INDIAN OCEAN
COMMISSION

STRATEGIC DEVELOPMENT PLAN

2023
2033



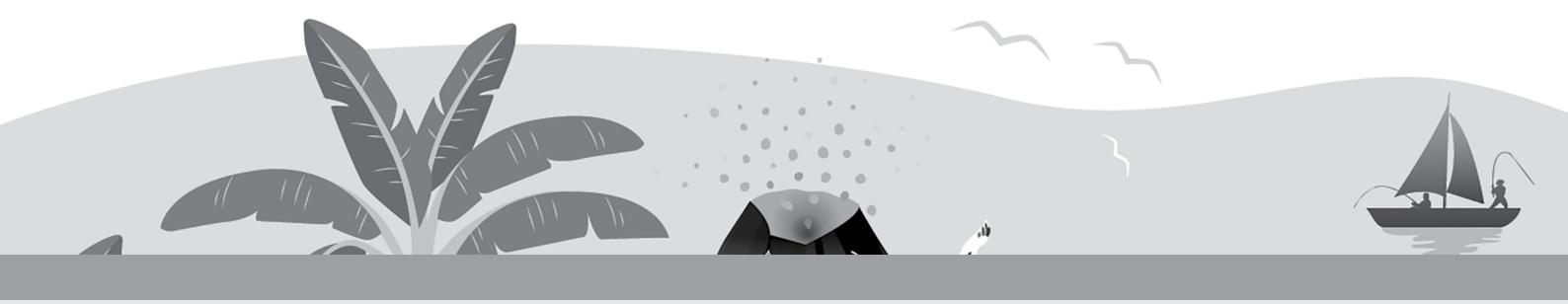
The Indianoceania in a Sharing Prospect

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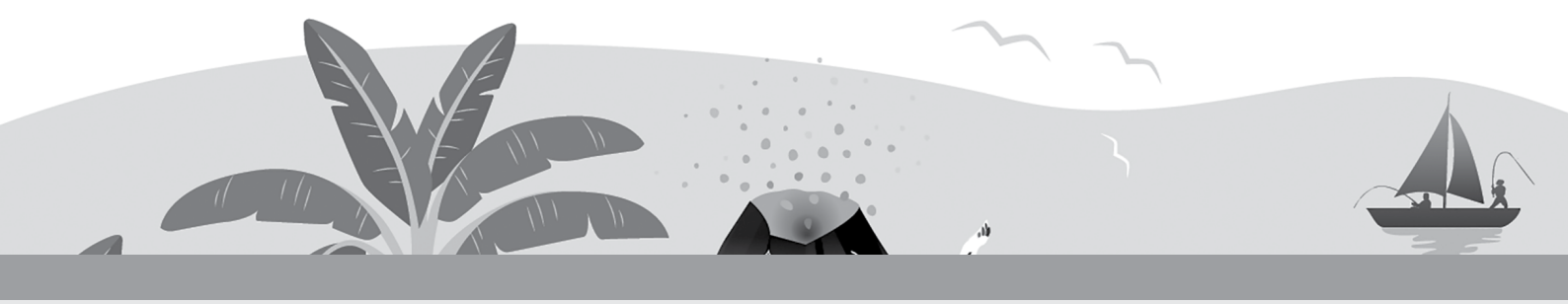
The Indianoceania in a Sharing Prospect



