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Oostende, 5 September 2023
English only

INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION
(of UNESCO)

***Ad hoc* Meeting of the IODE Management Group**

Online
1 September 2023

SUMMARY REPORT

IOC/IODE-MG-2023-adhoc/3
Oostende, 5 September 2023
Original English

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1. OPENING OF THE MEETING

The meeting was opened by the IODE Co-Chairs. They introduced the agenda, attached as [Annex I](#). The list of participants is attached as [Annex II](#).

Ms Lotta Fyrberg, IODE Co-Chair recalled the objectives of the meeting, referring to discussions at IODE-27.

2. DECISIONS/INSTRUCTIONS BY IODE-XXVII REGARDING STRUCTURAL ELEMENTS

It was recalled that this topic was discussed under agenda item 3.3.3 at IODE-27.

“Mr De Bruin (IODE Co-Chair 2019-2023) noted that the IODE programme has been using the term “project” for all its activities since the 1990s for global as well as regional activities. Most of the projects have been formally established through an IODE Recommendation that was subsequently approved by the IOC Assembly (usually part of the overall Assembly decision on IODE. IODE Recommendations are usually submitted to the IOC Assembly because IODE Committee meetings are typically organized a few months before sessions of the IOC Assembly). The IODE Recommendation includes the terms of reference of the project as well as the terms of reference and initial membership of the project’s steering group. Reference is made to agenda item 3.3.4 where rules of procedures are proposed to harmonize arrangements for all projects.

For some time however, it has been observed that naming our activities “project” creates the perception that these are activities that are limited in duration and thus also with finite resources. This is hampering IODE efforts to partner with other programmes and organizations that do not wish to embark on collaboration unless long-term sustainability of this collaboration can be expected.

Mr De Bruin therefore proposed a more appropriate naming of IODE activities:

- **Programme Component (PC):** activity with core UNESCO/IOC RP funding and staff support, supplemented by in-kind and/or extra-budgetary support, that enables the activity to operate on a sustainable basis;
- **Programme Activity (PA):** Long-term activity receiving minimal UNESCO/IOC RP funding supplemented by in-kind and/or extra-budgetary support;
- **Project:** Activity that is limited in time and is fully funded from extra-budgetary sources.

As an initial effort to express the long-term commitment of IOC/IODE to its activities Mr De Bruin proposed that ODIS, OBIS and OTGA should be considered as Programme Component. He noted that this should not change the rules of procedure discussed under agenda item 3.3.4 in terms of the creation of Programme Activities or their governance and management arrangements.

The Committee approved the designation of IODE activities as Programme Components, Programme Activities and Projects, considering that this should make IODE activities more attractive to partners for cooperation.

The Committee decided to designate ODIS, OBIS and OTGA as Programme Components and to take this into consideration in the work plan and budget 2023-2025.

The Committee instructed the IODE Management Group to (i) further clarify and finetune the naming definitions; (ii) propose the designation of all other IODE activities; and (iii) propose procedures to guide applications for new components, activities and projects, and submit these to the 28th Session of the IODE Committee in 2025”.

Ms Fyrberg informed the participants that this *ad hoc* meeting of the IODE Management Group would discuss mainly (i) and (ii):

- (i) further clarify and finetune the naming definitions;
- (ii) propose the designation of all other IODE activities;

It would also discuss the next steps for (iii) propose procedures to guide applications for new components, activities and projects, and submit these to the 28th Session of the IODE Committee in 2025.

3. NAMING DEFINITIONS

The Management Group reviewed the naming definitions as approved by IODE-27. Text marked in yellow is new or edited. “Comment” indicates a comment, instruction or decision.

- **Programme Component (PC):** activity with core UNESCO/IOC RP funding and staff support, supplemented by in-kind and/or extra-budgetary support, that enables the activity to operate on a sustainable basis;

Proposed definition: These are long-term and core actions that define the IODE programme and are sustained (at least for their baseline funding) by guaranteed UNESCO regular programme funding. This means that even without any extra-budgetary support these actions will continue to operate. However, it is preferable that the UNESCO funding is supplemented by extra-budgetary support that enables further development and expansion of the action. Programme Components can contribute to, or cooperate with, other Programme Components and their Programme Activities and Projects.

