UNESCO/IOC Capacity Development Programme

Advanced Leadership Workshop for Heads of Institutes
IOCINDIO region

Hyderabad, 10-14 May 2008

Draft Report

This document is made available to workshop participants for convenience. It has not been submitted to formal UNESCO Member States or other participating organisation’s review process.
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SUMMARY

This workshop was the first for directors of marine-related institutions in the central Indian Ocean region of IOC (IOCINDIO), with a focus on organisations related to the Indian Ocean Global Ocean Observing System (IOGOOS), of which INCOIS is the host institution.

25 participants from 10 countries of the Indian Ocean attended, most of them directors or senior executives in their organisations. Specialisations and expertise of the participants included operational meteorology, physical oceanography, marine hazards, hydrography, biological oceanography and fisheries, remote sensing, modelling and data management.

The workshop first focussed on presentation of methods and best practices to work and grow directors’ performance in leading their organisation. Feedback from participants indicates that this was perceived as a very useful and inspiring experience by most participants.

The delegates then discussed the priorities in marine issues in their countries and region, their vision for the future of marine sciences in the Indian Ocean, and priorities in growing capacity and regional collaboration.

Participants had largely converging view on the issues of priority, that could broadly be grouped in issues pertaining to marine resources, and those pertaining to marine hazards. The possible focus for an initial limited number of pilot projects to address some of these issues was discussed.

The next steps in the development of these projects could include a focus on regional collaboration for better multi-hazard warning systems, and coastal ecosystems, with mangroves for continental states and coral reefs for the island states.
WORKSHOP VENUE

The workshop was held at the Indian National Centre for Ocean Information and Services (INCOIS) near Hyderabad, located at

P.B No.21,IDA Jeedimetla P.O,
Hyderabad - 500 055, India.

INCOIS’ mission is “To provide ocean information and advisory services to the society, industry, government and scientific community through sustained ocean observations and constant improvements through systematic and focused research”

More information can be obtained from http://www.incois.gov.in/
# WORKSHOP TIMETABLE

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<tr>
<th>Timings</th>
<th>Sat 10 May</th>
<th>Sun</th>
<th>Mon 12 May</th>
<th>Tue 13 May</th>
<th>Wed 14 May</th>
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<tr>
<td>0901-1041</td>
<td>Opening function, Welcome, Introductions, Objectives and programme, The challenge of achieving sustainable outcomes in ever-changing environments</td>
<td></td>
<td>Review of key lessons from day 1, Team presentations and feedback: What are the structures that drive performance and behaviour and how can they be changed to achieve performance improvements</td>
<td>Review of key lessons from day 2, Team exercise: Providing performance feedback with guidelines for improvement, Performance contracting, Leadership coaching</td>
<td>Marine Action Planning (MAP) session: discussing and planning the way forward for ocean information and applications in the region, including IOGOOS</td>
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<tr>
<td>1042-1051</td>
<td>Refreshments</td>
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<tr>
<td>1102-1312</td>
<td>What is leading and leadership really about and why is it so critically important, The core building blocks of world class leadership, Personal Mastery as the foundation for leadership</td>
<td></td>
<td>Management versus leadership work, Skill mapping: A framework for personal and institutional competence, Developing and refining leadership behaviours, skills, routines and techniques</td>
<td>Creating the conditions for amazing achievement/performance, Initiating and achieving change at the individual and organisational level, Looking homeward: How do I plan to further improve my impact as a leader, Workshop close</td>
<td>MAP Continued</td>
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<tr>
<td>1313-1345</td>
<td>Light lunch</td>
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<tr>
<td>1346-1540</td>
<td>Skills for Mental Modelling</td>
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<td>The primary roles and responsibilities of senior leaders, Determining/clarifying strategic direction(s)</td>
<td>Regional issues and planning – Special session to review Regional Capacity Building needs and priorities and programme per IOC Capacity Building Section IOC</td>
<td>INCOIS presentation on safety from marine hazards in Indian coastal zones, COAST-MAP-IO discussion</td>
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<td>Developing life and work balance</td>
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<td>1731-1829</td>
<td>Recreation</td>
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<td>1830-1901</td>
<td>Free time</td>
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<tr>
<td>1902-1901</td>
<td>Dinner and assignments</td>
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11 MAY OPTIONAL HYDERABAD OUTING

