

and direct involvement in the planning and execution of events (meetings, conferences, publications, research).

(v) Renewal of Agreements

21. The renewal of Agreements is processed through an exchange of letters between the parties-signatories to them. Whether or not UNESCO-IOC approves the renewal of the Agreement will depend on the assessment of the Network by the UNESCO-IOC WESTPAC Secretariat for WESTPAC. The concerned institution(s) addresses the letter of request to the Executive Secretary of IOC. The Agreement is considered renewed only after receipt by the concerned institution(s) of a letter of confirmation from UNESCO-IOC signed by the Executive Secretary.

(vi) Termination clause

22. When the UNESCO-IOC Training and Research Network Center does not fully comply with the terms of the agreement, UNESCO-IOC will exercise its right to close the Center. Circumstances under which UNESCO-IOC will close the Center are as follows:

- 1) No annual report over two years;
- 2) Annual reports received by UNESCO-IOC are evaluated negatively
- 3) The activities of the Center are not coherent with UNESCO-IOC mandate

23. When UNESCO-IOC has taken a decision to cancel an Agreement, the host institution will receive a letter of notification from the Executive Secretary of IOC informing that closure will take place within sixty days of the written notice. It should be noted that this action does not preclude future cooperation between UNESCO-IOC and the concerned institution(s).

8. EVALUATION AND MONITORING:

24. Quality performance is of paramount importance to this initiative. The intention is for the Centers to become centers of excellence. The first level of evaluation should be the host institutions itself to ensure that the Center is making a difference, particularly in improving capacity in developing country partners. Other forms of evaluation will be organized by UNESCO-IOC with the National Committee for IOC. Evaluation and monitoring can also take the form of consultation meetings, workshops that include partners or visits by UNESCO-IOC staff to the Network Centers.

Recommendation SC-WESTPAC-VII.4

WESTPAC STRATEGY AND PROGRAMME STRUCTURE (2008–2013)

The IOC Sub-Commission for the Western Pacific,

Recalling:

- (i) Recommendation SC-WESTPAC-VI.1 concerning the Reform of Programme and Project Structure
- (ii) The WESTPAC Consultative meeting, hosted by China in Hangzhou, and the correspondence from the Chair of WESTPAC to the Executive Secretary, on WESTPAC Programme reform and restructure

- (iii) The adoption at the 24th Assembly of the IOC of the Medium-term Strategy (2008-2013) and the IOC Biennial Strategy 2008–2009 (IOC Resolution XXIV-2) within which the High-Level Objectives and Expected Results of IOC are elaborated, and
- (iv) The adoption of the IOC Programme and Budget 2008–2009 through Resolution XXIV-15,

Recognizing the urgent need for programme restructuring that ensure efficient and effective implementation and execution of WESTPAC projects, consistent with the High-Level Objectives of IOC,

Further recognizing the need for WESTPAC to be responsible for the governance and rules of procedures of its projects, including requirements for establishment and implementation of projects, and for monitoring and evaluating projects,

Approves the WESTPAC Strategy and Programme Structure (2008–2013) annexed to this recommendation.

Annex to Recommendation SC-WESTPAC-VII.4

WESTPAC STRATEGY AND PROGRAMME STRUCTURE (2008–2013)

Purpose

- To present the strategic priorities and structure of the programmes of IOC/WESTPAC, in the context of IOC High-level Objectives (2008–2009) and Medium-term Strategy (2008–2013);
- To provide a framework for the establishment, acceptance, continuation and termination of projects; and
- To establish the framework for developing the operational plans of IOC/WESTPAC.

Preamble

The world community faces growing challenges arising from climate variability and change, marine environmental degradation and pollution, biodiversity losses, and natural hazards. As a competent body and focal point in ocean affairs within the UN system, IOC needs to respond to these global issues. WESTPAC, as a Subsidiary body of IOC, contributes to the translation of the objectives of the global programmes and ocean services of the Commission into activities that maximize the benefit for Member States, taking into account the regional-specific perspectives and capability and the priorities indicated by WESTPAC Member States. Its work and action truly add value and capacity in line with IOC objectives and WESTPAC member needs.

