



*IOC Manuals and Guides 91*

# **Rules of Procedure for IODE Programme Components, Programme Activities and Projects**

**UNESCO**



**Rules of Procedure  
for IODE Programme  
Components,  
Programme Activities  
and Projects**

IOC Manuals and Guides, 91  
April 2023  
English

**Edited and organized by:** IODE Secretariat

**For bibliographic purposes** this document should be cited as follows:

Intergovernmental Oceanographic Commission of UNESCO. 2023. *Rules of Procedure for IODE Programme Components, Programme Activities and Projects*. Paris, UNESCO, 14 pp. (IOC Manuals and Guides, 91) (English)

© UNESCO 2023

(IOC/MG/2023/91)

## Table of Content

<b>1</b>	<b>INTRODUCTION.....</b>	<b>1</b>
<b>2</b>	<b>ESTABLISHMENT OF AN IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT THROUGH A RECOMMENDATION .....</b>	<b>1</b>
<b>3</b>	<b>TERMS OF REFERENCE OF A IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT STEERING GROUP .....</b>	<b>2</b>
<b>4</b>	<b>TERMS OF REFERENCE OF MEMBERS OF AN IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT STEERING GROUP .....</b>	<b>3</b>
<b>5</b>	<b>TERMS OF REFERENCE OF THE IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT STEERING GROUP (CO-)CHAIR(S) .....</b>	<b>3</b>
5.1	ROLE OF THE STEERING GROUP (CO-)CHAIR(S) .....	3
5.2	ELECTION CRITERIA AND HOLDING OF ELECTIONS OF THE (CO-)CHAIR(S) .....	4
5.3	SUCCESSION ARRANGEMENTS FOR (CO-)CHAIR(S) .....	5
<b>6</b>	<b>TERMS OF REFERENCE OF THE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT MANAGER.....</b>	<b>5</b>
6.1	TASKS OF A PROGRAMME COMPONENT/ACTIVITY OR PROJECT MANAGER.....	6

## Acknowledgement

The authors wish to thank the large community of data and information providers who collaborate through the IODE programme and make huge amounts of ocean data and information available free of charge to millions of users.



## 1 INTRODUCTION

Since the creation of the first IODE projects in the 1990s the terms of reference of a IODE Project and Steering Group have been defined by a Recommendation submitted by the IODE Committee to the IOC Governing body (in the case of IODE this is usually the Assembly) or a Decision by the IODE Committee (in cases where there were no financial implications to IOC).

Taking into account the new designations as proposed/adopted by IODE-XXVII (March 2023) there are now **IODE Programme Components, Programme Activities** and **Projects**:

- **Programme Component (PC):** activity with at least core UNESCO/IOC RP funding and staff support that enables the activity to operate on a permanent basis;
- **Programme Activity (PA):** Long-term activity receiving minimal UNESCO/IOC RP funding supplemented by substantial in-kind and/or extra-budgetary support;
- **Project:** Activity that is limited in time and is fully funded from extra-budgetary sources (Each Programme Component or Programme Activity can be further strengthened through “Projects”)

The terms of reference of a Programme Component, Programme Activity or Project and its Steering Group can only be modified by the parent body and/or IOC Governing body (in the case of IODE this is usually the Assembly).

Steering Groups will elect their own (Co-)Chair(s)(see below). A Programme Component, Programme Activity or Project can have one Chair or more than one Co-Chairs. In this document we will refer to (Co-)Chair(s).

In IODE Programme Component, Programme Activity or Project Steering Groups decisions are made by consensus. Voting will only be organized if no consensus can be reached.

## 2 ESTABLISHMENT OF AN IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT THROUGH A RECOMMENDATION

As described above a IODE Programme Component, Programme Activity or Project must be established by an IODE Recommendation or a Decision by the IODE Committee (in cases where there were no financial implications to IOC) or directly by an IOC Governing Body (Assembly or Executive Council by a Decision).

A Recommendation is a proposal for an action that needs to be approved by an IOC Governing Body.

A recommendation (or decision) has the following structural elements:

- Paragraphs that start with “noting”, “recalling” , “recognizing”, etc.: these give the background to justify the establishment of the project.
- “Recommends the establishment of the XXX project with Terms of Reference as attached in Annex A to this Recommendation”.
- “Recommends the establishment of the IODE Steering Group for the XXX project, with terms of reference as attached in Annex B to this Recommendation”.

## **Annex A to Recommendation/Decision ...**

### **Terms of Reference of the IODE XXX project**

#### Objectives

Description of the objectives of the Programme Component, Programme Activity or Project

## **Annex B to Recommendation/Decision ...**

### **Terms of Reference of the IODE Steering Group for the IODE XXX project**

#### Objectives

“The SG-XXX shall: “...

#### Membership

“The initial membership of the group will include ...”

