes library, research facilities, and sufficient research and administrative staff to support seminars and courses of this size.

4. The CRODT maintains linkages with a number of institutions such as the Cheikh Ant Diop University, the African Regional Centre for Technology, the UN Institute for Economic Development and Planning and several others. There are active coastal zone management projects underway in the Centre including one supported through ORSTOM. CRODT has also participated in the regional marine pollution project of the Action Plan for West and Central Africa being implemented in cooperation with FAO under the UNEP Regional Seas Programme.

Training Materials

5. The approach that is being taken for the preparation of courses is, to the extent possible, to draw upon the training materials that have been prepared by other IOI Centres, in particular IOI-Madras and IOI-Suva. During the mission, preparations were being made for a two week coastal zone management course/seminar. Fourteen persons from CRODT, the University,

COMRAF and other institutions have formed a steering committee for the purpose of adapting materials prepared by IOI-Madras and will take part in presenting lectures.

6. There are two challenges that IOI-Dakar must address in the adaptation of materials prepared in other IOI Centres. First, the courses will for the most part be conducted in the French language; thus the English language materials prepared by other Centres will not be easily understood by the majority of the participants who will be francophone. Second, the coastal zone assessments and institutional approaches for coastal zone management in West Africa will not be the same as those for other parts of the world; thus the case study materials and references that have been compiled for the Pacific and South Asia will have to be supplemented with material that demonstrates the conditions and experiences to be expected for West Africa.

7. Given the constraints of language IOI-Dakar will most likely place an emphasis on francophone Africa. Taking this situation into account, IOI may wish to consider establishing another Centre in Africa which can service Anglophone Africa. In addition, while some of the materials prepared by other IOI Centres will continue to be relevant to the IOI-Dakar courses and seminars, a special effort should be made to prepare course materials in the French language and which are specifically based on the marine and coastal issues specific to Africa.

8. With respect to preparation of materials conforming to the Train-Sea-Coast exercise, the Director has assigned two persons to follow-up on that exercise. The two thematic areas for developing these materials are maritime legislation and problems of fisheries. The materials are planned to be completed in 1995 and 1996 respectively. The Train-Sea-Coast exercise is being pursued in parallel with the preparation of more traditional IOI courses. The Director has assigned two persons each to work on the Train-Sea-Coast and the IOI courses. During the discussions with the Director it was apparent that for the time being the intention was to treat the two exercises independently, but gradually integrate them on the basis of experience and as the Centre became better established. The Director participated in the Train-Sea-Coast exercise in Stony Brook in January 1995 and had established a dialogue with the coordinating unit in New York and felt that for the time-being the approach of following a parallel development of activities was the best way forward since it would take more time to prepare for Train-Sea-Coast courses.

9. Contacts and networking with the IOI Centres in India and Fiji for the exchange of training materials and experiences seemed to be in the early stages of development.

Outreach

10. CRODT has been responsible for a number of training exercises during the period of 1990-1993. These have included a four week course on fisheries stock assessment (sponsored by ICOD), a course on remote sensing and two workshops on artisanal fisheries and biodiversity. Over 200 participants from many countries in Africa and elsewhere participated in these exercises. Thus CRODT will provide a direct channel for IOI outreach as it begins to convene workshops and courses as part of the IOI network of Centres.

11. Indirect outreach is foreseen in the current operational plan for the Centre to be provided through the collaboration that CRODT has with other institutions including the University, the Regional African Centre for Technology, the UN African Institute for Economic Development and the UNESCO/ UNDP COMRAF project. For the latter, there are designated coordinators for 13 African countries.

12. At the time of the mission, there had not been enough experience gained from convening courses and seminars to assess the extent to which the foreseen outreach and collaboration with other institutions was being achieved.

13. The project document states that contact and collaboration with various Regional Seas Action Plans and Conventions will be strengthened. While CRODT has been involved in implementing a regional project (WACAF 4) which is under the auspices of the Action Plan for West and Central Africa (Abidjan Convention). However until now, practically no collaborative contacts have been made between IOI-Dakar and those responsible for the Regional Seas Programme. Such contacts should be established as soon as possible since there is an intention on the part of UNEP/OCA-PAC to conduct coastal zone management workshops in a number of the regional seas areas for which it has responsibility, including West Africa.

Sustainability

14. IOI-Dakar has only been formally established for about one-year. While the host institution and the government have entered into an agreement with IOI a secure relationship based on collaborative experience still has to be established. For its part, the CRODT is providing infrastructure and staff to carry out the agreed IOI programme, but at the moment remains dependent on UNDP project funds in order to carry on. Other funding sources have not been sought to date. In discussions with the Director a number of ideas for alternate sources of funding were discussed including the GEF (International Waters, Biodiversity), the European Union and bilateral assistance programmes of Canada, Switzerland, France and the Netherlands all of which are supporting coastal zone management and fisheries activities in West Africa. Given the short time before the project is to be formally completed a special effort should be made by IOI to develop a funding strategy for IOI-Dakar.

Other Issues

15. At the time of the mission, there were still some administrative difficulties in transferring funds from IOI in Malta to IOI-Dakar for the purpose of convening the Coastal Zone Management course. Subsequent discussions in Malta indicated that these problems had been solved and that a system for future transfers of funds that would avoid such problems had been worked out.