Toward a Restructured Programme of Work

Regional work programs, be they implemented through Subsidiary Bodies or other means, are a fundamental component of the IOC structure to translate the global programmes and ocean services of the Commission into activities that maximize the benefit for Member States, taking into account the regional-specific perspectives and capability and the priorities indicated by Member States. WESTPAC as a Regional Subsidiary Body of the IOC potentially offers such a component, but only if its work and action truly add value and capacity in line with IOC objectives and WESTPAC member needs.

By Resolution XXIII-6, the IOC Assembly recognized that the role of Regional Subsidiary Bodies must be made more effective and efficient by examining and correcting the present deficiencies, improving communications and interactions and ensuring a comprehensive programme of work following UNESCO's Main Lines of Action and the IOC's High-Level Objectives and lines of action.

Regional Subsidiary Bodies can also play an important role in establishing partnerships and understanding (agreements) with other UN and non-governmental regional bodies who have similar and/or overlapping interests. In the light of present UN reform, it is important that UN bodies are seen to be "acting as one", particularly at the national level.

Work (action) at the regional level takes on many forms:

- Building scientific knowledge and supporting data for
 - Study key scientific issues,
 - ocean and coastal management,
 - decision making and policy formulation, and
 - as contributions to the broader base of oceanographic data and knowledge;
- Increasing national and regional capacities in marine sciences through
 - training,
 - networking among scientists and research institutions, and
 - the mobilization of resources;
- Improving bilateral and multilateral support arrangements and governance; and
- Enhancing communication and awareness building.

The work programme can be organized in a number of different ways including

- (a) Sector/field or regional specific projects. They will be characterized by (among other things)
 - A project plan, with specified objectives, outcomes and measures of performance;
 - An agreed period for the project; and
 - Identified leaders and participants.
- (b) Work that is a contribution to an IOC programme of action. The definition of this work should include
 - Well defined objectives, which may be ongoing;
 - Governance structure (rapporteurs and/or leaders responsible for interaction with IOC programme of action);
 - A schedule of work of work for each inter-sessional period; and
 - A clear identification of the WESTPAC role and responsibility.

The following sub-sections provide more detail on the process by which projects and/or programmes of work are agreed by WESTPAC (a necessary but not always sufficient step for endorsement as part of the wider body of work within IOC), and for review by WESTPAC.

For each of the WESTPAC activities there should be a set of WESTPAC actions, at or at a level lower than the IOC lines of action, which can be endorsed by WESTPAC as part of its Programme and Budget which should also include (i) related performance indicators (deliverables); and (ii) the resource allocation.

The Structure

WESTPAC can only be useful and effective if it adds real value to the work of the Commission. The outputs of the work coordinated through WESTPAC must directly impact the lines of action of IOC and the Main Lines of Action of UNESCO. In many areas this requires coordination and agreement with other bodies of IOC such as IGOOS, JCOMM and IODE and this is explicitly recognized in the revised approach. Such interaction must be mutually supportive and beneficial.

WESTPAC has a distinctive and leading role in coordinating regional capability and developing capacity, though this role is not unique. This role is expressed through projects (region or sector/field specific) and/or identified contributions to global programs.

The new structure attempts to balance the need for integration with the IOC Programme and responsiveness to regional needs and priorities. It is important that the stakeholders of WESTPAC clearly see actions that are relevant and have high impact. In some cases the impact might be uniquely associated with WESTPAC, in others WESTPAC may play a secondary, but still important role.