For medium to large size Programme Component, Programme Activity or Project, it may be decided (and if funding is available) to recruit a manager (see below).

### **3 TERMS OF REFERENCE OF A IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT STEERING GROUP**

The main roles of an IODE Programme Component, Programme Activity or Project Steering Group are to:

- (i) Propose the vision, strategy, work plan and timetable for the Programme Component, Programme Activity or Project;
- (ii) Advise on technical aspects of the Programme Component, Programme Activity or Project;
- (iii) Monitor the development of the adopted work plan, identify any problems and propose remedial action;
- (iv) Invite additional experts as members of the Group, as needed by the Programme Component, Programme Activity or Project;
- (v) Report to the IODE Management Group (every year) and IODE Committee (every two years);

Regular meetings of the Steering Group should be held (at least) once a year. The Co-Chairs can decide, in consultation with the members, to have more than one meeting a year if needed.

Regular meetings should preferably be organized as in-person meetings but can, if insufficient funds are available (either from IOC/IODE) or through self-funding, can be held online or hybrid.

Regular meetings are meetings during which decisions (on work plan implementation, re-allocation of approved budget, elections of Co-Chairs, invitation of new members) can be made (if a quorum of members is present. A quorum is defined as 50% of the membership +1) and for which official reports are published in the IOC Series “Reports of Meetings of Experts and Equivalent Bodies).



*Ad hoc* or informal meetings may be organized at any time). They can be held in-person, hybrid or online. They can also publish reports but these will not have an official character and should be considered as information documents.

#### **4 TERMS OF REFERENCE OF MEMBERS OF AN IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT STEERING GROUP**

- The terms of reference of an IODE Programme Component, Programme Activity or Project Steering Group are included in the Recommendation or Decision that established the project;
- This Recommendation will also include the objectives of the Steering Group and its initial membership;
- Members of the Steering Group should be selected based on the expertise they can contribute to realizing the objectives of the Steering Group and objectives of the Project. They should not be considered as representatives of their country;
- Membership selection should, in addition to expertise, also take into account both geographic and gender balance;
- The Steering Group can decide to contact individual experts based on their relevant expertise or can publish a call (through direct mailing, web site or other communication methods) to seek new members;
- The membership will, in addition, include members of the IODE Secretariat as well as, as necessary, other members of the IOC Secretariat;
- There are no formal limitations to the number of members of a Steering Group, but it is recommended to keep the maximum size to a manageable number (e.g., 20);
- There are no formal limitations to the duration of membership of IODE Programme Component, Programme Activity or Project Steering Groups. However, members who no longer have the time to participate actively are invited to step down to give room to new members;
- The Steering Group will have one or more Co-Chair(s). See below;
- Support for participation of Steering Group members (and/or (Co-)Chair(s) in in-person meetings of the Group may be provided, depending on availability of funds.

#### **5 TERMS OF REFERENCE OF THE IODE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT STEERING GROUP (CO-)CHAIR(S)**

##### **5.1 ROLE OF THE STEERING GROUP (CO-)CHAIR(S)**

The role of (Co-)Chair(s) is:

1. To Chair sessions of the IODE Programme Component, Programme Activity or Project Steering Group;
2. To monitor the development of the adopted work plan, identify any problems and propose remedial action, in close consultation with the IODE Secretariat and Steering Group members/work package leads;

3. To call for meetings of the IODE Programme Component, Programme Activity or Project Steering Group, in close consultation with the Project Manager and IODE Secretariat;
4. To assist the Programme Component, Programme Activity or Project Manager and IODE Secretariat with the preparation of project reports;
5. To represent the Programme Component, Programme Activity or Project and its Steering Group at meetings and other events;
6. To promote the Programme Component, Programme Activity or Project at meetings and other events;

Notes:

- If they so desire, Co-Chairs can focus (in addition to the tasks outlined above) on particular elements of the Programme Component, Programme Activity or Project work plan if they have specific expertise in those elements;
- In order to maximize efficiency and coordination it is recommended that Programme Component, Programme Activity or Project Managers, IODE Secretariat and Programme Component, Programme Activity or Project (Co-)Chair(s) communicate regularly.

When participating in external events, Co-Chair(s) will not represent their institution or country but always represent the Steering Group.

The (Co-)Chair(s) are not involved in the day-to-day implementation of the Programme Component, Programme Activity or Project which is the remit of the Programme Component, Programme Activity or Project Manager (unless none has been recruited).