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Annex 3: IOI San Jose

ANNEX 3: IOI-San Jose

Forward

1. The mission to San Jose took place from 8-12 June 1995. During the period meetings were held with the Director to review the status of implementation of the project as well as with his staff. In addition, meetings were held with nine other persons mostly members of the staff of the National University that are involved with the IOI-San Jose activities, the Director of the School of International Relations and the Dean of the Faculty of Exact and Natural Sciences. Visits were also made to projects on fisheries and remote sensing, and to the Law and International Relations Programmes. Discussions were also held with the Director of the Earth Council (Alicia Barcena, an IOI Board Member) and staff of the Biology Department of the University of Costa Rica

Institutional Arrangements

2. IOI-San Jose is established within the National University of Costa Rica where the Director holds a position. At the time of the mission, however, IOI-San Jose was located in an office which was being loaned by the Physics Department. A more permanent location still has to be sought.
3. The University allows the Director to spend considerable time (over one-half) on IOI activities. Other staff are also working with IOI on a voluntary basis. IOI-San Jose does have some budget provision for administrative staff.
4. A memorandum of Understanding between IOI and the University on the one hand and IOI and the Government of Costa Rica on the other had been drafted and apparently agreed to in terms of content. It seems however that at least the latter document is still pending signature. Thus while the Centre has a temporary facility and access to the infrastructure of the University, an effort needs to be made to finalize the details of the arrangement including the official status of IOI. In this regard, one approach which is being considered is to establish IOI regionally as a "foundation" which the University could run as a "servicio prestacion".
5. The Dean of the Faculty of Exact Sciences indicated that the long-term plan is to formulate and develop the IOI courses in a way that they could become an integral part of the curricula of the University. In this way, participants in these future courses could be given university credit and at least the courses and workshops of IOI could be considered as a University programme. An additional aim is to develop the IOI courses in a way which fosters a cross-sectoral, integrated approach utilizing the facilities and skills of a number of university departments and disciplines. This approach is considered to be particularly appropriate for courses and workshops on integrated coastal area management.
6. A formal Regional Advisory Group has not yet been established as foreseen in the project document. The reasons given for this were that it was felt that to establish such a group would require unnecessary bureaucracy and therefore expense. The approach that has

been adopted is to seek advice on an *ad hoc* basis, depending on the needs at hand. The evaluator felt that the Advisory Committee was seen more as one to provide technical advice, rather than one which could be helpful in fund-raising and outreach on a regional basis. Even though a Board Member of IOI is located in San Jose and heads a marine-related NGO with a global perspective, there has been little contact between that person and the Centre. Since this approach is clearly divergent from that foreseen in the project document, IOI needs to review the situation, both from the point of view of substance and the financial implications and determine whether the present course of action is appropriate.

Training Materials

8. By the time of the mission, IOI-San Jose had held a "leaders" seminar for which background materials had been prepared by presentors. Topic material includes information on physical and biological characteristics of coastal and ocean areas, marine pollution, fisheries biology, fisheries legislation, mariculture and socio-economics of industrial and artisan fisheries. One of the experiences gained was that the seminar presented a largely Costa Rican point of view; in the future it is foreseen that more effort will have to be given in preparations to ensure that a broader point of view and experience from central and latin America is incorporated.

9. On the basis of the original project plan proposals for 7 workshops were prepared and submitted to the IOI for consideration. For the time-being, 2 or 3 courses will be developed on principles of ocean management, policy and law, climate change and on applications of satellite imagery. These will be developed using the Train-X approach and the intention is to integrate these courses into the University curriculum. In this regard, one of the difficulties is that the lead time for fully integrating a course is about two years; at the same time, when this is achieved it means that the course and its training materials will have been provided by the University as in-kind support to IOI activities.

10. There is the impression, that for the time-being, IOI-San Jose is relying almost entirely on the National University for resources including resource persons. At the same time there are a number of persons located within other institutions both in Cosa Rica and elsewhere in central America that would be interested in contributing to the IOI activities. During the development of materials for the planned courses, the Centre should make an effort to draw upon such expertise.

11. On the basis of the limited amount of course material produced so far, it is not possible to make other than a superficial evaluation of the quality of the course material.

Outreach

12. The foregoing discussions gives some implication concerning the regional outreach of IOI-San Jose. In fairness, the programme is only in its beginnings so it is difficult to judge what the eventual extent of the IOI network in the region will be. Two points are worth mentioning.

13. It was foreseen by the project that the IOI collaboration with regional seas conventions and action plans would be strengthened. The appropriate action plans and conventions for IOI-San Jose are (i) the Action Plan for the Wider Caribbean and the

Cartegena Convention (Secretariat operated by UNEP in Jamaica) and (ii) the Action Plan for the South East Pacific and the Lima Convention (Secretariat operated by CPPS). Until now, no working contacts have been established with these action plans or conventions. In addition, there are a number of marine and coastal programmes and projects being implemented under the auspices of several international bodies such as IOC, Unesco, FAO and others. In addition, several global NGOs are implementing coastal zone management related activities in the region including WWF and IJCN. For the time-being, little contact has been established between the IOI-San Jose and the programmes and activities just mentioned. Since many of these activities have provided experiences that would benefit IOI courses, contacts should be established with the appropriate sponsoring organizations as soon as possible in order to seek collaboration.

14. A second observation is that the geo-political situation with respect to coastal zone issues in the region is very complex. Yet, as mentioned above there is so far a tendency for IOI-San Jose to draw on expertise mostly from the faculty of the National University. The risk is that potential participants from other countries of the region may assume that a Costa Rican point of view is being promulgated and therefore may be less motivated to attend courses. The Centre will have to address this issue as it prepares course material and convenes courses and seminars. A formally established regional advisory board with broad representation from the region would help this process. In this respect there should be more inputs from the Train-Sea-Coast Coordinator and in turn from other institutions in that network.