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>GLOSSARY

AFD	Agence française de développement
AU	African Union
CCI	Cultural and Creative Industries
COMESA	Common Market for Eastern and Southern Africa
COPL	Committee of Permanent Liaison Officers
CSO	Civil Society Organisations
DEU	Delegation of the European Union (for Mauritius and Seychelles)
EMCP	Enhancing Maritime Connectivity Project
EU	European Union
ExPLOI	Plastics Expedition in the Indian Ocean Project
FAO	Food and Agriculture Organisation
FFEM	French Facility for Global Environment
HDI	Human Development Index
HR	Human Resources
ICAO	International Civil Aviation Organisation
INCA	IOC Institutional Capacity Building project
IOC	Indian Ocean Commission
IOC-SG	Indian Ocean Commission's General Secretariat
IOTC	Indian Ocean Tuna Commission
ITU	International Telecommunication Union
IUCN	International Union for Conservation of Nature
IUU	Illegal, Unreported and Unregulated Fishing
MASE	Regional MAritime SEcurity Programme
MS	Member States (The Union of Comoros, France/Réunion, Madagascar, Mauritius, Seychelles)
OACPS	Organisation of African, Caribbean and Pacific States
RECOS	South West Indian Ocean Coastal Resilience project
SAF	Administrative and Financial Department
SDP	Strategic Development Plan
SWIOFC	South West Indian Ocean Fisheries Commission
WHO	World Health Organisation
WIOMSA	Western Indian Ocean Marine Science Association

> THE INDIANOCEANIA, OUR REGION

The name of our region was inspired among the Indian Ocean Commission (IOC) through the thought of a poet. Camille de Rauville's «Indianocéanisme»[1] refers to the uniqueness of the French-language literatures of the Southwestern Indian Ocean islands. Echoing this term, Vasile Tara and Jean-Claude[2] Woillet a few years later wrote that "the *islands and archipelagos of the Western Indian Ocean [...] are not pieces of Africa, Asia or Europe, but countries having a life of their own, in which original peoples were born and asserted their personality to the world, throughout history."* In fact, the situational terminology used so far for the Southwest Indian Ocean islands reflects neither the uniqueness nor the coherence of our region.

The Indianoceania is therefore a geographical area made up of islands and archipelagos that emerge off East Africa. But there's more to this area than just geography. The Indianoceania stretches its roots in a fertile soil of shared histories, intertwined genealogies, cultural resonances, multiple influences that connect these territories with one another and with far-off lands, shared languages, including French.

Since its colloquium held in Mahebourg in June 2013, the IOC has named the region "Indianoceania". In doing so, IOC promotes the region as "the foundation and springboard for our future".

However, the geography of the Indianoceania and the IOC are not a single object. The IOC is the only Indianoceania-specific regional organisation. Therefore, it is a reference institution for the regional landscape, an organisation based on solidarity and local involvement, created at the dawn of the 1980s.

1 A Mauritian writer and literary critic who coined this neologism during the /symposium of the Indian Ocean International Historical Association held in 1960 in Antananarivo.

2 TARA V., and WOILLET J-C., *Madagascar, Mascareignes et Comores*, Paris: Société continentale d'éditions modernes illustrées, 1969.