Programme Components are subject to regular evaluation as detailed in IOC Manuals and Guides No. 81 (rev 2) – see <https://oceanexpert.org/document/29638>.

Comment: The SG-QMF needs to check if the procedures are currently suitable for the review of Programme Components or if a revision is needed.

Decision: the wording of M&G 81 needs to be revised: Programme Components should submit a report to the IODE Committee every two years but are not subject to termination or removal of funding. Instead the Committee will instruct to implement remedial action to be defined by the IODE Management Group Executive (Co-Chairs, Past Co-Chairs). If the remedial action does not lead to a positive evaluation then the IODE Committee or IOC Governing body (Assembly or Executive Council) may decide to close the Programme Component. In this regard it is noted that while mobilization of extra-budgetary funding is desirable it is not compulsory. If the IODE Committee would decide, for any valid reason, to close down a Programme Component, then the Committee will need to consider the positioning of the Programme Activities and/or Projects that were attached to that Programme Component.

Note: IODE MG Executive should be explained in M&G 81.

Comment: For revision of M&G 81: it was noted that performance indicators should be clearly identified by each Programme Component and activity, subject to approval by the IODE Committee or IODE Management Group, in order to enable evaluation/review. They need to be measurable enough.

- **Programme Activity (PA):** Long-term action receiving minimal UNESCO/IOC RP funding supplemented by in-kind and/or extra-budgetary support;

Proposed definition: These are long-term actions that support/contribute to one or more Programme Component. They receive some UNESCO regular programme funding (if available). These actions should always be co-funded from extra-budgetary sources (including in-kind staff time contributions). They may also contribute to other Programme Activities or Projects in the same or different Programme Components.

If Programme Activities are unable to mobilize extra-budgetary funding or in-kind (staff time) contributions then the IODE Committee may decide to terminate a Programme Activity or identify another "parent" organization.

Programme Activities are subject to regular evaluation as detailed in IOC Manuals and Guides No. 81 (rev 2) – see <https://oceanexpert.org/document/29638>.

Comment: The SG-QMF needs to check if the procedures are currently suitable for the review of Programme Activities or if a revision is needed.

Programme Activities can be “promoted” to Programme Component if the IODE Committee so decides. This decision should be based on criteria and be guided by the relevance of the activity to the IODE and the ability for long-term sustained support from the UNESCO regular programme.

Comment: it was decided that the “criteria” referred to above should be discussed by the Management Group at a later date.

Comment: For revision of M&G 81: it was noted that performance indicators should be clearly identified by each programme activity, subject to approval by the IODE Committee or IODE Management Group, in order to enable evaluation/review. They need to be measurable enough.

Comment: It needs to be further discussed what to do with actions that involve IODE but are not owned by IODE. If actions are funded (financially or through staff time) then they are subject to the review process as defined in M&G81. Similarly, actions that are co-owned with other IOC programmes or other organizations need to be further discussed in terms of M&G 81.

- **Project:** Action that is limited in time and is fully funded from extra-budgetary sources.

Proposed definition: These are actions that are limited in time (typically 1-4 years) that are fully funded from extra-budgetary sources (including in-kind staff time contributions). They should not operate independently but support at least one Programme Component, either directly or indirectly (via a Programme Activity).

Projects can be “promoted” to Programme Activities if the IODE Committee so decides. This decision should be guided by the relevance of the action, the ability for long-term sustained support from the UNESCO regular programme, and the availability of extra-budgetary support. Projects can only be renewed/extended beyond their funded term if new extra-budgetary funding has been mobilized and the IODE Committee has agreed on the need for continuation.

Projects are subject to evaluations but the requirements should be included in the Project Document approved by the project donor. If no evaluation is foreseen in the donor agreement then the project will be subject to evaluation as detailed in IOC Manuals and Guides No. 81 (rev 2) and its further revisions as discussed above – see <https://oceanexpert.org/document/29638>.

4. DESIGNATION OF IODE ACTIVITIES

4.1. IODE GLOBAL PROJECTS

At IODE-27 a total of 15 projects were reviewed:

1. AquaDocs
2. GODAR/WOD
3. GOSUD
4. GTSP
5. ICAN
6. IQuOD
7. ODP (*terminated by IODE-27*)
8. OBIS
9. OBPS (IODE/GOOS)
10. Ocean InfoHub (including OIH extension project)
11. ODIS (including ODISCat)
12. OceanExpert
13. OceanTeacher Global Academy (including Alumni project)
14. PacMAN
15. IODE QMF

Note: the above does not include informal joint activities with other IOC programmes (see below)

IODE-27 designated ODIS, OBIS and OTGA as Programme Components. The remaining 12 former projects now need to be designated either as Programme Activity associated with one of the three Programme Components or with a Programme Activity.