Sustainability

15. By integrating the course activities of IOI into its own curricula the National University will contribute to ensuring the long-term sustainability of IOI-San Jose. However this will take time to accomplish. Already mentioned is the fact that it takes about two years from the agreement on the concept of a course, and its formulation and inception. Thus the courses under development at the moment will not be integrated into the curricula until 1997, which is more than a full year after the present project is scheduled to be completed. In the meantime the in-kind contribution of staff time for developing such courses will have to be born by either IOI or the University, or both. Apparently there is some financial support from the project for course development, and the administrative support provided through the project also contributes. Thus, the present sustainability of the project depends on the University continuing to support the formulation and adoption of IOI courses, and on funds provided through the project. This situation should be reviewed by IOI with the view to seeking alternate sources of financial support for the period after the completion of the present UNDP project.

16. Given the above situation effort should be expended to articulate a framework for the IOI regional programme of activities and to use this as a basis to for seeking funds. Since the University receives funds from a number of sources in Germany, the Netherlands, Denmark and Norway, it may be that the support could be extended to cover some of the IOI activities in the Region. Other sources should be sought as well, for example through collaboration with the programmes mentioned in 13 above.

Other Issues

17. There seems to have been a number of misunderstandings between IOI-San Jose and the IOI headquarters. Part of this was due to the fact that it was originally foreseen that the Centre was originally planned to be established in Colombia. When this did not transpire and San Jose was chosen as the location for the Centre instead, it meant that the framework for activities of the Centre had to be rethought and rescheduled. It took some time for a the Director and his associates to become acquainted with the frame of reference and operating procedures of IOI globally, and to become conversant with the UNDP project aims and expected outputs. Thus, the Centre in San Jose has only been confident of its way forward for the last few months to a year.

18. Related to the above there seems to be some inconsistency in the IOI network of Centres about what does and does not constitute an IOI course. Thus the Director felt that some of the 7 proposals submitted to IOI for endorsement were turned down as being inappropriate while at the same time other centres were holding similar courses or seminars under the IOI imprimatur. This situation now seems to be working itself out.

19. One of the main problems perceived by the evaluator was that a great deal of effort is being expended in preparing for a Pacim In Maribus(PIM) meeting which is scheduled for December 1995. While this is a global activity of IOI, a major responsibility for arranging the conference is falling on the Director. The time spent on the PIM meeting is in direct competition with the Centres workplan for developing course material and planning for courses. This will cause delays in meeting the deadlines of the IOI-San Jose workplan. Some additional assistance should be provided by IOI in Malta; more effort should be made to recruit assistance from outside the National University network. Assistance of the IOI Board Member based in San Jose (Alicia Barcena) should be sought.

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Annex 4: IOI Madras

ANNEX 4: IOI-Madras

Forward

- 1. The mission to Madras took place during the period 21-23 May 1995. During the period a general briefing on progress of the project was held with the Director and his staff. In addition, discussions were held with 13 other persons. These included a number of staff from the Indian Institute of Technology who have been associated with the convening of IOI courses and seminars; also included were several alumni of previous IOI-Madras courses. Relevant to IOI-Madras is a meeting that was held with Alumni of the IOI-Madras course on Coastal Zone Management from the Pacific Region (the meeting took place at the University of the South Pacific in Fiji).**
- 2. A meeting was held with Dr. M.S. Swaminathan who Chairs the Regional Advisory Group for the Centre. Visits were also made to the facilities of the Ocean Engineering Centre, Department of Humanities and Social Sciences, the National Institute of Ocean Technology and the MS Swaminathan Research Foundation.**

Institutional Arrangements

- 3. IOI-Madras is located at the Indian Institute of Technology and was established there in 1992 on the basis of an agreement with IOI. In addition to the Director, there are two Programme Coordinators and a small team (4) of staff to provide secretarial, administrative and data base services. The offices for the Centre are located in the new ICSR Building. On the IIT campus there are meeting rooms and guest accomodation.**
- 4. For the preparation of course materials and conducting workshops and seminars, the Centre draws primarily upon staff of IIT, in particular the Ocean Engineering Centre, the National Institute of Ocean Technology and the Department of Humanities and Social Sciences.**
- 5. The IIT is recognized as a centre of excellence by state and national government institutions and they are therefore committed to using the institution as a centre for training. IOI courses and seminars enjoy the same recognition.**

Training Materials

- 6. Of the four Centres established under the UNDP project, IOI-Madras has probably produced the most extensive package of training materials. During the period between 1992 and the time of the mission in mid-1995 the Centre had conducted about 11 courses with approximately 360 participants. During 1995 two more courses are planned. The number of participants is expected to increase by about 20% over the life of the UNDP project.**
- 7. The courses have mainly been on coastal zone management, marine technology managment, marine environmental policy and non-living resources. In addition the Centre arranged for the XXII Pacem in Maribus annual conference the was held in December of 1994.**
- 8. Until recently, the courses and workshops have followed the traditional approach for IOI courses globally. That approach is to base the courses on a series of lectures by a number of individuals. In a typical course of 5 weeks 10 or more lecturers may be involved. Lectures are interspersed with field trips or demonstrations of activities being carried out by varous departments of the IIT (eg the Ocean Engineering Centre).**
- 9. Background reading material for the courses has largely been made up of articles from the published literature. In some cases notes of individual lecturers are made available.**
- 10. In reviewing the material, the impress.ions is that the courses and workshops give a rather broad**

brush approach. The commonest observations of some alumni of the courses indicates that:

(i) the coordination between different lecturers on what they will present is often lacking with the result that there is repetition;

(ii) quite often, on the one hand the background material provided for reading is not covered during the course of lectures, and on the other hand, lectures are presented for which there is no background material provided;

(iii) material presented, particularly in coastal zone management workshops emphasized ocean engineering problems (wave energy calculations and design of coastal structures were mentioned) with less emphasis on biological and fisheries problems or on socio-economic problems. The field demonstrations had an emphasis on engineering problems as well, according to some alumni.