The development of regional infrastructure to support science, monitoring and assessment, management and decision making, among other purposes, is an important role for WESTPAC. Such infrastructure will usually be longer-lasting and sustainable. Partnerships, be that within IOC, within UNESCO, with other UN bodies, or with non-governmental and/or national agencies is recognized as fundamental to the future of WESTPAC. NEARGOOS and SEAGOOS are two examples of significant contributions to infrastructure development.

It is important that the new Programme structure promotes innovation and initiative, with active review of existing work programmes, and that the sessions of WESTPAC provide an opportunity to discuss gaps and new issues. The adoption of a WESTPAC Science Advisory Group (Recommendation SC-WESTPAC-VII.1) is an important element of this new approach.

The nomenclature used to describe elements of programme structure within IOC is not always clear. Here we use the terms:

1. WESTPAC Programme	This is the plan of work adopted by WESTPAC, either through endorsement by the IOC WESTPAC Sub-Commission or as modified through out-of-session action through the Chairperson.
2. Themes or sub-programmes	It has been common practice to define programme areas in the sub-Commission, but these have led to some confusion with IOC Programmes, particularly when the IOC work areas were being referred to. The new structure will use the terms Theme to describe the output areas of WESTPAC, and Sub-Programme to refer to the input. There will often be a one-to-one match, but this need not be so.
3. WESTPAC High-Level (Strategic) Objectives	These closely align with the IOC medium-term strategic objectives and High-Level Objectives, but also include regional specific aspects.

4. WESTPAC lines of Action	Like the IOC and UNESCO counterparts, these are the high-level actions against which progress and impact for IOC is delivered. They will usually be of a form that allows measurement of impact.
5. Projects/work elements	These are the modalities that WESTPAC chooses to use for organising its work. In some cases they may align directly with a Theme, in other cases a sub-programme area will have a number of projects and/or elements of work. The former will be described in a project plan. The latter may be contributions to a larger programme, but coordinated locally, or networks that are established to coordinate contributions.

WESTPAC High-Level Objectives

In accordance with the High-level Objectives of IOC adopted at the 24th Assembly, WESTPAC Objectives adhere to the direction and priorities set forth in the IOC Biennial Strategy, but recognize the particular interests and priorities of WESTPAC.

WESTPAC contributes to the 4 IOC high-level objectives (HLOs) which are adopted herein as WESTPAC HLOs (WHLOs); WESTPAC will focus its efforts in a number of key areas (denoted as WESTPAC Priority Areas, WPAa).

WHLO 1: Prevention and reduction of the impacts of natural hazards

- a. Promote integrated and sustained monitoring and warning systems for coastal and oceanic natural hazards,
- b. Develop comprehensive scientific research programmes to further understanding mechanisms of ocean natural hazards,
- c. Promote comprehensive assessment of risk from marine natural hazards,
- d. Educate communities at risk with respect to natural-hazard impact prevention, preparedness and mitigation measures through symposia, conferences, workshops, seminars and forums.

WHLO 2: Mitigation of the impacts and adaptation to climate change and variability

- a. Increase the understanding of the ocean's role in climate variability and climate change.
- b. Contribute to the better prediction of climate through ocean observation and process studies, especially development of new generation numerical models and technology, at regional and global scales.
- c. Increase the understanding of the impacts of climate change and variability on marine ecosystems and their living resources.

WHLO 3: Safeguarding the health of ocean ecosystems

- a. Actively contribute to the Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including Socioeconomic Aspects.
- b. Further develop the research and monitoring required for the prevention of marine environment degradation, and the maintenance of biodiversity and the sustainable use of marine habitats.
- c. Identify and develop the capacity-building necessary for maintenance of healthy ocean ecosystems focusing on the regional needs.

WHLO 4: Management procedures and policies leading to the sustainability of coastal and ocean environment and resources

- a. Facilitate science related to ocean and coastal resource management.
- b. Enhance development and implementation of decision-support tools that improve integrated ocean and coastal management.
- c. Provide advice for policy development management on the marine environment.