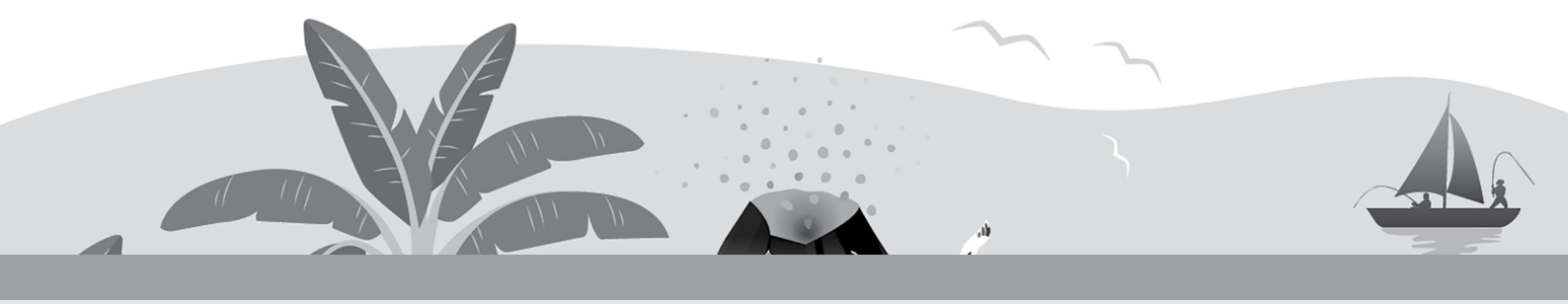
> THE INDIAN OCEAN COMMISSION

In 1982 in Port Louis (Mauritius), the Foreign Ministers of Mauritius, Madagascar and Seychelles adopted the Port Louis Declaration which created the IOC. Two years later, on 10 January 1984, the organisation was institutionalised in Seychelles by the General Cooperation Agreement, known as the Victoria Agreement. Its headquarters, which hosts 88 agents[3], is located in Ebène (Mauritius).

Since 1986, the IOC has brought together five Member States: the Union of the Comoros, France for Reunion Island, Madagascar, Mauritius and Seychelles. As the only regional organisation in Africa that is exclusively made up of islands, the IOC promotes the specificities of its Member States on the continental and international scenes. With the active support of a dozen international partners, the IOC embodies regional solidarity through cooperation projects covering more or less the 17 Sustainable Development Goals. This experience accumulated over many projects has enabled the IOC to develop recognised expertise and gain attractiveness as evidenced by the creation of a status of observer members benefiting China, India, Japan, the European Union, the United Nations, the International Organisation of the Francophonie and the Order of Malta.

Invited on several fronts, the IOC for four decades has been leading the collective action of the Indianoceania which is a naturally vulnerable region choosing to be ambitious.

3 Staff at the IOC General Secretariat as of 1st December 2022 composed of 34 agents of the General Secretariat and 54 agents assigned to projects.



> BACKGROUND

The Indian Ocean Commission (IOC)'s 2018-21 Strategic Development Plan (SDP) has come to an end and the IOC now needs to outline its new strategic ambitions.

In keeping with strengthening the IOC that was marked by the Moroni Declaration in 2019 and the revision of the Victoria Agreement in 2020 successively, the IOC has adopted a new SDP to set a frame of reference for its action[4]. This framework reflects the strategic ambition of the Member States. It sets realistic and achievable objectives, identifies measurable indicators to appraise results, and therefore serves to mobilise observers and partners.

A Co-construction Approach

The development of this new 2023-33 SDP is part of a co-construction approach. Workshops were organised in each of the Member States between June and September 2022. In addition, working sessions were held within the General Secretariat and interviews were conducted with IOC stakeholders and technical and financial partners.

This participatory approach enabled the IOC to agree on the present SDP guidelines taking into account the current and future development challenges, the priorities and needs of Member States in terms of cooperation and the ongoing institutional and functional modernisation movement. It also involves the main stakeholders of IOC-driven cooperation at multiple levels: the political one (Council members, Permanent Liaison Officers), the operational and technical one (Sectoral Ministries, National Focal Points, General Secretariat) as well as the partnership level. In other words, this approach not only creates favourable conditions for better ownership of the SDP and the resulting activities, but also demonstrates the willingness of Member States to a growing commitment to regional cooperation.

A Ten-year Framework

Unlike the previous four-year Strategic Development Plan, the time horizon of the current SDP has been increased to ten years, which enables the IOC and its Member States to have a medium-term vision in order to look ahead to a better future outlook.

This time horizon also enables the IOC to operationalise its strategic objectives in the short and medium term. Indeed, this decade-long time step will enable IOC Member States to set priorities over three-year periods. At the same time, it will be useful to monitor the implementation of the SDP as closely as possible by adapting its logical framework as necessary and to carry out a mid-term assessment of the SDP and if necessary, adjust it accordingly for the remaining period.

This 2023-33 SDP also serves as a reference base for the IOC in connection with the 2030 Sustainable Development Goals and regional and international frameworks.