Comment: It was noted that some of the Programme Activities could be subsumed by Programme Components. This needs to be discussed later.

Comment: each of the Programme Components, by themselves, will have substantive actions. These need to be described as well.

Comment: it was suggested that activities can serve various components, activities and projects and may receive funding from various components or activities or projects.

Proposed: It is proposed to designate former projects as follows

I. **ODIS (Ocean Data and Information System)**

Programme Activities:

1. GODAR/ WOD (data)

2. GOSUD (data)
3. GTSP (data)
4. IQuOD (data)
5. ICAN (data)
6. QMF (data)
7. OBPS (information) (IODE/GOOS)
8. OceanExpert (information)
9. AquaDocs (information) (IODE/IAMSLIC)

Projects:

10. Ocean InfoHub (FUST support ending June 2024 – to be absorbed into ODIS PC)
11. Under OBPS Programme Activity: ADAPT project (NORAD funded, ending mid-2024)

II. OBIS (Ocean Biodiversity Information System)

Programme Activities:

None

Projects:

1. PacMAN (FUST support until 30 June 2024)
2. eDNA Expeditions (FUST support until 30 June 2024)
3. MPA Europe (EU support until 30 April 2026)
4. Marco-Bolo (EU support until 30 Nov 2026)
5. DTO-BioFlow (EU support until 28 Feb 2027)
6. eDNAquaPlan (EU support until 31 Aug 2026)
7. BioEcoOcean (new, EU 4-year project not yet started)

III. OTGA (OceanTeacher Global Academy)

Comment: It should be noted that OTGA is really a cross-cutting activity that supports all IODE programme elements as well as those of the other IOC global and regional programmes and therefore a core implementing mechanism of the IOC Capacity development strategy.

Comment: it was noted that OTGA has gained considerable visibility and was the result of decades of IODE expert expertise. The Management Group therefore agreed that OTGA should remain within IODE. That being said it was noted that there is no permanent staffing for OTGA. It was noted that OTGA should be able to mobilize funding from the regional level which can contribute to the continued management of OTGA under IODE. It was noted that collaboration with the RTCs and STCs should be a priority for OTGA. It was recommended that resources should be obtained from IOC CD as well as IOC global programmes as OTGA contributes to these.

Programme Activities:

None

Projects:

OceanTeacher Global Academy (Phase 4) (FUST support ending June 2024 to be absorbed into OTGA PC)

4.2. IODE REGIONAL ACTIVITIES (ODINs)

It was noted that IODE-27 decided to “suspend” the ODINs (Ocean Data and Information Networks):

Para 150-152:

“150 The Committee, while recognizing the importance of IODE related capacity development in the regions, decided to suspend the ODIN (Ocean Data and Information Networks) projects, noting that IODE has become very active in most regions through its OBIS, ODIS/OIH, OTGA, OBPS, AquaDocs and others.

151 The Committee encouraged that IODE activities should be included in the work plans of the IOC Regional Subsidiary Bodies (RSBs) through active participation of IODE national coordinators (data management and information management), NODCs, ADUs and AIUs in meetings of the RSBs, and requested the IODE Secretariat to contact the regional IOC offices to ensure inclusion of data/information in the agenda of RSB meetings.

152 The Committee welcomed the offer by NMDIS (China), as ODINWESTPAC Secretariat, to actively participate in OIH/ODIS in preparation for new future arrangements of ODINs.”

This decision was made based on the expectation that funding from the UNESCO RP would remain at the level of 2020-2021 and 2022-2023 (approx. \$ 75,000/year) which forced the IODE Committee to prioritize. With the expected considerable budget increase for 2024-2025 (subject to approval by the 2023 UNESCO General Conference in November 2023) the Committee may wish to reconsider the decision to suspend the ODINs or discuss, with the regions, alternative ways to support the regions.