- 1102-1312: Light lunch
- 1313-1345: Skills for Mental Modelling
- 1346-1540: Refreshments
- 1541-1601: Developing life and work balance
- 1731-1829: Recreation
- 1830-1901: Free time
- 1902-1901: Dinner and assignments
AGENDA OF DISCUSSIONS FOR MARINE ACTION PLANNING

MAP objectives and desired outcomes:
1. workshop was used as opportunity to identify new possibilities for fruitful collaborations
2. marine issues of priority in the region identified
3. mechanisms for regional cooperation and networking to better address these priorities were identified
4. corresponding goals and actions points were agreed upon

Saturday 10 May

Long-term vision and urgent needs for the region:
Informal discussions following end of workshop on Sat 10
- What are the urgent needs of countries and communities?
- What are the best achievement of marine sciences in the region in recent years?
- What are its worst failures?
- Where do we see marine sciences in the region in 20 years?

Summary of vision and needs informal discussions
At dessert time on Sat. 10th dinner

Monday 12 May and Tuesday 13 May

Priorities Round Table:
to be conducted on the 12th and/or 13th weaved into the leadership workshop as application exercise
directors list 1 or 2 priorities in their institute planning that would benefit from enhanced regional cooperation
  ⇒ 2-5 regional priorities identified

Wednesday 14 May

Break-out groups discussion: delegates break-out in groups along identified priorities
  ⇒ recommendations to address each group’s priority

Plenary discussion of break-out groups recommendations

Existing and/or missing projects:
- Discussion of existing regional cooperative projects and mechanisms
- Identification of gaps and priorities that are not addressed by existing projects

Existing and/or missing data and tools:
- Available Discussion of available data and/or tools that can address the priorities identified
- Identification of gaps that are not addressed by existing data and/or tools
The way forward and action points for follow-up:

- Issues to be addressed: funding, networking issues, agreement on mode of operation for subsequent interaction and follow-up, etc.
- Choose either existing project/mechanism for focus of groups subsequent work or develop new project if some of the priorities identified are not addressed by existing ones
- Set corresponding goals and agree on action points corresponding to these goals
PLENARY OF FIRST BREAKOUT SESSION’S DISCUSSIONS

GROUP 1:


Priorities by country:

Sri Lanka
Sri Lanka has a requirement of fresh hydrographic survey particularly in the post-tsunami context. There is a need for capacity-building in hydrography – assets for collection as well as training. The INHO is offering training to Sri Lanka. However, at present naval officers coming for the training are not involved in hydrography. There is currently a modest beginning in production of ENC (electronic navigation charts). The priorities are summarised as follow:
1. Hydrographic surveys
2. Capacity-development
3. Electronic Navigation Charts (ENC)

Seychelles:
Very little area has been covered by surveys (around 15%). There is also no clear perspective for hydrography in the country, as the Government doesn’t have any plans of earmarking any funds for Hydrographic survey. There are some people trained from India, but there is a problem of brain drain to the private sector.
Summarising:
1. need for Hydrographic perspective in country
2. assistance in preparing a blueprint
3. capacity-building: equipment, office to manage data, and training
4. collection of Hydrographic data
5. retention of expertise

Mauritius and Maldives:
It appears problems tend to be similar with the Seychelles. There is an MoU between India with the two countries for cooperative activities in Hydrography.

Thailand:
The country has an established hydrographic office with sufficient expertise in certain areas. At present however the expertise in producing ENC must be enhanced.

India:
Resources and expertise is available. The coverage of the coast with ENC as well as paper charts is complete.
Regional priorities:
There is insufficient sharing of data between the countries, particularly for overlapping areas. For instance in the case of Sri Lanka, many datasets are not made available to India. Also, there is often scarcity of bathymetric soundings and only old data available. This results in inhomogeneous charts with higher quality for the India parts. A form of agreement for sharing of data is thus needed.

The NIOHC (North Indian Ocean Hydrographic Commission), under the auspice of IHO, is facilitating this process since 2002. IOC and IHO have an MoU between them. The system is thus in place to address regional hydrography requirements.

Vision for the region: a strong NIOHC, self-sufficiency in hydrography of each country in the region, and a regional Hydrographic database with all countries participating.