Shared Goods Faced up to Multiple Challenges

Various consultations highlighted this same desire shared by all stakeholders: to work with equity and inclusiveness for the regional shared good, to participate in the development of women and men who keep the Member States' island identity alive , to protect the precious natural and human assets that are valuable but vulnerable to climate change and protean threats, to boost the cultural and economic influence of the region, the potential of which must come to fruition, and finally, to ensure the sustainability of the organisation. The IOC missions that cover a wide range of sectors comprehensively contribute to

4 36th IOC Council of Ministers, Decision 5.a – "The Council of Ministers approves the methodological agreement of the IOC General Secretariat with the Agence française de développement and the European Union to support the IOC in developing its 2022+ Strategic Development Plan".

achieving the Sustainable Development Goals by advocating a socio-economic co-development of territories and giving a central place to humans and their environment.

The SDP's operational strategic priorities focus on covering a wide range of sectors, as decided by the Member States in the Moroni Declaration on the Future of the IOC and the revised Victoria Agreement currently being ratified. For example, health, which was not included in the founding texts of the IOC, is well inscribed as a necessary area of cooperation for the Member States. The same applies to maritime safety.

What brings together the Member States and federates the partners around the IOC are the shared interests for the preservation of regional common goods that are peace and stability, biodiversity and climate, health, education, human development, and even security in all its forms. This necessarily requires shared growth, strengthened human, economic and cultural exchanges and collective actions to address common challenges.

Insular and oceanic geography must also be at the heart of the IOC's future actions. The ocean is a hyphen, a shared good that must be managed in a responsible manner. Preserving this natural capital, following a sustainable approach that takes into account the services provided by ecosystems, is inextricably linked to inclusive, innovative economic growth that respects the ecological balance.

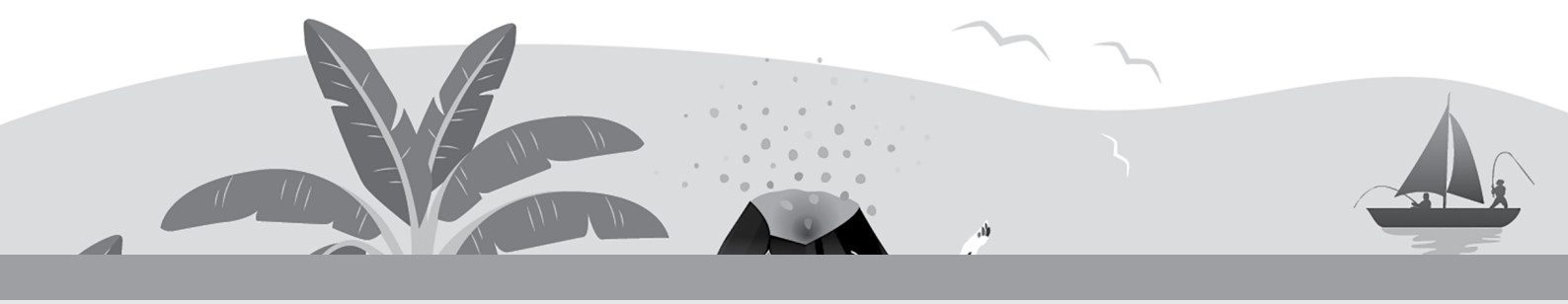
Strengthening and Measuring

For so doing, it would be relevant to include an institutional and partnership orientation in this SDP. Since its creation 40 years ago, the IOC has indeed evolved. Not only has it expanded its intervention scope, but it has also gained attractiveness: it has forged strong partnerships with a community of historical partners; it has welcomed observer members among traditional and emerging world powers; it has asserted itself as the natural voice of the developing islands of Africa; it has demonstrated its agility in responding to cyclical challenges. The IOC is therefore a reference institution in this region of the world, a useful and efficient instrument of cooperation. This efficiency is measured, inter alia, by the cost-benefit ratio, which proves that the IOC is ultimately an inexpensive organisation that mobilises significant resources for the benefit of its member States. However, the conditions for access to international funds are changing and it is therefore necessary to strengthen the IOC, at the institutional and functional levels, to ensure the sustainability of the organisation, its activities, and also to move to a new level of cooperation.