It was noted that decisions on financial allocations for the Programme Components and Programme Activities is not included in the agenda of the meeting. This will need to be discussed and agreed upon by the 2024 Meeting of the IODE Management Group to be held in January or February 2024, when the UNESCO General Conference has made a decision on the UNESCO and IOC budget.

Comment: In Africa there is a need to create interest in products, services that data/information should be used for, and for a linkage between IODE and regional entities that need data/information. In Africa NODCs are fairly inactive because they relied on goodwill of people who were not working full-time in data centres. There is a need to focus on end users. We need to lobby the CEOs of institutions to reward data publishing, similar to rewards for paper publications.

Comment: in LAC we can consider ODIN as a helper in OTGA activities and in the relation with IOC. We have NODCs but these need to be improved and established.

4.3. ACTIVITIES IN COOPERATION WITH OTHER IOC PROGRAMMES

Ocean Science

- **HAIS (Harmful Algal Information System):** (IODE-27 para 176: “Thanks to the financial support from DIPS-4-Ocean Assessments, the IODE/OBIS team also developed a new HAIS data portal (<https://data.hais.ioc-unesco.org>) which visualises the event data from HAEDAT with the HAB species occurrences from OBIS. Currently new funding is sought to support the further development and maintenance of the Harmful Algal Information System (HAIS) data systems including HAEDAT and OBIS HAB, which are both hosted by IODE”.
Proposed: It is proposed to link HAIS (as joint IODE/HAB) to OBIS as Programme Activity or Project. This will require a decision by IODE-28 or, if urgent, the 2024 meeting of the IODE MG.

Comment: as mentioned before the position of joint actions or actions of other programmes in which IODE provides a service need to be considered in the new structure. Also it needs to be decided if/how such actions should comply with M&G 81. It was noted that IODE staff time is needed for such cooperation so we need to review if these resources are available and whether we should continue supporting this.

- **GO2DAT (Global Ocean Oxygen Database and Atlas):** (IODE-27 para 181: “IODE is a key partner in this effort to harness and establish, if required, standard operating mechanisms (OBPS), to build capacities (OTGA) and to connect with NODCs and ADUs, many of which are key stakeholders. Additional financial support will be required to develop GO2DAT, with technical support provided by IODE, as GO2DAT is expected to be a main contribution to Ocean InfoHub and at a later stage to ODIS”.
Proposed: It is proposed to discuss further cooperation with IOC Ocean Sciences to enable the relevant linkages with a IODE PC or PA.
- **Cooperation with IOC Ocean Science Section in SDG 14.3.1 data portal:** (IODE-27 para 188: “the SDG 14.3.1 Data Portal (<https://oa.iode.org/>), hosted and technically maintained at IODE, is a tool for the submission, collection, validation, storage and sharing of ocean acidification data and metadata submitted towards the Sustainable Development Goal 14.3.1 Indicator: Average marine acidity (pH) measured at agreed suite of representative sampling stations” and 193 “The Committee expressed its support for the continued involvement of the IODE Secretariat in the further development of the SDG 14.3.1 data portal, which will be a crucial contribution to ODIS.”
Proposed: It is proposed to link this activity to the ODIS PC as a project (joint IODE/Ocean Science)

Comment: it was noted that re-use of infrastructure and expertise is more cost-effective than rebuilding from scratch.

Comment: it was agreed that a discussion should be held with the other IOC programmes on obtaining additional staff resources to maintain and further develop

the above products.

Comment: it will be necessary to agree on the formalities of establishing or continuing these actions (ref to M&G 81)

GOOS

- GOOS BioEco Portal (IODE-27 para 194): *“with technical support from the IODE/OBIS team, the Global Ocean Observing System (GOOS) has been able to develop and launch the GOOS BioEco Portal on 21 July 2022, online at <https://bioeco.goosocan.org>. The Portal provides an interactive map that delivers a global picture of the sustained biological and ecosystem ocean observing programmes. The information about each programme includes the variables observed, the state of development of the programme, the standardisations and specifications used to collect observations, and the programme’s observing capability (or readiness level).”*

Proposed: It is proposed to link the GOOS BioEco portal (as joint IODE/GOOS) to OBIS as Programme Activity or Project. This will require a decision by IODE-28 or, if urgent, the 2024 meeting of the IODE MG, provided that GOOS agrees. *It is noted that this will also require additional human and financial resources (which are currently not available).*