Notwithstanding the above observations, most students indicated that the participation in the courses had been beneficial and had helped them in their careers--mostly by providing information on areas of interest that with which they would not normally come into contact.

11. The Centre is now committed to developing new course materials using the Train-Sea-Coast methodological approach. At present course modules on "coastal zone management as a sustainable process" are under preparation. 66 modules are intended to be developed in two phases (35 and 31 respectively). Of the 35 modules under preparation for phase one, 20 have been completed. About 14 different persons are involved in the exercise so far. If the training course planned for June/July 1995 goes ahead it will be an opportunity to test the success of the new approach

12. The move to Train-Sea-Coast approaches is a welcome development for two reasons. It will help to overcome some of the criticisms that alumni raised about previous courses and it will make it easier for other IOI Centres to adapt the prepared courses to their own situations, since the pedagogical approach means the presentation of material is less dependent on the approach of the individual presenter.

Outreach

13. While exact figures were not available for the evaluator it is estimated that a majority of the participants in IOI-Madras courses are from India. Other countries of the region from which participants came included, for example, China, Egypt, Kenya, Fiji, Ethiopia, Korea, Sierra Leone, the Philippines and Sri Lanka. To some extent, the reason that IOI-Madras has attracted participants from a broad spectrum of Indian Ocean, South Asian and Asian countries has been due to the fact that it has been associated with IOI for several years longer than the other Centres established under the auspices of the UNDP project. In fact it was covering courses before the UNDP project was initiated. As a result it has benefitted from the outreach of IOI globally; until now, one of the main avenues of soliciting participation in courses and workshops has been through the already established network of IOI alumni.

14. IOI-Madras has gained the confidence of the government of India and several state governments for its ability to provide training for professional staff in government departments. Within the Indian context therefore the outreach of the Centre is fairly satisfactory.

15. To some extent IIT is gradually establishing itself as an important training centre in the South Asian region, particularly in the thematic areas of ocean technology. This will augment the outreach of IOI-Madras. Notwithstanding this observation, the Centre will need to expend considerable effort to establish working relationships, in its own right, with other institutions of the region.

16. Representatives of IOI-Madras have participated in several regional activities of relevance to IOI. For example, representatives of IOI/ IIT participated in a regional meeting on coastal zone management for South Asia which was convened under the auspices of ESCAP and UNEP. This meeting was convened as a component of the activities being implemented in the context of the regional Action Plan

for South Asia as part of the Regional Seas Programme of UNEP. Given the fact that the UNDP project for support to the IOI Centres indicates that increased collaboration with the Regional Seas Action Plans and Conventions will be enhanced through the project it is important to note that in the case of the ESCAP/UNEP meeting neither the representative of IOI-Madras nor of UNEP-OCA/PAC made any explicit effort to exchange information or foster collaboration. It is suggested that IOI-Madras make contact with the UNEP Coordinator for South Asia (based at UNEP-Bangkok) and explore possible arrangements for future collaboration. This is particularly important given that the UNEP Regional Seas Programme intends to convene regional workshops on coastal zone management in the future.

17. In addition to the UNEP activities just mentioned, it is important to note that UNDP (in collaboration with IMO) is responsible for a GEF funded project on coastal zone management for Asia which has a coordinating unit in Manila. Possibilities for collaboration and coordination with this project should also be explored. So far this has not been considered. Other relevant projects on Large Marine Ecosystems and Marine Biodiversity are also being prepared for submission to the GEF.

Sustainability

18. IIT is committed to supporting the presence of IOI-Madras on its campus and the long-term prospects for continued in-kind support are reasonably certain.

19. As mentioned already, the Government of India has recognized IOI-Madras as a centre of excellence that can be used as a base for training professional staff of government departments and programmes. There is a similar recognition by state governments. This means that within the Indian national context there is a reasonable amount of security in that IOI-Madras can expect that Indian nationals will continue to participate in courses at government expense. At the same time, neither IOI-Madras nor the IIT have the funds to support non-Indian nationals to participate in its workshops and training courses.

20. In the context of the above observation, one of the challenges that IOI-Madras will have to meet is how to sustain itself in the regional context. At the moment, the UNDP project is providing the fellowships for non-Indian nationals to participate in its programmes. When the UNDP project closes, such funds will have to be obtained from other sources. Given that the project is to close within the next year, IOI and IOI-Madras should formulate a funding strategy for the future. In doing so some of the foreseen activities mentioned in paragraphs 16 and 17 should be kept in mind.

