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(of UNESCO)

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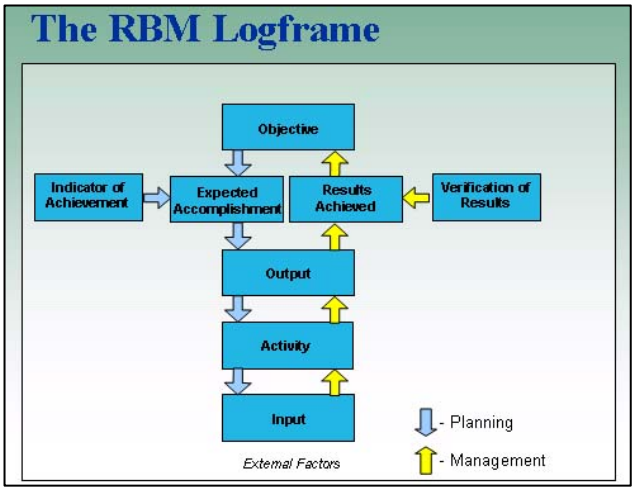
Guidelines for the Development of the IODE short-term (2008-2009) and medium-term (2008-2013) Work Plan and Budget

(by Peter Pissierssens, IOC/IODE Secretariat)

1. RESULTS-BASED MANAGEMENT[1]

Results-based management has become important because both Member States and the management of the United Nations want to have a more effective United Nations that is able to respond to new demands within the limits of resource constraints. And both want to be able to demonstrate this. Its purpose is to shift managerial and administrative emphasis from a process-focused approach to one based on performance and results (outcomes). The premise is that if organizations plan in terms of the results they expect to achieve and then verify that they have achieved them, resources will be used effectively and public support will be maintained. A key element is programme performance assessment, which can be defined as determining whether expected accomplishments were obtained and why or why not.

The United Nations began to implement results-based management through the programme budget process. After 1998, the Organization began its transition to a results-based budget. Results-based budgeting was defined in terms of a process in which programme formulation revolves around a set of predefined objectives and expected accomplishments. These expected accomplishments justify the resource requirements to produce the outputs required to achieve such results. Finally, actual performance in achieving results is measured by objective performance indicators.



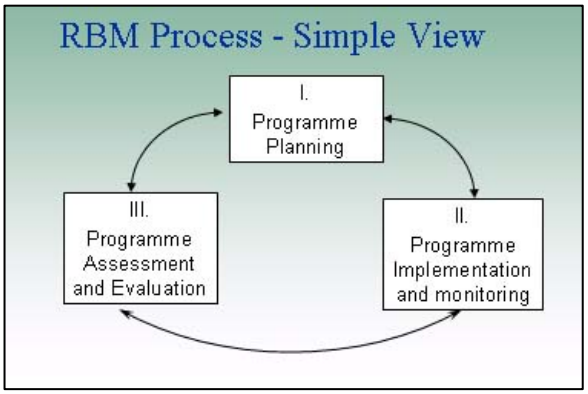
The logical framework, or Logframe as it is called, was developed in the 1970's as a method for programming and evaluating development programmes and projects. Subsequently most international organizations, including the United Nations, have adopted it to

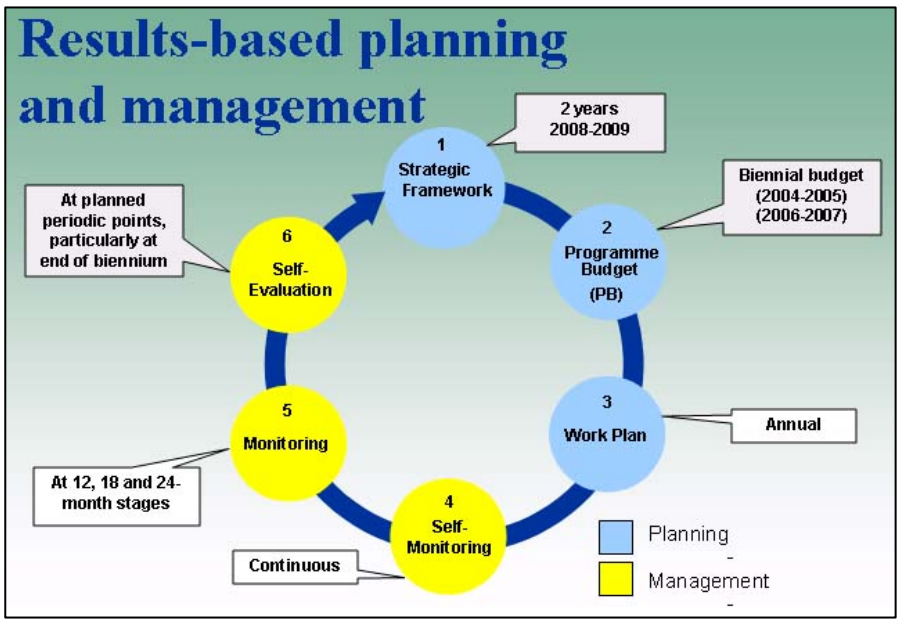
[1] Note: the introductory information on RBM has been sourced from the web site http://www.un.org/Depts/oios/mecd/un_pparbm/index.htm (Programme Performance Assessment in Results-based Management)

help guide results-based management. The Logframe involves structured thinking -- starting with problems addressed, defining desirable end-states and the conditions that have to be met to obtain them and determining the outputs, activities and resources necessary to achieve them.