GROUP 2

Participants: Balakrishnan (INCOIS, expertise in ocean state forecast), R. Un-Nabi (Institute of Marine Sciences, Bangladesh, fisheries), P. R. Rao (INCOIS, ocean data and information management), M. H. Abdullah (Malaysia Meteorological Department, expertise in meteorology) and M. M. Ali (National Remote Sensing Agency, India, remote sensing).

Priorities:
1. Sharing of the forecast being issued by INCOIS for tsunami and PFZ (specific priority for Bangladesh)
2. Validation of INCOIS products (SST, PFZ, waves), which necessitates easy exchange of data, and capacity for collection in all countries.
3. Sustainability of fisheries. The IO is getting overexploited. In this context the impact of fisheries products such as PFZ may be adverse
4. More accurate prediction of cyclones – currently the landing site is predicted with accuracy of 400 km 4 days in advance. Insertion of more oceanographic parameters in models should improve this accuracy.
5. Sea-level rise and consequences on rim countries – developing models for better predictions of e.g. surface area affected.

GROUP 3

Participants: S. Nayak (INCOIS, marine hazards), R. Prasad (Andhra Pradesh Univ., physical oceanography), A. M. Ramiz (Maldives Met. Dept., operational meteorology), M. Kumar (CUSAT faculty of marine sciences, India, atmospheric dynamics).

Priorities:
1. Insufficiency of data, especially ocean data such as bathymetry insufficient. INCOIS could provide some of the required data.
2. Better training facilities
3. Opening for students: proper placement of students to attract better talent. Also, need for basic infrastructure for proper training of students, which will also help to attract better talents
4. Better climate modelling, especially of climate change including sea-level rise

GROUP 4

Participants: S. Al-Jufaili (Oman Univ., expertise in fisheries), A. Sarkar (ISRO, India, remote sensing and physical oceanography), Satyanarayana (INCOIS, computer management and web-based services), R. A. J. Al-Baharna (United Arab Emirates, marine science and fisheries with a management background)

Priorities (specific to Oman):
1. Safe navigation system: the government plans include increased export and import, and development of the marine tourism. These necessitate a better navigation system for bringing tourists from Muskat to tourist places, which is best done by marine transportation.
2. Fisheries: Oman has a very long coastal line with 35000 fishermen that all work in the coastal zone, which is overexploited. An important issue is the poor marketing and handling of fish at landing site (preservation and transportation). Products that improve the efficiency of fishing may actually worsen the sustainability problem.

Regional priorities:
1. fisheries related issues
2. physical oceanography, modelling and data related:
   a. Sea-state conditions. Satellites to play an important role.
   b. Nowcasting and forecasting – prediction of weather and sea-state
   c. Developing of optimisation model (now R&D): prediction of optimum navigation route. To be done onboard with data fed into it. Pilot studies will be required.
3. Satellite data: Oceansat II will provide chlorophyll data as a finished product, which India is committed to provide to the international community. Ocean surface wind should also become available in the near future, and should be provided in near-real time. There is an announcement of opportunities document on Oceansat II programme (documents will be shared with workshop participants).
4. Capacity-building: the UN organises an MSc in satellite meteorology. It would be beneficial to conduct a similar one for satellite oceanography, that would include marine biology and physical oceanography. For example, a 9 month MSc course sponsored by the UN for oceanography
GROUP 5

O. Quader (SPARRSO, Bangladesh, expertise in remote sensing applications to fisheries and hazards), R. M. Mohseen (Mauritius Survey Department, Hydrographic Unit), M. M. Matsumoto (Borneo Marine Sciences Institute, Malaysia, fisheries resources), T. S. Kumar (INCOIS, tsunami hazards and remote sensing applications).

Priorities by country:

**Bangladesh:**
1. hazards from cyclones – improving forecasting capabilities
2. management of marine fisheries – a lot of poaching in their waters from foreign vessels
3. tsunami early warning systems. Other hazards like sea-level rise
4. PFZ – SST. Requested from INCOIS to improve fishing operations. Proposal to Oceansat II project as well as work with IOC
5. capacity-building in remote sensing and oceanography

**Malaysia:**
1. unsustainable fishing activities and pressure
2. harmful algal bloom. Also linked to Chl project (monitor)
3. coastal ecosystems – reefs, mangroves, seagrass. Monitoring these ecosystems
4. water and sea-pollution in the coastal zone
5. biodiversity of marine living resources
6. capacity-building (common issue for all participants)

**Mauritius**
1. fisheries – also have poaching
2. cyclone
3. capacity-building especially in hydrographic survey. India is doing a survey for them. Dept at early stage.