21. Most important, mentioned above are activities of UNEP/ESCAP and UNDP/IMO on coastal zone management in the Asian and South Asian Regions. As a point of departure for developing a funding strategy, IOI-Madras should make contact with these programmes and explore possibilities for collaboration. In addition contact should be made with the Indian Ocean Commission, the South Asian Cooperative Environment Programme (Colombo), and IOC/Unesco for the purpose of developing collaborative programmes.

Other Issues

22. By comparison to other IOI Centres supported through the UNDP project IOI-Madras is one of the most advanced in terms of output and preparation of course materials. At the same time more effort needs to be expended to follow-through with the transformation of the approach of courses and workshops from the more traditional IOI approach to the more pedagogically sound Train-Sea-Coast methodology. While this transition is becoming more intense there is still some tendency to resist change. The preparation of coastal zone management modules now under way and their utilization will facilitate the needed transition.

23. A common observation of the alumni of the IOI-Madras courses was that courses over 5 weeks are too long. They should be less than 5 weeks since many potential participants cannot leave their professional responsibilities for longer periods. The new Train-Sea-Coast courses should be prepared with this in mind.

24. An additional observation was that participants in the courses are not tested to ascertain the extent to which they have assimilated the material being presented in courses and workshops. As a result, it is felt that some of the participants do not really take the courses seriously and have a tendency to only concern themselves with those parts of the course for which they have an interest. Some of the alumni felt this resulted in a lot of absenteeism.

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Annex 5: IOI Suva

ANNEX 5: IOI-Suva

Forward

1. The mission to Suva took place during the period of June 2-7, 1995. During the period extensive meetings were held with the Director and the Coordinator. In addition, conferences and meetings were held with: (i) Train-Sea-Coast course developers; (ii) with the Director of Academic Planning and (iii) the Bursar of the University of the South Pacific; (iv) IOI Alumni of courses in Halifax, Malta, the South Pacific and Madras; (v) staff of the Fiji Fisheries; (vi) the Permanent Secretary of Fiji Foreign Affairs; (vii) the University of the South Pacific Extension Unit; and (viii) staff of the Department of Economics responsible for developing training modules on marine resource economics. A number of the Advisory Board Members for IOI-Suva participated in these meetings.
2. Other meetings were held with the Assistant Resident Representative of UNDP, the advisor to a local coastal zone management project and an NGO concerned with Women and Fisheries.

Institutional Arrangements

3. IOI-Suva is based at the University of the South Pacific. It is a cooperative venture with the Marine Studies Programme. The Centre is established under a Memorandum of Agreement with the University and a memorandum of understanding with the Government of Fiji. Formally it operates as an independent international NGO. Notwithstanding this arrangement, at the time of the mission, IOI-Suva was not registered as an NGO; so some question remains concerning whether it enjoys independent status or remains an adjunct to the University. For all practical purposes, the IOI-Suva Centre and its programme of activities are an integral part of the University of the South Pacific, in spite of the fact that it maintains an independent identity.
4. An Advisory Board for the Centre was established in 1993 and its membership consists of several officers and faculty from the University, the Ministry of Foreign Affairs and the Ministry of Agriculture, Forests and Fisheries.
5. Offices of IOI-Suva are co-located with the Marine Studies Programme of the University. The Director of IOI-Suva is also the Director of the Marine Studies Programme. He is assisted by a Coordinator, and the facilities of the Marine Studies Programme provide the basic infrastructure of the Centre. The UNDP project provides funds for the Coordinator.
6. The Centre has access to the critical mass of staff associated with the Marine Studies Programme. In addition it has established strong linkages with other departments and programmes of the University. Most notable, in addition to the Marine Studies Programme, are the relationships with the Economics Department and the Extension Education Programme.

Training Materials

7. IOI-Suva has produced training materials for 5 training courses since it was established in 1993. The courses have concerned marine science, management and development of fisheries, coastal zone management, traditional marine tenure, coralline algae and a leadership seminar. At present the Centre is revising course materials that were used for courses conducted in 1994. In addition it is finalizing the modules for a major course on coastal resource economics.
8. In addition to the above the Centre is working with the Extension Programme of the University to develop course materials for extension students of the University. The Extension Programme is a major programme of the University and development of training materials for "distance learning" is an area for which it has developed a special expertise and experience. This capability is something that would benefit the IOI global network of Centres.
9. The Centre is presently engaged in adapting the materials for some of its courses to the

Train-Sea-Coast methodological approach. Among these is the course on marine resource economics. This course was considered by the evaluator as the best model course developed by any of the IOI Centres, including those not supported by the UNDP project.

10. In addition to the training materials for courses and workshops, the Centre has supported some studies that have resulted in technical publications. Notable among these are the "Role of Women in Fisheries" a bibliography that was compiled by a local NGO concerned with that subject, and papers on Regional Seas Governance and South Pacific Regional Organizations in the Marine Sector which have been presented at various conferences and in the Pacem in Maribus annual meetings.

11. The Centre also maintains contacts with a number of projects in Fiji and the region for which it provides advice and information through training materials.

Outreach

12. Formally, the University of the South Pacific serves 12 Pacific Island nations. The student population is about 2500. In addition, there are 6000 part-time students that are serviced through a network of centres in 11 of the member countries.