To summarize, the logical framework for results-based management is a planning process from top-down and a management process in the reverse direction. Planning starts with defining objectives -- future end-states, deciding what accomplishments are expected if the objective is to be achieved, determining which output will lead to those accomplishments, defining the activities necessary to produce those outputs and, finally, identifying the inputs that are necessary to carry out the activities. The management process is exactly the opposite. The inputs are acquired and deployed to carry out the activities, the activities lead to the production of outputs and, if they are well designed and executed, the output will lead to the expected accomplishments (or expected results).

The Logframe provides a conceptual structure for the RBM process. Simply put, there are three elements: programme planning, implementation and, finally evaluation. However, these are not linear processes. Instead, they are interactive elements, where each contributes to and provides feedback to the other. This is an over-simplification.





In practice in the UN, the cycle is defined by specific required documents. The programming process now begins with the establishment of **a two-year strategic framework** which becomes the basis for defining the **biennial programme budget**. Once that is approved, each programme prepares an **annual work plan**, which is monitored on a continuous basis by programme managers.

Reporting is now done online on **SISTER** (UNESCO). Oversight monitoring is done internally at the 12- and 18-month stages as well as at the end of the biennium for reporting to Member States. Self-evaluation should take place as needed, but is essential at the 18-month stage of the biennium so that it can influence the preparation of the strategic framework for the next cycle.

2. UNESCO'S MEDIUM TERM STRATEGY

Example: UNESCO's Medium-Term Strategy 2002 - 2007 (31 C/4)

UNESCO's Medium-Term Strategy outlines the Organization's major objectives for a **six-year period**. It is formulated around a single unifying theme – "***UNESCO contributing to peace and human development in an era of globalization through education, the sciences, culture and communication***". It seeks to create a link between UNESCO's mandate and role on the one hand and globalization with a human face on the other.

The 31 C/4 gives the Organization's five programmatic Sectors a common purpose and defined – for the first time – a limited number of strategic objectives, around which are built two cross-cutting themes.

A substantive innovation built into the 2002-2007 Medium-Term Strategy is the mainstreaming of certain priority areas, namely Africa, the least developed countries, women and youth.

UNESCO's Medium-Term Strategy is complemented by **Regional Strategies** that were developed with the contribution of all stakeholders in each region and which relate the Organization's global strategy to the particular needs and specificities of its various geographic regions and subregions.

The Medium-Term Strategy for 2002-2007 has a clear and direct relationship with the biennial **Programme and Budget** (document C/5) of the Organization.

The Medium Term Strategy is elaborated by the Bureau of Strategic Planning, in collaboration with the Organization's various Sectors and in consultation with all Member States of UNESCO. It is approved during the meeting of the Organization's highest Governing Body, the General Conference.

Strategic Objectives

The General Conference of UNESCO has identified several themes, thrusts and objectives for the Organization to attain by the end of 2007:

UNESCO's Unifying Theme:

"Contributing to peace and human development in an era of globalization through education, the sciences, culture and communication" (Medium-Term Strategy, 2002-2007).

Two Cross-Cutting Themes:

- Eradication of poverty, especially extreme poverty.
- The contribution of information anc communication technologies to the development of education, science anc culture and the construction of a knowledge society.

Three Main Strategic Thrusts:

- Developing and promoting universal principles and norms, based on shared values, in order to meet emerging challenges in education, schiece, culture and comminication and to protect and strengthen the "common public good".
- Promoting pluralism, through recognition and safeguarding of diversity together with the observance of human rights.
- Promoting empowerment and participation in the emerging knowledge society through equitable access, capacity-building and sharing of knowledge.

Twelve Strategic Objectives. Three for each of the action areas of UNESCO:

Education	Sciences	Culture	Communication & Information
Promoting education as a fundamental right in accordance with the Universal Declaration of Human Rights;	Promoting principles and ethical norms to guide scientific and technological development and social transformation;	Promoting the drafting and implementation of standard-setting instruments in the cultural field;	Promoting the free flow of ideas and universal access to information;
Improving the quality of education through the diversification of contents and methods and the promotion of universally shared values;	Improving human security by better management of the environment and social change;	Protecting cultural diversity and encouraging pluralism and dialogue between cultures and civilizations;	Promoting the expression of pluralism and cultural diversity in the media and world information networks;
Promoting experimentation, innovation and the diffusion and sharing of information and best practices as well as policy dialogue in education.	Enhancing scientific, technical and human capacities to participate in the emerging knowledge societies.	Enhancing the linkages between culture and development, through capacity-building and sharing of knowledge.	Access for all to information and communication technologies, especially in the public domain.

3. UNESCO's System of Information on Strategies, Tasks and the Evaluation of Results (SISTER)

SISTER is a device which has been designed and developed since May 1998 to accompany the UNESCO reform process towards results-based programming, monitoring and reporting. The basic structure is provided by original software that was created for this purpose, but its essence lies within a long process of changing habits, the forms of organization, references established within the Organization. This effort is supported by in-depth actions for concomitant technical (to master the software, 2000 civil servant were trained without recourse to any external help) and substantive training (more than 300 professionals have already been involved in the participative methods of results formulation through means of the Log frame tool).