WHLO 5: Scientific knowledge and innovation

- a. Enhance regional cooperation and involvement of the Member States through capacity-building and capability or competencies in strong scientific knowledge, training, data and information management, technology development and innovations and transfer of technology

Project Framework

Projects established within WESTPAC need to meet the following criteria:

- Have defined objectives, aligned with the WESTPAC High-Level Objectives;
- Have developed a work plan, including resources requirements;
- Have demonstrated scientific quality and expected concrete outcomes;
- Have proposed potential members of the Project Steering Committee and its Terms of Reference, and identify a Project Leader.

WESTPAC Projects may be continued—or terminated—upon the approval of the Sub-Commission.

Establishment

Member States or individual scientists (hereinafter referred to as the “proposer”) should submit new Proposals, through its National IOC Focal Point, to the WESTPAC Secretariat, at least two months prior to the Session of the Sub-Commission. In the case of a new proposal from interested organizations outside WESTPAC, it should be submitted through the Chair of WESTPAC. Upon receipt of the proposal, the Secretariat will make an initial review to ensure that all relevant information has been provided. The proposals will be sent to the WESTPAC Advisory Group for further advice, as appropriate

The Advisory group reviews all proposals and the Chair of the Group will provide a recommendation to the Chair of the Sub-Commission. If necessary, the Chair may communicate with the proposer and relevant National IOC Focal Point for further improvement/strengthening. Revised proposals should be submitted to the Secretariat accordingly at least two weeks before the Session.

The proposer or his/her representative should present the proposal to the session of WESTPAC. The Sub-Commission will consider the proposal and budgetary implications, taking into account the recommendation from the Advisory Group, and, as appropriate adopt the project as part of the work plan of the Sub-Commission.

Implementation and Reporting

A Project Steering Committee should be established to work closely with the WESTPAC Secretariat and to serve as a management and coordination body for the project. The Committee should be set up as soon as possible after the Sub-Commission approves the

Project. The Committee, under the chairmanship of the Project Leader, is responsible for the overall implementation.

The Terms of Reference for a Project Steering Committee should include:

- i. identify the long-term needs and goals of the project in the region;
- ii. oversee and ensure efficient coordination of the project and related activities.
- iii. consider sources of funding for activities with various funding agencies;
- iv. seek, on behalf of the Sub-Commission, the cooperation with national and international projects and program, where relevant;
- v. harmonise actions agreed under the Sub-Commission with those of other intergovernmental groups, as appropriate;
- vi. inform both the officers of the Sub-Commission and to his/her National IOC Focal Point of the implementations of the project, at appropriate intervals, identifying these matters requiring their attention and assistance.
- vii. report its implementation and achievement to the Session of the Sub-Commission at least one month prior to the Session

Continuation or termination of a project

All Projects must be reviewed at Sessions of the Sub-Commission and, as appropriate, renewed with specific objectives and expected outputs for the next intersessional period. The Chairperson of the Sub-Commission should request the Advisory Group to provide comment on achievement based on the report from the Project and recommendation on continuation or termination of the Project.

The Advisory Group meets before the Session. The Chairperson of the Group, if necessary, may set up ad hoc working group for assessment of the achievement, in consultation with the Chairperson of the Sub-Commission.

The Sub-Commission makes decision on continuation/termination, taking into account of the report of the Project Leader together with the comment and recommendation from the Advisory Group. The Sub-Commission may terminate a project, if one of the following conditions is observed;

- i. the Project Leader reports the objectives of the project are accomplished; or
- ii. in case of financial problem, Project Leader reports to the Sub-Commission for termination; or
- iii. the Project Leader or his/her representative could not attend the session and no progress report was submitted without any reason, or
- iv. Project Leader did not respond to the request of the WESTPAC Secretariat to report on the progress during intersessional period and few activities were carried out during intersessional period.

In case of termination, the Sub-Commission will inform the Project leaders of its decision, along with a justification, through his/her National IOC Focal Point.