13. In addition, the Marine Studies Programme maintains linkages with a number of regional and international programmes and institutions. These include:

- The South Pacific Commission
- The Forum Fisheries Agency
- The South Pacific Forum
- Australian International Development Assistance Bureau
- Canadian International Development Agency
- and others

14. An observation made by contacts during a number of meetings held during the mission was that within the Pacific Region there are many institutions engaged in similar activities and therefore a number of institutional jealousies arise. This is often not a simple matter of overlapping institutional mandates. Problems arise because of competition for obtaining projects for the region which are funded by external sources. As a result IOI-Suva and the University of the South Pacific must vie for funds from the same sources as some of the institutions mentioned above. In developing its network throughout the region IOI-Suva has to be sensitive to such difficulties.

15. It was foreseen when the UNDP project was formulated that strong linkages would be maintained with regional seas action plans and conventions. In this regard, the appropriate programme for the Pacific would be the South Pacific Regional Environment Programme (SPREP) and the Apia and South Pacific Conventions. So far a collaboration between the Centre and SPREP has not been established. This should be pursued, particularly since SPREP is responsible for a GEF funded UNDP project for the region on marine biodiversity and there is potential for collaboration. This situation was discussed with the UNDP Assistant Resident Representative and it was agreed that UNDP could help facilitate contacts.

16. The work of IOI-Suva has contributed greatly to providing a vehicle for IOI to make and impact in the Pacific region. Of the four centres established and supported through the UNDP project, IOI-Suva has been the most successful to-date in terms of outreach within its region. This is partly due to the fact that the Centre is located within the University which is already well established throughout the region, but it is mainly due to the caliber and enthusiastic efforts of the Director and his support team. The Suva Centre serves as a model for other IOI Centres.

Sustainability

16. There is a strong commitment on the part of the University to support the IOI Centre and its Director. The activities of the Centre are increasingly viewed as an adjunct to the University's programme of courses. In particular the IOI courses are seen as a vehicle for providing additional training for professionals already working in government and private sector institutions that are concerned with coastal and marine resource policies and management. It is foreseen that future participants in some IOI courses will be given University credit. There are discussions underway about establishing a masters degree programme that would be partly comprised of IOI course work.

17. A major component of the Centre's budget is allocated to providing fellowships for participants in IOI courses and workshops. Most governments of the region do not have the funds to provide fellowships for their nationals to participate in courses. Thus, at the moment, the sustainability of IOI-Suva, with respect to training activities, is highly dependent on the UNDP project. An effort should be undertaken to broaden the sources of financial support for participants in the project. Pursuing linkages with other regional programmes for which IOI-Suva could provide training packages would be a priority.

18. The University and IOI have succeeded in obtaining a commitment from Japanese sources for funds to improve the facilities of the Marine Studies Programme. The funding is at the level of approximately US\$10 million. At the time of the mission there were already discussions underway concerning how, and for what these funds would be allocated. A major component of the funding will go towards improving the infrastructure and facilities of the Programme, and therefore the IOI Centre, but it is foreseen that the some funds will contribute support for participation in courses and workshops.

20. The Government of Fiji is strongly committed to the establishment and work of IOI-Suva. The Deputy Permanent Secretary of the Ministry of Foreign Affairs is on the Regional Advisory Board.

Other Issues

19. Various staff of the University have contributed to the development and convening of IOI courses. In some cases IOI has contracted staff to prepare course materials, in others, the work has been done on a voluntary basis. While the IOI is co-located with the Marine Studies Programme, its work, as already mentioned, is still viewed as being independent from the University. Therefore, one of the difficulties faced by some of the staff is that the effort to support IOI has to be justified to the University. Since staff are encouraged to seek outside grants for activities related to the aims of the University, in the case of IOI contracts for developing courses there is justification. This means however that IOI must continually be concerned with raising the funds to support course development.

20. "Volunteer" work becomes more problematic. Generally, university staff are judged by their peers on the basis of the results of research they produce and publish and other contributions to their chosen field of endeavor. Course preparation is not usually seen as a form of professional contribution so it becomes difficult for university staff to volunteer their time if it is at the expense of conducting and reporting on research that will foster peer recognition.

20. In 1993, IOI-Suva, in collaboration with the Institute of Social and Administrative Studies, held a leader's seminar on "Regional Seas Governance in the 21st Century". Representatives of government ministries and programmes concerned with marine resources participated in the meeting. On the basis of discussions the participants recommended that "Fiji move away from a sectoral approach with respect to maritime issues towards a more comprehensive and nationally coordinated approach". On the basis of this recommendation Fiji has now established a cabinet level committee which deals with maritime policy issues. It is also concerned with guidelines for management of marine resources, human resource development, transfer of technology and the promotion of region-wide marine policies. It will serve as a model for other governments, not only in the Pacific region, but also elsewhere. The establishment of the Maritime Committee is a major achievement and IOI

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International Ocean Institute

Tel: +356 (-) 346528
+356 (-) 346529
Fax: +356 (-) 346502
Tlx: 1407 HIEDUC MW
Attention: IOI
Cables: INTEROCEAN

TELEFAX TRANSMISSION

Date: 8 November, 1995 **No. of pages:** 8 $\frac{1}{2}$

To: Mr. Philip Reynolds
Senior Programme Officer
STAPSD, UNDP
New York, USA

Fax: +1 (212) 906 6350

From: International Ocean Institute
Headquarters
MALTA

Fax: +356 (-) 346 502

My dear Phil,

As desired I am attaching herewith a copy of the action taken on Danny's Evaluation Report without the Annex. The whole lot was mailed to you (by Express) on 3 November.

Looking forward to meeting you in London.

Yours,

Att.