The premise of the system lies in the definition of anticipated results, and the construction of strategies for this purpose by the persons responsible at various levels. Thus, it rests with the higher level to define the results anticipated for each Major Programme, and to draw the strategic lines to reach that objective. The designated persons responsible under these strategic axes subsequently define the Programme results for which they are responsible, as well as the strategic axes to reach that objective, and so on until the lowest level -- that of activities.

This process is interactive, in the sense that the proposals from each level answer to the direction of the higher level and provide for a process of a programming and budgetary negotiation. Gradually, all aspects of the entire programme begin to take shape through reciprocal adjustments at the various levels based on agreements engaging individual's responsibility. These agreements are the essence of a co-operative strategy, as they determine how and under which conditions the respective results will be reached and combined in achieving the higher-level results leading towards the combined achievement of UNESCO's mandate as defined within the biennium under consideration.

By this means, several objectives are reached:

- To build the entire Programme and Budget according to an exact logic of nested results that have been well articulated in coherent strategies;
- To create those conditions which are both necessary and sufficient for (organic) co-operation between all persons responsible from the pre-programming phase up to and including evaluation.

- To acquire a tool for the follow-up of the execution of programmes whose matrix is exactly the programme itself, as developed by all persons responsible;
- Provide an information and decision-making tool up-dated on an on-going basis with relevant budgetary and financial information, incorporated at all the required levels of responsibility, and by qualitative information introduced at regular intervals (three months) by the persons responsible themselves as an obligation exercise for their accountability which fully engages them;
- To ensure a complete and transparent integration of all the activities of the Organization, both extra-budgetary and regular programme, in order to facilitate all the information and specialized reports tasks;
- To keep a certain number of programme indicators (beneficiary groups [stakeholders], interested countries, priorities, follow-up of major conferences, etc ...) permanently up-to-date and to offer a wide variety of possibilities for the useful set of indicators pertinent to team workloads, interdisciplinarity, partners, types of expenditure, etc....

As a software conceived for the Internet, SISTER allows for direct and continuous collaboration between Headquarters and Field Offices, and even with any colleague on mission. It contributes towards the transformation of UNESCO into an authentic universally integrated organization.

As a consultation tool, it favours a much wider opening, and in all their topicality, of the activities of the Organization to the awareness of a large audience, to start with the authorities of the Member States.

As a working tool, it constitutes both a powerful teaching means for the evolution of persons responsible towards a working logic governed by the concepts of result and co-operative strategies, to ensure rigorous programming and serious follow-up of all levels of UNESCO's action, and, finally to make it possible for decisions to be taken at all levels on the basis of relevant information and to allow each person to take their explicit responsibility.

Complete implementation of SISTER is based, on the one hand, on a general evolution of mentalities, itself dependent on various factors, and, on the other, as a result of the consequences of the reforms in progress of the budgetary and accounting system.

4. THE 2006-2007 IOC SHORT-TERM WORK PLAN

It was decided by the IOC Governing bodies to restructure the IOC, moving from 5 Major Lines of Action to 3, as from 2006. These are:

- **MLA-1: Addressing scientific uncertainties for the management of the marine environment and climate change** : HAB, GCRMN, GIPME,ICAM, …
- **MLA-2: Developing operational capabilities for the management and sustainable development of the open and coastal ocean** : GOOS, IODE, Ocean Mapping, tsunami
- **MLA-3: Building capacity of Member States in marine science for the coastal ocean**

As detailed in Document IOC/IODE-XIX/14 (Restructuring of the IOC and its impact on IODE) this resulted in the migration of the IODE programme from the previous MLA "Ocean Services" to the new MLA-2.

A results-based management approach was utilized to define the IODE 2006-2007 work plan and entered into SISTER. The complication for the IODE Secretariat was to align the IODE-XVIII workplan (Recommendation IODE-XVIII.8 – see Appendix 1) adopted by IODE-XVIII, and which had also been adopted by the 23rd Session of the IOC Assembly in June 2005 through Resolution XXIII.4 (see Appendix 2).

The total budget available from the UNESCO regular Programme for the biennium 2006-2007 was **US$ 237,700**. It is noted that out of this amount, US$ 120,000 had to be set aside for staff cost, leaving **US$ 117,700 for programme implementation**.

The work plan and budget adopted by IODE-XVIII (**Recommendation IODE-XVIII.8)** included the following elements:

act_1. support for meetings of IODE subsidiary bodies (GE-MIM, GE-BICH, ETDMP)
act_2. support for capacity building (training and related) (ODINs, global training courses, travel grants)
act_3. further development and maintenance of products and services (Marine XML, MEDI, OceanPortal, OceanExpert, GODAR, GTSPP, GOSUD, OceanTeacher/ODIMeX, ODINPubAfrica)
act_4. support for events (IMDIS, OBI-II, …)
act_5. support for the implementation of pilot projects (GOSUD, ODINCARSA, OIT, ODINs, XML steering group)
act_6. programme management costs (staff and officer travel, Officers meeting, IODE project office costs, IODE-XIX organizational costs)
act_7. public awareness costs

At IODE-XVIII it was assumed that the budget from RP sources for the biennium 2006-2007 would amount to approximately US$ 221,000 (excluding staff cost). This assumption was made on the basis of previous budgets available to IODE. It is noted that the real budget available from RP was US$ 117,700 as mentioned above (excluding staff cost) (53% of the expected amount).