Relevantly, this SDP includes a strategic area specifically dedicated to this multifaceted transformation. This will involve implementing the decisions of States in relation to institutional strengthening, consolidating traditional partnerships and opening up the IOC to other partnership opportunities, strengthening political and technical dialogue with African organisations and island organisations, among others. These are new ways of doing things, new ways of operating and new emerging perspectives that will ensure the effective implementation of the operational strategic priorities. At the executive level, this SDP will be developed in a logical framework to ensure the monitoring and evaluation of the organisation's performance over the next 10 years.

> AN SDP FOR WHAT CHALLENGES?

The Indianoceania as a region is by nature vulnerable to global shocks. Whether it is climate change and biodiversity loss, fluctuations in global prices of raw materials, particularly energy, economic slowdowns or even recessions on international markets, or health risks such as the Covid-19 pandemic, it is disappointing to note



that the insularity, remoteness, narrowness of markets and heavy dependence on the external world determine a whole range of vulnerabilities intrinsic to the region.

The IOC SDP is therefore part of a dynamic process for collective, supportive, and ambitious actions to enable Member States to address the development challenges. The IOC's agility and ability to forge technical and financial partnerships and to unite regional and international actors around collective actions are all assets that will result from the SDP.

Multiple Challenges

Therefore, there are multiple challenges at stake affecting several dimensions:

- Economic dimension: regional integration, economic growth and diversification, regional connectivity and mobility, regional value chains and productivity including agriculture, energy transition, productivity, blue economy, circular economy, innovation and entrepreneurship...
- Climate and environment dimension: preservation and restoration of ecosystems, enhancement of ecosystem services, natural disaster risk prevention and management, adaptation and mitigation of climate change effects, reduction of pollution risks, etc.
- Security dimension: peace and stability, entrenchment of the rule of law, security and safety at sea, hybrid threats, food, health, energy security...
- Socio-cultural dimension: inter-island exchanges, cultural diversity and regional identity, social inclusion, education, training and employability, youth engagement in regional construction, gender equality...

In order for the IOC to be able to respond to these challenges, whether directly or in cooperation with other regional bodies, it is also necessary to have a strengthened institutional architecture that involves more decision-makers from Member States, sectoral administrations, technical, research or training institutions, technical, financial and scientific partners as well as observer members.

An SDP Aiming to...

An SDP aiming to mitigate the effects of major disruptions (climate and biodiversity, Covid-19, impact of armed conflicts): In general, the SDP should serve as a tool to consolidate the positioning of the IOC as the first instrument for solidarity and regional cooperation. The aim is to focus on the structural dimensions of long-term development (environment, climate, health, training) and to support re-regionalisation dynamics.

An SDP focused on regional public goods: "The Indianoceania in a Sharing Prospect". Thematically, the SDP is structured around operational agendas broken down into three dedicated strategic priorities:

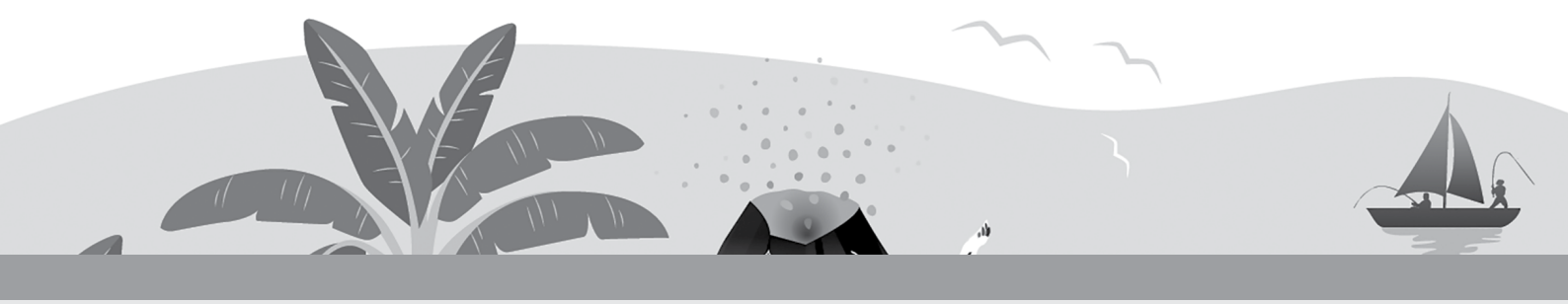
- *An agenda for resilience, peace and security.*
- *An agenda for equitable, sustainable and innovative economic development.*
- *An agenda for human and inclusive development.*