Regional priorities:
1. coastal monitoring
2. fisheries management: PFZ products and ways to counter poaching and invasive species problems
3. coastal hazards: tsunamis and cyclones, red tides, pollution
4. safe navigation: forecast of sea-state
5. capacity-building: especially in remote sensing and application in fisheries and coastal forecasting
PRESENTATION OF SECOND BREAKOUT SESSION DISCUSSIONS

In this second breakout session, the groups were rearranged, ensuring that each group includes a diversity of specializations and expertise. During the session, the delegates from Maldives, Mauritius, Seychelles, and Sri Lanka got together to discuss and report on the specific priorities of island states. The suggested guidelines for these discussions are provided in Annex IV.

GROUP 1

Participants: S. S. Karnik, A. Sarkar, S. Al-Jufaili, A. M. Ramiz, M. Kumar

Most important issue: Marine living resources management

Vision: sustainable exploitation and efficient utilisation of marine resources

Action Plan:
1. planning of regional networking for monitoring of coastal ecosystem
2. strengthening regional infrastructures
3. regional plan for conservation and sustenance of marine biodiversity
4. monitoring and control of marine pollution
5. enforcement mechanisms for maritime laws
6. study on impact of climate change
7. collection of essential marine data (hydrography, oceanography)
8. exchange of marine and satellite data, including products
9. real-time dissemination of disaster advisory and warnings
10. training in marine science

GROUP 2

Participants: K. V. S. R. Prasad, O. Quader, M. Rosette, A. Ariyawansa

Most important issue:
1. hazard prediction and preparedness
2. sea-level rise due to climate change

Vision: Easy access of the data to Indian Ocean rim countries and also better prediction facilities

Steps required:
Capacity building on:
1. data acquisition
2. bilateral and multilateral agreements
3. human resources development
4. monitoring of programmes by IOC and IOGOOS

Steps to be taken:
1. training programmes
2. collaborative projects
3. implementation mechanism is to be developed
GROUP 3

Participants: T. S. Kumar, R. M. Mohseen, M. M. Matsumoto, K. M. Nair

Most important issue:
1. Disaster:
   - Tsunami
   - Cyclone
   - Pollution
   - Climate change
2. Resources
   - Fisheries and living resources
   - Coastal ecosystems
   - ICZM
   - Non-living resources

Vision: develop expertise and infrastructures and network for disaster mitigation and resources management

Steps to be taken:
- Sensitise decision makers for appropriate response
- Formation of an international mechanism
- Identify requirements and tools
- Assess strengths in the region
- Capacity building
- Networking for sharing of data and information
- Accommodate regional requirements in national programmes
- Funding, both external and internal

Actions:
- Initiatives and an approach paper for an expert group
- Survey for assessing requirements and tools
- Workshop for capacity building specific issues
- Evolve networking model for data and information exchange
- Mechanisms for public information (dissemination)
- Pilot projects
  - Multi-hazard Emergency Warning System for Indian Ocean
  - Remote sensing applications for resource management
  - Need for: observing systems, data management, modelling, information generation and dissemination
GROUP 4

Participants: R. Un-Nabi, M. H. Abdullah, P. Somjakuoren, P. R. Rao, M. M. Ali

Most important issues:
Livelihood security for coastal communities
- early warning
  - meteorology (cyclones and weather)
  - ocean (tsunami, storm surges, waves, tides)
- degradation of biodiversity
  - pollution, overfishing, fish poaching, inundation

Vision: A comprehensive ocean observing system to combat the natural hazards to have a secured livelihood

Actions:
Steps to reach:
- Observations (in-situ and remote-sensing)
- Modelling
- Data exchange and information systems
Steps required
- Moored buoys, ships, satellites
- Well validated models
- Information dissemination
PLENARY DISCUSSION OF SECOND BREAKOUT SESSION

Participants discussed the presentations from the second breakout session.

In general, there seemed to be converging viewpoints on the most important issues, and priorities in capacity development and collaboration to address them. However, the large number of issues raised made it unrealistic to address all of them in one project to be presented to potential sponsors. The challenge thus appeared to be to choose to focus for the remaining of the discussion on one of these issues, to be addressed in a limited number of pilot projects - while keeping the larger framework and vision presented by the groups as the long-term plan for the Indian Ocean.