The task was then to apply RBM methods to the adopted workplan and budget. It was decided to identify 6 expected results that would cover all elements of the IODE-XVIII work plan and budget. These were further translated into 4 activities:

- Activity 1: Globally accessible **portal** to distributed ocean data and information sources: development of technological framework and exchange standards (mXML, MEDI,...)
  This covers elements of act_2, act_1, act_3

- Activity 2: Development and updating of **nationa**l oceanographic data and information management **capacity** in Member States: regional ODIN network pilot projects
  This covers elements of act_2 and act_5

- Activity 3:Global accessible **clearing-house** service for oceanographic factual and intellectual information
  This covers elements of act_3

- Activity 4: Programme strategy, **management**, inter-agency liaison and outreach
  This covers elements of act_4, act_6 and act_7

This resulted in the following work plan in SISTER. We note first of all that IODE is now an ACTION. Note that reporting/monitoring information dates from 21 December 2006. Accordingly mid-term monitoring/reporting is not included in this document.

Element type: **ACTION**
Code: **32132300**
Heading: **Further develop and strengthen the International Oceanographic Data Exchange (IODE) system**

Summary of Expected Results:

- ER-1: Globally accessible portal to distributed ocean data and information sources
- ER-2: Publication, dissemination and adoption by MS of a set of standards and best practices providing a complete framework for the exchange and dissemination of oceanographic data and information
- ER-3: Development, dissemination and use by target audiences of an oceanographic data and information management training system (OceanTeacher)
- ER-4: Development and updating of national oceanographic data and information management capacity in Member States
- ER-5: Globally accessible clearing-house service for oceanographic factual and intellectual information (directories, portals, publications,…);
- ER-6: Global awareness about oceanographic data and information management amongst target audiences

For each of these, performance indicators, means of verification and programmed benchmarks were then defined:

Performance indicators: the measures of whether and/or the extent to which the objectives and/or expected accomplishments have been achieved. They correspond either directly or indirectly to the objective of the expected accomplishment for which they are used to measure performance. An indicator is often a "*change*" that has occurred as a result of an activity. *Example: increased number of visits to web site*

Means of verification: how will we measure the indicator
Example: number of visits to a web site

Programmed benchmark: what are the measurable targets after a given period
Example: 100000 visits to the web site by the end of 2007 – baseline 1000 visits to the web site in 2006

Below we show the performance indicators, means of verification and programmed benchmarks for each of the expected results.

Expected Result N° 1	**Globally accessible portal to distributed ocean data and information sources**		
	Performance Indicator(s)	**Means of Verification (data source) (Optional)**	**Programmed Benchmark (where available baseline data so permit)**
1	distributed data source servers established and appropriate techhnologies developed and disseminated	reporting	baseline: none target: 5 by end 2006; 10 by 6/07
2	portal established	portal accessible on the internet	baseline: none; target: established by end 2006

3	portal visits	portal statistics	baseline: none; target: 5000 visits/month by end 2007

Expected Result N° 2	**Publication, dissemination and adoption by MS of a set of standards and best practices providing a complete framework for the exchange and dissemination of oceanographic data and information**		
	Performance Indicator(s)	**Means of Verification (data source) (Optional)**	**Programmed Benchmark (where available baseline data so permit)**
1	Standards and best practices published and disseminated (mainly electronically) with special emphasis to IOC data policy	manuals published	baseline: nothing published; target: at least 3 manuals to be published by end 2007
2	Feedback received from member States through reporting on their use and national dissemination	reporting electronically	baseline: no feedback at this time; target: at least 30 NODCs should report by end 07

Expected Result N° 3	**Development, dissemination and use by target audiences of an oceanographic data and information management training system (OceanTeacher)**		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	OceanTeacher continuously updated and available on-line (and on CD-ROM)	OceanTeacher web site (www.oceanteacher.org)	baseline: established target: 200 content items added by mid 06; additional 200 content items added by end 07
2	training of trainers	number of people trained	baseline: none target: 20 trainers trained by end 2007
3	OceanTeacher use qualified by web statistics and feedback logs	statistics and logs	[baseline: none; target: not less than 1000 visits/month to the site by the end of 2006

Expected Result N° 4	**Development and updating of national oceanographic data and information management capacity in Member States**		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	National capacity: additional data/information management facilities established	number of NODCs established	baseline: 65 existing NODCs; target: 100 data/information centres (distributed model) linked to the NODC network by end 2007
2	National capacity enhanced, with special attention to developing countries	products and services delivered by data and information centres	baseline: undefined target: products and services reported

Expected Result N° 5	**Globally accessible clearing-house service for oceanographic factual and intellectual information (directories, portals, publications,…);**		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	system established	web site established	baseline: none; target: system established by end 2006
2	visit statistics	web site statistics	baseline: none; 5000 visits/month by

			end 2007

Expected Result N° 6	**Global awareness about oceanographic data and information management amongst target audiences**		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	visits to IODE web site	statistics	baseline: 3000 visits/month target: 10,000/month by end 2007
2	feedback from users	logs	

As a next step the ACTION is broken down into **ACTIVITIES**
Out of the 6 expected results we distilled 4 ACTIVITIES.