An SDP aiming to propel the IOC into a new area and open a new era. The SDP will accompany the implementation of an institutional transformation enacted at the Councils of Ministers, through the Moroni Declaration and the revised Victoria Agreement which will enter into force when all Member States ratify it. The changes will be made on the institutionalisation of the Summit of Heads of State and Government, the organisation of sectoral ministerial conferences to better involve all national stakeholders in IOC regional cooperation actions, the strengthening



of the IOC General Secretariat and the OPL office as well as the implementation of variable geometry projects to meet the specific needs of Member States. At the same time, it will be essential to cement partnerships, to engage observer members more, to open the IOC to new opportunities for collaboration in Africa (African Union), with the Caribbean and Pacific Island Arcs, and at the level of the Greater Indian Ocean which will continue to gain importance in the Indo-Pacific continuum. At the same time, the IOC will pay particular attention to gender equality and youth. These will be integrated as cross-cutting themes into the organisation's actions in accordance with the wish of the IOC Heads of State and Government expressed in the Declaration of the Fourth Summit[5] in 2014. The expected developments of the IOC will revolve around a fourth strategic priority on the strengthening of an institutional and partnership architecture.

[5] « *The Heads of State and Government are aware of the important role of civil society organisations in our region. They reiterate their confidence in the IOC to drive forward projects and a collective awareness conducive to the successful integration of women and youth into the social, professional and political fabric of our countries. They also call for better consideration of vulnerable populations, especially children and the elderly* […] ", Final Declaration of the Fourth Summit of Heads of State and Government of the Indian Ocean Commission "Indianoceania: a future to be built together", Moroni (Union of the Comoros), 23 August 2014.



> VISION AND MISSION

The IOC's vision reflects the strategy that the organisation will have to pursue over the next ten years.

THE INDIAN OCEAN COMMISSION, AN ORGANISATION THAT IS DRIVEN BY LOCAL **INVOLVEMENT, SOLIDARITY AND COOPERATION IN SUPPORT OF THE REGIONAL INTEGRATION AND SUSTAINABLE DEVELOPMENT** OF ITS MEMBER STATES.

The IOC's mission broadly outlines the operational implementation of the above vision.

COORDINATING DIVERSE AND INCLUSIVE COLLECTIVE ACTION FOR THE BENEFIT OF MEMBER STATES AND **PROMOTING THEIR ISLAND SPECIFICITIES** AND COMMON INTERESTS REGIONALLY AND INTERNATIONALLY.

> STRATEGIC PRIORITIES

The aim of the strategic priorities is to support the vision and mission of the IOC and to lead to the implementation of the priorities as determined by the MSs. These priorities may give rise to priority action plans covering 3-to-5-year periods. The strategic priorities are complementary and also feed into one another: to implement the thematic directions, it is necessary to build the organisation's capacities for action and to mobilise partners. Similarly, an area of intervention may cross with several strategic areas.

Following the SDP co-construction workshops with the Member States and the consolidation workshop, four strategic priorities have been selected for the 2023-33 SDP. All these areas feed into one another, leading to a holistic approach and, in an operational sense, to a systematic and transversal collaboration among all the departments of the IOC General Secretariat and actors.