See above

4.4. IODE CONTRIBUTION TO THE UN DECADE OF OCEAN SCIENCE FOR SUSTAINABLE DEVELOPMENT

New collaboration is being established under the **UN Decade of Ocean Science for Sustainable Development**:

Hosting of the Decade Coordination Office for Ocean Data Sharing (since 1 June 2023:
The DCO is led by [Jan-Bart Calewaert](#), who recently joined the Intergovernmental Oceanographic Commission (IOC) of UNESCO as a consultant in the Decade Coordination Unit, following ten successful years as the head of the European Marine Observation and Data Network Secretariat. The overall goal of the DCO for Ocean Data Sharing is to coordinate and foster the data management and sharing component of the digital ecosystem needed for the Ocean Decade to be successful. It will therefore take on an important role to (i) support the decade actors with their data and information management needs and (ii) to assist with the implementation of the Decade’s Data and Information Strategy (<https://unesdoc.unesco.org/ark:/48223/pf0000385542>). The Data Sharing DCO will act as a facilitator, connecting Decade Actions with the necessary resources, tools, expertise and information on where to find, access and/or share (their) data and information to progress their challenge and realise the Decade’s objectives. It will bring together digital stakeholders – across regions, organizational scales, and capacity levels – to negotiate and establish clear agreements (from high- to low-level) on their co-development of the Decade’s digital ecosystem. As such it will support the development of the capacity, findability, interoperability and re-usability of ocean data,

information and knowledge within the framework of the Ocean Decade and beyond. More information about the Decade Coordination Office for Ocean Data Sharing (Data Sharing DCO) is available here: <https://oceandecade.org/actions/decade-coordination-office-for-ocean-data-sharing/> and here https://iode.org/index.php?option=com_content&view=article&id=730&Itemid=100435

The DCO is funded fully by the Decade Coordination Unit (DCU). The IOC Project Office for IODE (currently) provides only office space.

Ocean Decade Action submitted by IODE:

- OTGA, OBIS, OIH/ODIS and PacMAN were registered as Ocean Decade Actions, submitted by IODE.
- In addition the following Decade Actions were also submitted by IODE:
 1. e-DNA expeditions in marine World Heritage sites (Ward Appeltans)
 2. Ocean Practices for the Decade (Peter Pissierssens on behalf of OBPS)
 3. OceanTeacher Global Academy: Building Capacity and Accelerated Technology Transfer for the Ocean Decade (Claudia Delgado, Greg Reed, Sofie de Baenst)
 4. Pacific Islands Marine Bioinvasions Alert Network (PacMAN) (Ward Appeltans, Pieter Provoost)
 5. OceanData-2030 (Lucy Scott)
 6. OBIS 2030 (Ward Appeltans)
- And the following were submitted in cooperation with IODE:
 1. The World Ocean Database Programme (WODP): Openly discoverable, accessible, adaptable, and comprehensive digital global profile oceanographic data of known quality (submitted by Hernan Garcia, NCEI/NOAA, United States as a Decade contribution)
 2. CoastPredict - Observing and Predicting the Global Coastal Ocean (Nadia Pinardi, Italy)
 3. Ocean Observing Co-Design: evolving ocean observing for a sustainable future
 4. Marine Life 2030

So far no funding has been mobilized to support the 14 actions. It is yet unclear what resource mobilization actions the DCU intends to take. This needs to be discussed with the DCO data sharing lead (JB Calewaert).

Comment: the MG urged the members of the decade data strategy implementation group to promote ODIS as the appropriate data and information infrastructure for the decade.

5. REVISION OF RULES OF PROCEDURE FOR IODE PROJECTS

This item was discussed at IODE-27 under agenda item 3.3 (Rules of procedure for IODE projects).

IODE-27 para 161-165:

“Most of the former IODE “projects” have been established through an IODE Recommendation submitted to the IOC Assembly for approval. The recommendations included the terms of reference of the project, the terms of reference of the steering group and in many cases the initial membership of the steering group. In most cases the steering group elected its own (Co-)Chair(s) and added members as needed. In some cases, a project manager was recruited (mostly for projects funded from extra-budgetary sources).

However, IODE has not adopted or documented any “rules of procedure” that assist new as well as existing projects in the drafting of the projects and steering group terms of reference, election of (Co-)Chair(s) and their terms of reference, election procedures etc. [Document IOC/IODE-XXVII/3.3.4](#) (Rules of Procedure for IODE projects) proposes such rules of procedure for adoption by all IODE projects.