Element type: **ACTIVITY**
Code: **32132301**
Heading: **Globally accessible portal to distributed ocean data and information sources: development of technological framework and exchange standards (mXML, MEDI,...)**
Link to previous level: **ER-1: Globally accessible portal to distributed ocean data and information sources**

Justification/ identification of needs: The rapid development of web-based data and information services by a wide variety of national institutions (data centres, universities, research facilities) makes that data users are now faced with a data/information discivery problem that cannot be addressed by search engines (eg Google). Emerging technologies like distributed databases, xml etc will enable to resolve this problem.

Again, expected results were defined:

Expected Result N° 1	**Globally accessible portal to distributed ocean data and information sources: development of technological framework and exchange standards (mXML, MEDI,...)**		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	methods and standards agreed upon for different data types	standards published	publications available
2	distributed data sources servers and portal established and appropriate technologies developed and disseminated	portal site; reporting by data servers	site statistics; reports

At this point monitoring/reporting information is added:

Date	Overall progress assessment (progress in achieving the expected result with reference to performance indicator(s) and associated programmed benchmark(s))
30/06/2006	delayed: this activity is now implemented in close collaboration with the EU-supported SeaDataNet project. The manual will be published jointly and become available by the end of 2006. In addition this activity will be relevant to GEO and close collaboration with the relevant GEO committee is therefore desirable.
31/12/2006	

30/06/2007	
31/12/2007	

Date	Challenges/Lessons learned (including overall contribution to expected result(s))
30/06/2006	Challenges and success factors: Agreement needs to be reached within the SeaDataNet consortium and then by the IODE Community.
31/12/2006	
30/06/2007	
31/12/2007	

Reach:
Data/Incormation users
Target groups: Ocean Data Centres
Ocean Information Centres
Ocean Scientists
Decision Makers
Academicians
Scientists

Implementation strategy:
- groups of experts
- sub-contracting

RP Budget:

2006	**2007**	**Total**
42000	23000	65000

Breakdown by object of expenditure codes:
It is also required to breakdown the total budget is budget lines (eg participants travel, research contracts,…)

Other fields:

- Geographic scope (global, inter-regional, regional, sub-regional, national)
- Contribution to other programming exercises
- Mainstreaming
- Specific programme issues
- In-house cooperation (Indicate the code of the concerned C/5 programme action(s))
- **Partnerships:**

Designation	**JCOMM**
Specific expected role	sharing of cost and expertise
Contribution	
-Cash	0
-In kind (Description)	Joint expertise and organization
-In kind (Estimated amount)	0

Designation	**SeaDataNet**

Specific expected role	European node of global portal
Contribution	
-Cash	100000
-In kind (Description)	Joint expertise
-In kind (Estimated amount)	0

Element type: **ACTIVITY**
Code: **32132302**
Heading: **Development and updating of national oceanographic data and information management capacity in Member States: regional ODIN network pilot projects**
Link to previous level: ER-4: Development and updating of national oceanographic data and information management capacity in Member States

Justification/ identification of needs:
The need for science-based coastal zone management has generated a need for quality controlled and quality assured oceanographic data. Accordingly member states are requesting IOC for assistance with the development of national capacity in this area. The IODE's capacity building programme uses the Ocean Data and Information Network strategy (ODIN). This strategy provides equipment operational support and training in a regional context and using an end-to-end approach that links ocean observations, data/information management and product development/dissemination.

Again, expected results were defined:

Expected Result N° 1	1. additional data and information centres established		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	data/information management facilities established	number of NODCs established	baseline: 65 target: 100 by end 2007
2	national capacity enhanced	products and services delivered by data and information centres	baseline: undefined target: products and services reported

At this point monitoring/reporting information is added:

Date	Overall progress assessment (progress in achieving the expected result with reference to performance indicator(s) and associated programmed benchmark(s))
30/06/2006	Introductions on IODE NODCs were included in training courses for Central Indian Ocean region. It is expected that a number of the concerned countries will establish an NODC during 2006.
31/12/2006	
30/06/2007	
31/12/2007	

Date	Challenges/Lessons learned (including overall contribution to expected result(s))
30/06/2006	Challenges and success factors: Competition between various national institutions can hamper agreement on establishment of NODCs.
31/12/2006	

30/06/2007	
31/12/2007	

Reach:
The ODIN projects directly affect multiple stakeholders in member states (decision makers, research institutions, students, researchers etc). Indirectly the data/information centres also reach the economic players and general public.