It was noted that early warning one of the common priority for all the group presentations. An observing system would not be a goal by itself but would emerge as a requirement to address the priorities identified.

Another commonality that emerged was coastal ecosystems. However, mangroves, seagrass and coral reefs, for example, are very different ecosystems for which different projects may be required. It was proposed that mangroves be the focus for coastal ecosystems of continental countries, while coral reefs be the one for islands. Rashed Un-Nabi could be the contact for the former, and Michael Rosette for the latter.

It was agreed that IOC would prepare a document with the aim to synthesize these discussions based on the commonalities that emerged.
ACKNOWLEDGEMENTS

This workshop was made possible thanks to the generous support of the Ministry of Earth Sciences, Government of India (through INCOIS), the Swedish International Development Cooperation Agency (Sida), the Ministry of foreign affairs of the Italian Republic, as well as the many institutes, agencies, department and universities that sponsored their delegates travel to Hyderabad to attend.

The competent and dedicated support from the staff at INCOIS was crucial in ensuring the good organisation of this event.
ANNEX I LIST OF PARTICIPANTS

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ANNEX II BRIEFING NOTE FOR PARTICIPANTS

Date: 25 April 2008

To: Workshop Participants
From: Ian Dean (Workshop Facilitator)

1. **Introduction**
   Congratulations on your forthcoming participation in IOC’s Leaders 1 Programme. The information you need for the workshop and especially your pre-work is set out in this Briefing Note (Document No 1). The Workshop Time-table (Document No 2) was distributed earlier. Please contact me at iandean@iafrica.com or on +27 825530360 at any time should you wish to discuss and/or clarify any aspect of the workshop.

2. **Venue, timings and dates**

   **Venue:**
   Indian National Centre for Ocean Information Services (INCOIS), "Ocean Valley", P.B No.21,IDA Jeedimetla P.O, Hyderabad - 500 055, India.
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   **Starting date and time:** 08.29am Sat 10 May
   **Concluding date and time:** 5.15pm Tuesday 13 May for the Leadership component and Wednesday 14 May for the Mapping session. See the time-table for details.

3. **Objectives/Outcomes**
   On successful completion of the workshop, you will have:
   - Acquired an integrated framework for leadership at a senior level and will have renewed and extended your existing leadership competence.
   - Received feedback and new insights on your leadership to help you focus on specific (practical) development actions and sharpen calibration of self-insight.
   - Identified blockages and constraints to effective performance in your work environment and developed credible interventions (leadership application and/or collaborative projects) to address them.
   - Strengthened your working relationships in a Regional Network of Senior Leaders.
   - Enjoyed a time of personal growth and renewal.

4. **Workshop process and content**
   - The workshop is structured around individual and team exercises, video material, individual skill development simulations, team assignments, self-study, facilitator inputs and case study materials. It is experiential (very hands on leaning by doing) in nature.
• Practical application in your work environment will be a primary focus during the workshop. The process takes full account of the seniority of the group and is designed to be both challenging and intrinsically rewarding.

5. **Dress**
   • Smart casual for the opening session and informal thereafter.
   • There will be many special experiences, lots of laughter and special memories. You may want to capture a few on camera and are most welcome to bring one along!

6. **Preparation and pre-work**
   Good preparation is absolutely essential. Experience has repeatedly shown that participants who are well prepared, derive several hundred percent more benefit than those who are not. Would you therefore please complete the following assignments prior to commencement of our workshop:

   6.1 **Your personal leadership:**
   • Please prepare a self-evaluation of your (i) strengths – in priority order, and (ii) your most important development needs as a leader. Exercise worksheet No 1 (page 3 below) provides a useful template for this self-evaluation but you are welcome to use any format you like. It is helpful to consult at least 2 or 3 colleagues/team members/reports and ask them to prepare a similar assessment of your leadership strengths and development needs. This will allow you to calibrate your own evaluation. Please have a copy of your self-evaluation available for collection on day 1 of the workshop.
   • Prepare a short note setting out your vision(s) for your life.
   • Prepare a list of the things you want to achieve/learn by attending the workshop and email to iandean@iafrica.com by 7 May.