**ACTION TAKEN/PROPOSED TO BE TAKEN ON RECOMMENDATIONS
MADE BY DR. DANNY ELDER**

Recommendations made in the evaluation report of Dr. Danny Elder are listed hereafter number-wise, in bold lettering for convenience, followed by the action taken/proposed to be taken by IOI. Before going on to a point by point analysis, some general comments may be made.

General

While the report provides a reasonable evaluation of the overall goals and objectives of the GEF-funded project, and addresses a number of issues relating to the Centres, it does not, in our opinion, adequately appreciate:

- the manner in which the role of IOI in the training sector has changed, specifically due to the role being played by regional centres in various global initiatives focussing on coastal management;
- the role being played by IOI Centre host institutions;
- the tremendous voluntary contributions being made by IOI Centre Directors and their staff;
- the greatly enhanced quality, interchangeability, relevance and effectiveness of IOI's new training courses.
- the importance of Pacem in Maribus Conferences and the work done in relation to the Independent World Commission on the Oceans in enhancing the visibility and outreach of the IOI system, both globally and regionally, and in integrating the latest thinking into IOI's training programmes.

Development Objective, Immediate Objectives, Outputs and Activities

1. The next Director's and Board Meeting should consider the recommendations made in this evaluation and the objectives and activities to be carried out within the context of the UNDP project; on the basis of this review, IOI in collaboration with UNDP should revise, where necessary the workplan and time-table of the project.
1. The recommendations made in the evaluation, along with notes thereon, will be considered in the Directors/Vice Chancellors meeting to be held in Costa Rica from the 7-9 December, 1995, where UNDP will also be represented (Agenda note for Directors/Vice Chancellors Meeting is at Annex 1). As will be clear from the Agenda Note, IOI is in general agreement with the recommendations made and has already acted on a number of them.

The Workplan and the time-table for 1996 will be revised where necessary and possible.

Project impact on the Effectiveness of IOI Training Activities

2. A "needs" analysis for IOI courses globally and on a region by region basis should be carried out, the results synthesized and recommendations articulated as an input to future meetings of IOI Course Development Committee; it should include an analysis of the comparative advantages IOI possesses for training on specific issues and others where collaboration should be pursued.
2. The IOI Centres are in the process of carrying out regional consultations as a part of the work being done on behalf of the Independent World Commission on the Oceans. This will result in a "needs" analysis by July 1996 and which would thereafter, along with an analysis of the comparative advantages in training possessed by IOI, be an input to the Courses Development Committee
3. The "needs analysis" recommended above should be augmented with more frequent "hands-on" assistance from IOI Headquarters in formulating the approaches to be taken for training and awareness exercises by each IOI Regional Centre.
3. Assistance from HQ and Halifax is already being given. Infact this has been somewhat enhanced since the point was made in Malta in May, 1995 (e.g. Chairman, has visited Costa Rica twice since then).
According to IOI, in the context of the decentralised nature of the IOI system, such "hands-on" assistance has to be:
very light and not "centralised" and bureaucratic;
in the form of "suggestions" and not "directions";
given, on request, by any Centre (and not necessarily HQ) to any other Centre as that makes for greater creativeness and initiativeness in the network as a whole.
4. Follow-up on the determination of a need for, and development of credit courses in the academic institutions associated with IOI Centres, with a view to developing a masters-level degree course.
4. This is already the case in Halifax where the IOI course is given credit towards the Masters degree in Marine Management. The same is proposed for the MBA course in CZM for the University of Malta while steps in this direction are under way in Costa Rica and South Pacific. IOI will pursue this matter with the other Centres.

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.
5. IOI has been disseminating information about its activities through its quarterly newsletter "Across the Oceans" (circulation about 1500), the publications of other institutions, e.g, UNESCO/IOC and University of Rhode Island. In addition, IOI South Pacific uses the network of the University of the South Pacific as well as its newsletter Pasifica; IOI Madras uses the COSTED network as well as the network of IIT Madras; IOI Senegal uses UNDP/COMARAF as well as the regional network of CRODT; IOI Costa Rica uses the network of UNA.

The whole question of what has been done so far and what still needs to be done will be discussed in Costa Rica on 7 - 9 December, 1995 and appropriate action plan developed for all Centres (see note in Agenda Item at Annex 1).

Training Materials

6. The CU Unit of the Train-Sea-Coast network and others trained in course development should participate regularly in the course preparation efforts of the centres so that the overall approach of IOI in preparing course materials at the global and regional level is rationalized.
6. The participation of the CU Unit of the Train-Sea-Coast network in the IOI Courses Development Committee on a regular basis would help in attaining the above objective. The CU Unit Coordinator is, in fact, attending the forthcoming IOI Directors meeting in Costa Rica and her future participation in course development would be discussed there.
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.
7. Consultations with the Directors of the Regional Centres would be carried out in the Director's meeting being held in December in Costa Rica (see note in Agenda Item at Annex 1).

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.
8. A draft vision statement has been prepared and will be discussed in Costa Rica in December (vision statement in

note on Agenda Item at Annex 1).

The UNDP Project has been sent to all Centres and so circulation of a summary of the same does not seem to be necessary.

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.

9. IOI is already siezed of the need to prepare a strategic plan for IOI. The Executive Committee of the Governing Board in its meeting held on 28 May, 1995 in Malta decided as follows:

* * * * *

(ii) the directors meeting should be asked to prepare a draft strategic plan for further discussion by the Planning Council and approval of the Governing Board;

* * * * *

A draft strategic plan defining IOIs "corporate" vision is ready and is being put up in the Director's meeting in Costa Rica (draft plan in note in Agneda Item at Annex 1). After finalisation the plan would go to the Planning Council and the Governing Board for approval.