Target groups: General public
Ocean Data Centres
Ocean Information Centres
Ocean Scientists
Decision Makers
Academicians
Scientists

Implementation strategy:
- meetings of experts
- sub-contracting

RP Budget:

2006	2007	Total
8000	15000	23000

Breakdown by object of expenditure codes:
It is also required to breakdown the total budget is budget lines (eg participants travel, research contracts,…)

Other fields:
- Geographic scope (global, inter-regional, regional, sub-regional, national)
- Contribution to other programming exercises
- Mainstreaming
- Specific programme issues
- In-house cooperation (Indicate the code of the concerned C/5 programme action(s))
- Partnerships

Element type: **ACTIVITY**
Code: **32132303**
Heading: **Global accessible clearing-house service for oceanographic factual and intellectual information**
Link to previous level: **ER-5: Globally accessible clearing-house service for oceanographic factual and intellectual information (directories, portals, publications,…);**

Justification/ identification of needs:
It is still observed that national decision makers have a limited and incomplete image of national ocean research and management capability, especially in developing countries. This often also translates in limited access by IOC and other organizations to national expertise in such countries. Similarly scientific results of researchers in developing countries are insufficiently accessible to the global ocean research community: researchers still have difficulties publishing in international journals, and "grey" literature is often impossible to disover or access. These problems further exacerbate the "digital

divide". The development of IODE products OceanExpert and ODINPub infobases aim to resolve this problem.

Again, expected results were defined:

Expected Result N° 1	OceanExpert directory upgraded and OceanPortal system updated		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	OceanExpert system upgraded	web site established	visit statistics
2	OceanPortal system updated	site updated	visit statistics

At this point monitoring/reporting information is added:

Date	Overall progress assessment (progress in achieving the expected result with reference to performance indicator(s) and associated programmed benchmark(s))
30/06/2006	The OceanExpert system was upgraded and transferred to the IOC Project Office for IODE in Ostend, Belgium. A dedicated system manager has been identified. A comprehensive quality control exercise was implemented in January/February 2006.
31/12/2006	
30/06/2007	
31/12/2007	

Date	Challenges/Lessons learned (including overall contribution to expected result(s))
30/06/2006	Challenges and success factors: The visibility and community awareness of the system will determine is value and long-term sustainability. To a large extent the quality of information in the system will determine the appreciation and use by the target communities.
31/12/2006	
30/06/2007	
31/12/2007	

Reach:
The developed products are aimed at national decision makers, international organizations, private sector and the global ocean research community.

Target groups:

Ocean Information Centres
Ocean Scientists
Decision Makers
Academicians
Scientists

Implementation strategy:
- sub-contracting

RP Budget:

2006	2007	Total
6700	6000	12700

Breakdown by object of expenditure codes:
It is also required to breakdown the total budget is budget lines (eg participants travel, research contracts,…)

Other fields:

- Geographic scope (global, inter-regional, regional, sub-regional, national)
- Contribution to other programming exercises
- Mainstreaming
- Specific programme issues
- In-house cooperation (Indicate the code of the concerned C/5 programme action(s))
- Partnerships

Element type: **ACTIVITY**
Code: **32132304**
Heading: **Programme strategy, management, inter-agency liaison and outreach**
Link to previous level: **relevant to all results as defined at previous level;**

Justification/ identification of needs:
This activity is required to assure interagency cooperation on ocean related matters as well as to provide the necessary human resources to implement capacity building activities at the IOC Project Office for IODE, Ostend

Again, expected results were defined:

Expected Result N° 1	IOC data management strategy developed		
	Performance Indicator(s)	Means of Verification (data source) (Optional)	Programmed Benchmark (where available baseline data so permit)
1	strategy developed	publication	

At this point monitoring/reporting information is added:

Date	Overall progress assessment (progress in achieving the expected result with reference to performance indicator(s) and associated programmed benchmark(s))
30/06/2006	Presentation on IOC data management strategy was given by IODE Chair during 39th Session of IOC Executive Council. Concept of Data ATM defined and actions identified. The EC expressed strong support for IODE as horizontal programme in IOC, supporting data and information requirements of all IOC activities. Strategy to be further finalized taking into consideration JCOMM data management strategy.
31/12/2006	
30/06/2007	
31/12/2007	

Expected Result N° 2	Effective liaison with other agencies and organizations		
	Performance Indicator(s)	Means of Verification (data source)	Programmed Benchmark (where

		(Optional)	available baseline data so permit)
1	effective liaison established	increased cooperation between programmes	
2			
3			

At this point monitoring/reporting information is added

Date	Overall progress assessment (progress in achieving the expected result with reference to performance indicator(s) and associated programmed benchmark(s))
30/06/2006	EC39 stressed the need for a horizontal role of IODE serving data and information needs for all IOC programmes. This now needs to be translated into concrete actions.
31/12/2006	
30/06/2007	
31/12/2007	

Date	Challenges/Lessons learned (including overall contribution to expected result(s))
30/06/2006	Challenges and success factors: Some IOC programmes/activities developed their own data management arrangements. Negotiation will be needed to connect these with, or integrate within IODE.
31/12/2006	
30/06/2007	
31/12/2007	

Reach:
The targets here are other UN agencies, national institutions active in data and information management.