   6.2 **Leadership in general:** *Record your answers to the following questions:*
   • What are the most important shifts/changes taking place in both your local and global work environments and what impact is that having on the requirements for leadership in your Institution?
   • What are the most important criteria for assessing the effectiveness of a person’s leadership? Stated differently, what criteria should be used to assess your effectiveness as a senior leader?
   • What are the most important leadership roles/responsibilities for individuals holding senior positions in your organization/institution?
   • What are the basic steps to follow when trying to help another person change his/her behaviour(s)?

   6.3 **Leadership applications:**
   • Identify another participant who will be attending the workshop. Make contact with him/her and set up a ‘Learning Contract’ on how you will help and support each other to achieve your respective learning goals/objectives. (See last bullet under 6.1 above)
   • Prepare a short motivational talk (minimum 8, maximum 12 minutes) to persuade a small team of 3 to 4 people who have become a bit cynical and disconnected about working in your organization, that (1) the work and purpose of the organization remains important, and (2) their contribution is valued and needed. (Use actual information from your work environment).
• Prepare a list of the names in order of priority based on decision making authority, of the people you regard as being the most influential leaders in your region when dealing with matters/issues that are relevant to your organization and your work.

In summary, there are 10 action items that need your thoughtful attention before you arrive for the workshop! One is already due by 7 May.
ANNEX III BACKGROUND NOTE FOR THE WORKSHOP

UNESCO-IOC Self-driven Capacity development Program for Marine Sciences: Through Workshops in Leadership, Proposal writing, and Team-building

What prompted the program?
Oceans cover more than 70% of the earth’s surface, with the coastal zones having the densest populations and a spectrum of competing interests. Taken in conjunction with an effectively diminishing capacity to scientifically self-manage coastal and open ocean spaces, it is not surprising that marine resources are degrading at an accelerating rate. The IOC Assembly in June 2005 debated these issues and concluded that the present method of building capacity needed a new strategic direction. The Assembly approved an initial implementation plan that focuses on harnessing the self-drive of directors of marine science institutes to break the spiral of non-sustainable dependence on external donor agencies. The plan fosters partnerships with agencies that develop capacity through interventions that are locally owned with meaningful societal outcomes, sustainable, effective and efficient. [Check http://ioc.unesco.org/iocms/files/IOC-XXIII_3finalfinal.pdf pages 30 to 34 and Resolutions 10 and 11]. Support from Member States and in particular the Swedish International Development Agency has allowed IOC to begin working towards that vision.

What are the program components?
There are 3 components spread over 3 years. The present program addresses the first 2 components.

1. Component 1 is designed to strengthen institutes by conducting workshops that:
   a. Empower networks of directors with leadership skills
   b. Support networks of scientists with proposal-writing skills
   c. Build scientific teams to collaborate on funded projects

2. Component 2 is designed to raise awareness of the importance of marine scientific research by strengthening institutes through training workshops in Decision Support System tools that:
   a. Deliver visible local benefits based on science
   b. Use existing data & operational products where possible
   c. Create openings for research & education
3. Component 3 will be designed to enrol civil society’s support for marine science capacity-building and develop participatory skills in good governance.

**What are the expected benefits?**

**Expected benefits from Component 1 are:**

The immediate outcome from the first leadership workshop is the joint identification of core regional need for collaboration. Directors are transferred the skills to initiate change in their organisations and adapt their institutes focus to changing national priorities. *The HR consultant will work with directors for 3 years.*

The tangible outcomes from the proposal-writing workshops will be funded projects that were conceived from the very start by scientists from the region, as well as enhanced skills in competing for national and international funds. *The consultant will work with the scientific teams from concept to funds realisation.*

The immediate outcome of the team-building workshops will be a significant change in degree of scientific collaboration in the institute and within the funded projects. Leadership skills will also be transferred so that this group of scientists can be enrolled in institutional management. *The HR consultant will work with the group of scientists for 3 years.*

**Expected benefits from Component 2 are:**

Participants will be trained in coastal numerical models, satellite remote sensing, and Geographical Information Systems as tools that form the basis of a Decision Support System [DSS]. Such systems can be powerful means of raising awareness and support for marine science amongst decision-makers and communities. *Skills at using such a DSS will also empower directors to earn extra-budgetary funds from coastal industries.*

**Who can participate and how?**

Heads of marine science, fisheries or meteorological institutes/academic faculties /international science programs/or national funded projects will be the constituency. The targeted participant will be one with authority over a functional entity that has manpower/equipment/infrastructural resources.