The Committee thanked the Secretariat for drafting the Rules of Procedure for IODE Programme Components, Programme Activities or Projects.

The Committee approved the “Rules of Procedure for IODE Programme Components, Programme Activities or Projects” and **instructed** all projects to adopt these in their management structure by the next meeting of the IODE Management Group (December 2023/January 2024).

The Committee instructed the Secretariat to publish the “Rules of Procedure for IODE Programme Components, Programme Activities or Projects” in the IOC Manuals and Guides series”.

In Annex II the revised Rules of Procedure are included.

IODE-27 also decided that, for existing projects at the time of adoption of the current Rules of Procedure, there will be a transition period to adjust their structure –and methods- accordingly. Such transition shall be completed prior to the next IODE Management Group meeting (end of 2023 or early 2024).

Comment: The Management Group briefly reviewed the text of the revised Rules of Procedure for its formal publication. See Annex 3 for the revisions.

6. PROCEDURES TO GUIDE NEW COMPONENTS, ACTIVITIES AND PROJECTS

IODE-27 had provided the instruction “propose procedures to guide applications for new components, activities and projects, and submit these to the 28th Session of the IODE Committee in 2025.”. As the time available for the ad hoc meeting of the MG will not suffice to discuss this item in detail the MG may decide to establish a small drafting group to prepare the draft guidelines which may then be submitted for approval by the January/February regular meeting of the IODE MG.

Comment: the drafting group will write a revision of the part of MG81 that describes the procedure to establish new IODE projects.

Comment: The Management Group welcomed Taco De Bruin to continue with this work and Sergey Belov, Pauline Simpson, Ward Appeltans, Katherine Tattersall and Greg Reed as members of the drafting group.

Comment: the new guidelines will be submitted for approval to the next MG (Jan/Feb 2024) but IODE-27 decided that all former projects were expected to comply with the new guidelines by the meeting of the next MG (Jan/Feb 2024). Accordingly the MG decided that the planned transitions (complying with new guidelines) should be completed by Dec 2024 or Jan/Feb 2025 MG, i.e. one year later than decided by IODE-27.

7. CLOSING OF THE MEETING

The IODE Co-Chairs may briefly summarize the actions taken/decisions made and will close the meeting on 1 September at 1635 CEST.

ANNEX I. AGENDA

1. OPENING OF THE MEETING
2. DECISIONS/INSTRUCTIONS BY IODE-XXVII REGARDING STRUCTURAL ELEMENTS
3. NAMING DEFINITIONS
4. DESIGNATION OF IODE ACTIVITIES
5. REVISION OF RULES OF PROCEDURE FOR IODE PROJECTS
6. PROCEDURES TO GUIDE NEW COMPONENTS, ACTIVITIES AND PROJECTS
7. NEXT STEPS AND CLOSING OF THE MEETING

ANNEX II. Rules of Procedure for IODE Activities

Changes are marked in yellow

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 there are now IODE Programme Components, Programme Activities and Projects:

- Programme Component (PC): **action** with core UNESCO/IOC RP funding and staff support that enables the activity to operate on a permanent basis;
- Programme Activity (PA): Long-term **action** receiving minimal UNESCO/IOC RP funding supplemented by in-kind and/or extra-budgetary support;
- Project: **action** 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.

For Projects in which IODE is not the “owner” and such projects already established their own management structure of which IODE is a member, there is no need to establish an IODE Steering Group. The designated IODE representative in the project management structure will regularly report to the parent IODE Programme Component or IODE Programme Activity.

2. Establishment of an IODE Programme Component, Programme Activity or Project through a Recommendation

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

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).

3.2 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.

3. 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 refers to the objectives of the group and 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.

Membership selection should 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 Project 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.

Support for participation of SG members (and/or (Co-)Chair(s) in in-person meetings of the Group may be provided, depending on availability of funds.

4. Terms of reference of the IODE Programme Component, Programme Activity or Project 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 SG 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/or IODE Secretariat;
4. To assist the Programme Component, Programme Activity or Project Manager and/or 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).

Election criteria and holding of elections

- (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 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 working language 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.

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.

5. 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). 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.

The tasks assigned to a 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

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