Target groups:
Ocean Data Centres
Ocean Information Centres
Decision Makers
Scientists

Implementation strategy:
- sub-contracts
- staff travel
- expert travel

RP Budget:

2006	**2007**	**Total**
99000	31000	130000

Breakdown by object of expenditure codes:
It is also required to breakdown the total budget is budget lines (eg participants travel, research contracts,…)

Other fields:
- Geographic scope (global, inter-regional, regional, sub-regional, national)
- Contribution to other programming exercises

- Mainstreaming
- Specific programme issues
- In-house cooperation (Indicate the code of the concerned C/5 programme action(s))
- Partnerships

5. SHORT-TERM (2008-2009) AND MEDIUM-TERM (2008-2013) WORK PLAN FOR IODE

ACTION REQUESTED FROM IODE-XIX:

The IODE Committee, at its 19th Session, is **invited to prepare its 2008-2009 work plan as well as a (new) medium-term work plan (2008-2013) using a results-based management framework**

In view of the continuing budget limitations of UNESCO it is unlikely that the budget available to IODE, will increase substantially. Instead IOC Member States will need to consider providing in-kind or financial support to IODE to enable substantive work to be implemented. It is observed that the UNESCO RP budget as it was available to IODE during 2006-2007 does not provide a level of funding that can sustain the needs of the IOC related to oceanographic data and information management, especially in view of the new requirement "*to support international scientific and operational marine programmes of IOC and WMO and their sponsor organizations with advice and data-management services*".

The aforementioned work plans will be submitted to the 24th Session of the IOC Assembly (18-28 June 2007) for adoption and insertion in the overall IOC programme and budget 2008-2009.

[end of document]

APPENDIX 1

Recommendation IODE-XVIII.8

PROGRAMME AND BUDGET FOR 2005-2007

The IOC Committee on International Oceanographic Data and Information Exchange,

Having reviewed its programme implementation requirements for the period 2005-2007,

Having been informed about the resources allocated to the IODE Programme from the UNESCO Regular Programme for the 2004-2005 and 2006-2007 biennia,

Being aware of the continuing severe financial constraints faced by UNESCO and its IOC,

Re-emphasizing the importance of high-quality oceanographic data and information, products and services for scientific, observation and ocean based disaster warning and mitigation programmes of the Commission, for member States, the private sector and other users,

Noting the increasing role of IODE in JCOMM and the growing collaboration with, and contribution to GOOS,

Calling attention to the continued process of reform of the IODE programme that takes into consideration the recommendations made by the IODE Review,

Expressing great appreciation to the Government of Flanders for hosting and supporting the IOC project Office for IODE and for its continuing and increasing financial support to IODE, as well as to other donors and Member States who are providing financial and in-kind support for IODE,

Appreciating the in-kind support for the IODE Programme provided by Member States through establishing and maintaining IODE Data Centres, provision of experts and through the provision of valuable ocean data and information products and services,

Calls on Member States to provide financial support to the IOC Trust Fund, earmarked for IODE, or in-kind support through the secondment of experts to the IOC Project Office for IODE or to the IODE secretariat;

Invites the IOC Secretary to ensure stable and long-term staffing arrangements for the IODE Secretariat and for the IOC Project Office for IODE;

Requests to the IODE Chair to bring to the attention of the next Session of the IOC assembly, the IODE Programme of work and budget for the period 2005-2007, as attached in the Annex to this Recommendation.

ANNEX I to Recommendation IODE-XVIII.8

	2005				2006				2007			
	RP	**EB exp**	**EB req**	**TOTAL**	**RP**	**EB exp**	**EB req**	**TOTAL**	**RP**	**EB exp**	**EB req**	**TOTAL**
IODE subsidiary bodies												
GE-MIM projects: see products & services				0				0				0
GE-MIM-IX Session				0	10,000			10,000				0
ETDMP pilot projects				0	10,000		90,000	100,000	5,000		75,000	80,000
ETDMP meeting				0	10,000			10,000				0
GE-BICH pilot projects		4,500		4,500		4,500		4,500				0
GE-BICH-III meeting				0	10,000			10,000				0
Capacity Building (training & related)								0				
ODINAFRICA		39,000		39,000		39,000		39,000		39,000		39,000
ODINCINDIO		91,000		91,000		91,000		91,000		91,000		91,000
ODINCARSA		91,000		91,000		91,000		91,000		91,000		91,000
JCOMM/IODE/GOOS Modeling Training		65,000		65,000		65,000		65,000		65,000		65,000
Young scientists DM training		39,000		39,000		39,000		39,000		39,000		39,000
GIS Training		39,000		39,000		39,000		39,000		39,000		39,000
MIM Travel grants	5,000			5,000	5,000			5,000	5,000			5,000
ASFA participation	2,000			2,000	2,000			2,000	2,000			2,000
Regional OceanPortal AFR				0		11,700		11,700		11,600		11,600
Regional OceanPortal LAC				0		23,400		23,400		23,300		23,300
Remote sensing training			40,000	40,000			40,000				40,000	40,000
Products and Services												
MARXML				0				0	5,000			5,000
MEDI				0	5,000			5,000	5,000			5,000
OCEANPORTAL				0	2,000			2,000	3,000			3,000
OCEANEXPERT				0	2,000			2,000	3,000			3,000
								0				