## 5.2 ELECTION CRITERIA AND HOLDING OF ELECTIONS OF THE (CO-)CHAIR(S)

- (Co-)Chair(s) are elected from the membership of the Steering Group;
- There are no formal requirements in terms of expertise, educational background, experience, other qualifications to guide the election of (Co-)Chair(s). In practice (Co-)Chair(s) are usually elected based on their level of past activity in the work of the Steering Group over a period of time, the respect they have gained from the membership of the Group and their professional expertise related to the subject of the Programme Component, Programme Activity or Project;
- In exceptional cases one or more Co-Chairs can be invited from outside the Group if they can bring in exceptional expertise or experience or if no other candidates have come forward. In such cases the Steering Group will need to invite them as members first after which he/she/they can be elected (Co-)Chair(s);
- Proficiency in the agreed working language (based on the common language proficiency of the Group members) of the group is essential;
- Experience in mobilizing resources is an additional element but not a requirement (all members of the SG are encouraged to assist with resource mobilization);
- In the election of (Co-)Chair(s) geographic and gender balance should be respected;
- Elections of (Co-)Chair(s) can only be held during regular meetings of the Steering Group (see above) during which a quorum of the membership is present;

- (Co-)Chair(s) are elected for one inter-sessional period of the Steering Group (regular meeting), with the possibility of re-election for an additional term. In exceptional circumstances Co-Chairs (or one of them) can be re-elected for a third term. If more than one regular meeting is organized within a calendar year then the term of office will be one year;
- Exceptions (e.g. further extensions) are possible by a decision of the IODE Committee.
- If, for a large Programme Component, Programme Activity or Project, two Co-Chairs are not considered sufficient, then alternative arrangements may be considered. Such arrangements should be proposed for approval to the IODE Committee.

### 5.3 SUCCESSION ARRANGEMENTS FOR (CO-)CHAIR(S)

- (Co-)Chair(s) should inform the Programme Component, Programme Activity or Project Manager and IODE Secretariat of their desire to step down at least 6 months before the expiry of their term of office or next regular meeting of the Steering Group, whichever comes first. This will allow the Programme Component, Programme Activity or Project Manager and IODE Secretariat to start the election procedure for the new (Co-)Chair(s);
- If one Co-Chair decides to step down and the other(s) decides to remain then only one new Co-Chair needs to be elected. The other Co-Chair(s) can remain in office;
- When (Co-)Chair(s) step down after one or two terms, they will become Past (Co-) Chair(s) and will be invited to provide guidance to the incoming (Co-) Chair(s) during the first term of the new (Co-) Chairs. This will be a voluntary service to the new (Co-) Chair(s) and the outgoing (Co-)Chairs may decline;
- When (Co-)Chair(s) step down after one or two terms they may remain members of the Steering Group. They should inform the Programme Component, Programme Activity or Project Manager and IODE Secretariat at the time they inform of their decision to step down.

## 6 TERMS OF REFERENCE OF THE PROGRAMME COMPONENT, PROGRAMME ACTIVITY OR PROJECT MANAGER

- Programme Component, Programme Activity or Project without external funding will recruit a volunteer Programme Component, Programme Activity or Project Manager;
- Larger funded projects can recruit Programme Component, Programme Activity or Project Managers as UNESCO/IOC consultants or project appointments (the latter when the Programme Component, Programme Activity or Project is funded from extra-budgetary resources only).
- Programme Component, Programme Activity or Project Managers work under the administrative supervision of a UNESCO/IOC staff member.
- Project Managers are usually recruited for the full duration of the Programme Component, Programme Activity or Project. For long-term Programme Component, Programme Activity or Project continued contractual arrangements will continue as long as funds are available or until the consultant/staff resigns.

## 6.1 TASKS OF A PROGRAMME COMPONENT/ACTIVITY OR PROJECT MANAGER

The tasks assigned to a Programme Component/Activity or Project Manager are:

1. Coordinate the implementation of the Programme Component, Programme Activity or Project by all partners (all work packages), based upon the adopted work plan, in close consultation with the Programme Component, Programme Activity or Project (Co-) Chair(s), members of the Programme Component, Programme Activity or Project Steering Group, work package leads and IODE Secretariat;
2. Coordinate communication and cooperation between Programme Component, Programme Activity or Project partners and other organizations, programmes and projects, as relevant;
3. To prepare annual and other reports as required by the IODE Secretariat, the governing bodies of the Programme Component, Programme Activity or Project parent programme(s) or IOC governing bodies;
4. To plan and implement communication activities of the Programme Component, Programme Activity or Project (web site, brochures, social media,...)
5. To manage and supervise administrative implementation, including budget management, of the Programme Component, Programme Activity or Project;
6. To assist the IODE Secretariat with resource mobilization for the Programme Component, Programme Activity or Project

[end of document]



**Intergovernmental Oceanographic Commission  
of UNESCO**

7 Place de Fontenoy  
75352 Paris Cedex 07 SP, France  
<http://ioc.unesco.org>

**UNESCO/IOC Project Office for IODE**

InnovOcean Campus  
Jacobsenstraat 1  
8400 Oostende, Belgium  
Email: [info@iode.org](mailto:info@iode.org)  
<http://www.iode.org>