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

10. A draft "guide" and operational manual is ready and is being placed before the Director's Meeting being held in Costa Rica in December for discussion and finalisation (see IOIs strategy, goals and operational manual, in note in Agenda Item at Annex 1).

11. Formulate a workplan and timetable for more frequent missions to IOI Regional Centres by the Executive Director, Founder and selected Board members.

11. More frequent missions are dependent on availability of funds. To some extent this can be done by adjusting the UNDP Project. But the need is for much more money than can be found from within the UNDP Project budget and steps towards raising such "core" funds are under way. MacArthur Foundation, Chicago has been moved in this regard. However such funding will have to come from sources like UNDP as "core" funding is generally frowned upon by other donors. The matter is also being put up to the Governing Board in the meeting being held in Costa Rica in December so that an accelerated fund raising strategy can be formulated.

12. Develop a plan for "regionalizing" the membership of the IOI Board, in particular taking into account the geographic distribution of IOI Centres.
12. This has already been done. The decision making structure of IOI consists of the Governing Board and its principal organ, the Planning Council. The Planning Council has been "regionalised" by making all Directors of IOI Centres its members. Thus the decision making structure of IOI now represents all the geographic regions represented by its Centres.
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.
- 13- The above recommendations require consultations with the
14 Regional Centres.

IOI HQ encourages the Centres to develop appropriate regional strategies, outreach activities and fund-raising efforts.

The IOI HQ will actively pursue the above recommendations with the Directors in the Costa Rica meeting (see note in Agenda Item at Annex 1).

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.
15. This recommendation requires discussion with the Regional Centres. This will be done in the Meeting at Costa Rica on 7-9 December, 1995 (see note in Agenda Item at Annex 1).

Sustainability

16. A financial plan for ensuring continuity of the work of each of the centres after the termination of the project should be formulated and implemented as soon as possible.
16. This requires consultations with Regional Centres and UNDP. This will be done at Costa Rica on 7-9 December, 1995 (see note in Agenda Item at Annex 1).

Inputs from Project Partners; and Project Execution Arrangements

- 17. Prepare a brief note describing operational procedures to be followed for the administration and implementation of the GEF project and for others where appropriate.
- 17. A note on the subject has been prepared and is being distributed in Costa Rica (see note in Agenda Item at Annex 1).
- 18. The TRAIN-SEA-COAST Coordination Unit should become more actively involved in development of training materials on a region-by-region basis by participating in the implementation of the "needs" analysis recommended above.
- 18. Action on this recommendation is to be taken by the Train-Sea-Coast Coordination Unit. IOI considers that this could best be done by the Coordinator's participation in the meetings of Directors and the Course Development Committee.
- 19. Take steps to improve the routine communications linkages between the centres and IOI Headquarters, in particular by establishment of e-mail linkages where appropriate (especially Malta), and more frequent use of conference calls involving the regional centres.
- 19. The problem in Malta has been the absence of e-mail facilities at the University. As soon as this is available, IOI HQ will be on e-mail.

As regards conference calls, due to time differences (12 hours between Fiji and Costa Rica!) all Directors cannot be on a single conference call without having someone being troubled at odd hours. However, HQ does contact the Centres on the telephone as far as practicable.

Other Issues

- 20. IOI Headquarters and IOI regional Directors should establish contact with UNEP/OCA-PAC and subsequently the appropriate coordinators for specific regional seas (especially for SPREP, West Africa, and wider Caribbean, Indian Ocean and Asia) and agree on a mechanism, activities and steps for ensuring future collaboration.
- 20. The strategy of IOI in its regional centres has been, first, to establish the Centre and enhance its credibility within the host institution, and thereafter to extend its outreach in the region. In the last six months, the older Centres, viz, Madras and South Pacific have been active in the region while the newer Centres viz., Senegal and Costa Rica have been establishing themselves in the first year i.e. 1995.

IOI HQ is in contact with UNEP/OCA-PAC while IOIs China, Senegal, Madras and South Pacific are in contact with the Regional Seas Plan coordinators of Asia, Indian Ocean, West Africa and SPREP.

The mediation of UNDP in this regard would be very helpful as sometimes the co-ordinators of Regional Seas Programmes see IOI as a competitor for funds rather than as a collaborator.

The matter will be further discussed in Costa Rica so that a co-ordinated action plan can be established (see note in Agenda Item at Annex 1).

21. In cooperation with UNDP carry out analysis of UNDP activities and projects that are potentially related to IOI activities and determine how collaborative linkages between these and IOI might be forged.
21. IOI would be very happy to carry out the analysis of the concerned UNDP activities and projects in cooperation with UNDP.
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.
22. This requires consultation with the Regional Centres. The matter will be discussed in Costa Rica and a workplan for research efforts formulated (see note in Agenda Item at Annex 1).
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.
23. IOI has been encouraging the Centres to use the rigorous Train-Seacoast evaluation format wherever possible. In 1992 IOI had conducted an analysis of the reactions of IOI alumni regarding the benefits they had received from IOI courses, the impact on their careers and whether the alumni felt the need for alumni refresher courses. The response was highly positive.

The process has been carried forward in the evaluation of alumni courses held since then and the results of the alumni feedback have been reflected in subsequent courses.

What further needs to be done will be discussed in Costa Rica (see note in Agenda Item at Annex 1).

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