Projects								0				
GODAR - WORLD				0	5,000			5,000	5,000			5,000
GTSPP				0				0	0			0
GOSUD				0				0	0			0
ODIMEX		67,100		67,100		134,000		134,000		42,900		42,900
ODINPubAfrica		48,400		48,400				0				0
ODINAFRICA-3 work package 3 (D&IM)		194,100		194,100		139,400		139,400		113,000		113,000
CCT Regional OceanPortals		60,500		60,500		15,000		15,000		15,000		15,000
				0								
Events				0								
IMDIS, Brest, France	5,000			5,000				0				0
OBI-II, venue to be decided									5,000		5,000	10,000
QC Ocean Data, Ostend											10,000	10,000
				0								0
Pilot Projects				0				0				0
GOSUD				0				0	0			0
ODINCARSA	10,000			10,000	10,000			10,000	10,000			10,000
OIT				0				0				0
ODIN for S.Pas. Ilands				0				0				0
ODINCINDIO			20,000	20,000	10,000			10,000	10,000			10,000
XML Steering Group				0	2,000			2,000	3,000			3,000
				0								0
Programme management				0				0				0
Staff and Officer travel	12,000			12,000	15,000			15,000	15,000			15,000
OFFICERS meeting				0	10,000			10,000				0
IODE project office (Operational exp.)	7,000		10,700	17,700			25,800	25,800			25,800	25,800
IODE-XIX				0				0	35,000			35,000
Other												
IOC Data management strategy dev. (*)	2,000			2,000	2,000			2,000				0
Public awareness				0				0				0

				0								0
TOTALS	**43,000**	**738,600**	**70,700**	**852,300**	**110,000**	**692,000**	**155,800**	**957,800**	**111,000**	**569,800**	**155,800**	**836,600**
Available	35,000	738,600	0	773,600	95,000	692,000	0	787,000	95,000	569,800	0	664,800
Difference	-8,000	0	-70,700	-78,700	-15,000	0	-155,800	-170,800	-16,000	0	-155,800	-171,800

RP: UNESCO regular Programme; **EB req**: Extra-budgetary requested from Member States or other donors;
EB exp: Extra-budgetary expected (confirmed) from Member States or other donors (includes also funds from cross-cutting themes UNESCO RP).

(*) this activity concerns all IOC sections. Costing represents 20% of total cost (based upon sharing among 5 sections)

APPENDIX II

Resolution XXIII-4: INTERNATIONAL OCEANOGRAPHIC DATA AND INFORMATION EXCHANGE (IODE)

The Intergovernmental Oceanographic Commission,

Recognizing that global research, monitoring and observing programmes that are relevant to issues such as climate change, ecosystem dynamics and biodiversity, rely on multi-disciplinary data management, according to internationally agreed standards for their processing, quality control and archival,

Acknowledging the increasing role of the IODE Programme and its data and information centres in global observational and operational programmes,

Acknowledging further the considerable achievement of the IODE Programme in building capacity in Member States, specifically through the development of Ocean Data and Information Networks (ODIN) and the related OceanTeacher training and education system,

Welcomes the opening of the IOC Project Office for IODE in Ostend, Belgium, and **thanks** the Government of Flanders for the considerable additional financial support for capacity building activities at the Project Office related to oceanographic data and information management;

Accepts the Executive Summary Report of the IODE-XVIII Session, **endorses** the Recommendations contained therein, and **notes with appreciation** the outcome of the IODE Review;

Decides to:

(i) promote the development of regional Ocean Data and Information Networks;

(ii) task the IOC Secretariat to ensure that all IOC programmes include data management in their activities and that these are developed in close collaboration with IODE and taken into consideration in the planned IOC data-management strategy;

(iii) revise the objectives of the IODE Programme, as detailed in the Annex to this Resolution;

Urges Member States to:

(i) increase their participation in international oceanographic data and information exchange through the establishment and/or strengthening of national data and information management infrastructures;

(ii) ensure that these facilities are closely involved in and utilized for the management of data obtained from national, regional or international ocean programmes and projects;

Invites Member States to assist in the implementation of the IODE-XVIII work plan through the provision of extra-budgetary funds and/or the secondment of experts to the IOC Secretariat and/or IOC Project Office for IODE.

Identified funding (2006–2007):

UNESCO Regular Programme:	US$ 124,300 for programme activities US$ 120,000 for staff (ALD — Appointment of Limited Duration (ALD)— total required US$ 200,000)
Extra-budgetary confirmed:	US$ 1,261,800
Extra-budgetary requested:	US$ 487,700 (of which 80,000 for ALD)

Annex to Resolution XXIII-4

The IODE Objectives

The Objectives of the IODE Programme shall be:

(i) to facilitate and promote the exchange of all marine data and information including metadata, products and information in real-time, near-real-time and delayed mode;

(i) to ensure the long-term archival, management and services of all marine data and information;

(ii) to promote the use of international standards and develop or help in the development of standards and methods for the global exchange of marine data and information, using the most appropriate information management and information technology;

(iii) to assist Member States to acquire the necessary capacity to manage marine data and information and become partners in the IODE network; and

(iv) to support international scientific and operational marine programmes of IOC and WMO and their sponsor organizations with advice and data-management services.