**How many workshops, where and when?**
The entire program consists of 11 workshops - 3 Leadership, 3 Proposal-writing, and 3 Team-building workshops. We will also conduct 2 extended training workshops in remote sensing, GIS, and coastal modelling utilising GOOS data and products where possible. A generous Swedish International Development Agency [Sida] grant will allow 5 of the 11 workshops to be conducted in each of the IOC regions.

The first leadership workshop was conducted in collaboration with WIOMSA in Maputo, Mozambique, in 2005. A tentative agenda for the Central Indian Ocean region is shown below. There will be a second leadership workshop and one proposal-writing workshop in the region in 2008 and interested institutes should make necessary budget provision for participation.

<table>
<thead>
<tr>
<th>Proposed Calendar of Workshops in IOCINDIO Region</th>
<th>Dates</th>
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</thead>
<tbody>
<tr>
<td>Leaders 1</td>
<td>May 2008</td>
</tr>
<tr>
<td>Leaders 2</td>
<td>Dec 2008</td>
</tr>
<tr>
<td>Proposal writing</td>
<td>Jan 2009</td>
</tr>
<tr>
<td>Teams 1</td>
<td>May 2009</td>
</tr>
<tr>
<td>Decision Support Systems 1</td>
<td>Dec 2009</td>
</tr>
<tr>
<td>Leaders 3</td>
<td>Jan 2010</td>
</tr>
<tr>
<td>Teams 2</td>
<td>Mar 2010</td>
</tr>
<tr>
<td>Decision Support Systems 2</td>
<td>Jul 2010</td>
</tr>
<tr>
<td>Teams 3</td>
<td>Oct 2010</td>
</tr>
</tbody>
</table>

Similar workshops were and will be conducted in all IOC regions. For instance, the first leadership workshop in the IOCARIBE region was held in Kingston, Jamaica 12 to 15 September 2006, and a similar workshop was held from 29 November to 4 December 2006 in Cuba. These 2 workshops were tailored to respond to the needs of SIDS in the Caribbean, and Spanish speaking participants from Latin and Central America respectively.

**What do you need to bring to the workshop?**
There are three “thought” items to engage in prior to attending the first Leadership Workshop.
1. Regional capacity development [CD] needs – what are the critical areas for your institute that need capacity development? During the leadership workshop there will be a session on advancing towards a suitable proposal for funding.

2. Jot down some out-of-the-box ideas to attract matching funds to the Sida contribution. We would benefit from your thoughts on this.

3. Think about some guidelines to establish a baseline on marine science institutes so that progress in institutional improvement can be monitored over the next 3 years.

The intergovernmental nature of IOC makes it an excellent platform to initiate or strengthen regional collaboration and technology transfer. IOC believes that the self-drive of heads of institutes and their scientists is the most important element in developing marine scientific research and operations, and has formatted the series of workshops accordingly.
ANNEX IV SUGGESTIONS FOR GROUPS IN SECOND BREAKOUT SESSION

Suggestions for Break-out groups
As a suggested guide to your group discussions, please record the discussions under the headings (in bold type) on the flip chart provided to you.
[The italic material in brackets are caveats that your group may consider in guiding discussions].

1. Identify the most important issue to vulnerable communities of the Indian Ocean Region?
   [It is important to inform your group members how closely your point of view may reflect those of your policy-makers].

2. Define the position that you would like to see the Indian Ocean in say 5 years?
   [This is a vision statement. It will be important when identifying the resources needed to address the issue].

3. List the steps required to get there?
   [This need only be in broad terms. Examples would be the need for data exchange protocols for bathymetry, necessity for a broader understanding of eco-systems in the case of PFZ advisories, or creating an environment that attracts quality students to marine sciences].

4. What is needed to take those steps?
   [This needs some elaboration and one possibility is to view them as ‘hard’ and ‘soft’ steps. Resources usually will not be given for hard steps but should nevertheless be listed – examples are cruises, real-time remote or satellite data, and equipment. Soft steps examples would be data exchange protocols, and training programmes].

Once we have agreement on 1 or 2 regional issues, it will be possible to take the next step of arranging a proposal-writing workshop.
Please suggest if any member in the group is ready to host such a meeting later this year.