The Indianoceania in a Sharing Prospect

PILLAR 1
An Indianoceania of resilience, peace and security

PILLAR 2
An Indianoceania of sustainable economic growth

PILLAR 3
An Indianoceania of human development

PILLAR 4
A strengthened institutional and partnership architecture

PILLAR 1 | AN INDIAN OCEAN OF RESILIENCE, PEACE AND SECURITY

1.1 WORKING FOR THE RESILIENCE OF POPULATIONS AND ECOSYSTEMS BY PROMOTING REGIONAL PUBLIC GOODS

Indianoceania is one of the 34 global biodiversity hotspots. It is home to the world's second largest reef triangle and some of the largest mangrove areas on the African continent. These two ecosystems provide important services to island populations and more broadly to the States. Coral reefs have a tangible contribution to Member States' economies estimated at $327 million per year[6]. Mangroves for their part are natural barriers that mitigate the impact of strong swells and coastal erosion; they are nurseries that contribute to marine biodiversity and, ultimately, to the food security of populations; they are also excellent carbon sinks.

Natural habitats are among the regional public goods that must be sustainably preserved, restored and managed. The same goes for the climate. Regional climate action is essential to address common challenges. These include disaster risk reduction and management, building technical capacities for weather forecasting and climate service development, setting up early warning systems, preventing and combating pollution, and raising public awareness of climate risks.

The resilience of populations must also have to do with health. The IOC SEGA-One Health network has established itself as an exemplary cooperation tool in the region. Information exchange, prevention, response, research, technical and material capacity building, training, inter alia, are at the heart of this system that combines human, animal and environmental health. Health is also a major public good.

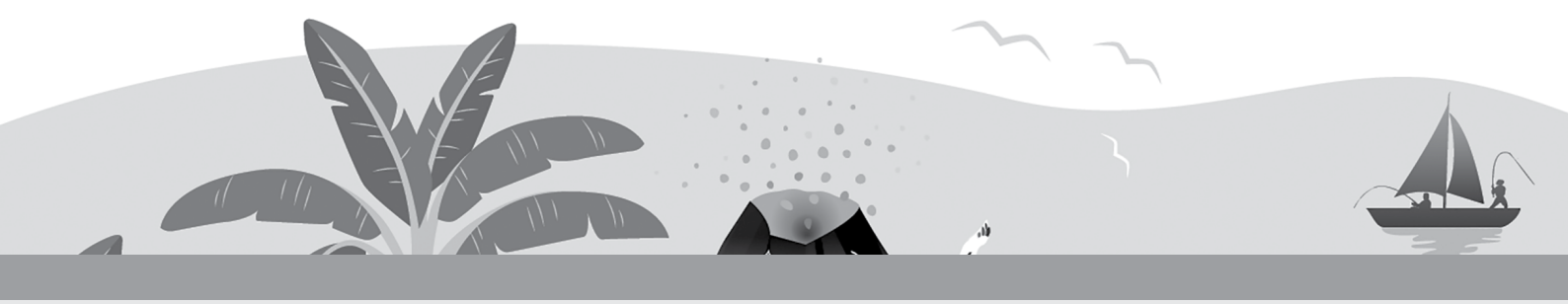
1.2 PROMOTING RESPONSIBLE ECOSYSTEMS AND NATURAL RESOURCES MANAGEMENT

The Indianoceania is characterised by its natural wealth, among other things. Nevertheless, ecosystems are under pressure and resources are sometimes poorly or excessively exploited.

Food security is one of the priority areas for regional action. This is a topic that was already being debated… in 1982. Since then, the IOC Member States have not reached the desired level of food self-sufficiency. Dependence on distant imports remains high and food and nutrition insecurity is worsening due to the effects of climate change and armed conflicts. However, potential for food production (agriculture and fisheries) is there and should not only contribute to the food security of populations but also boost trade, particularly regional trade. The IOC will be able to strengthen its action on priority sectors by particularly targeting agricultural practices adapted to the effects of climate change, seeds, phytosanitary standards, and nutrition.

In the field of fisheries, the fight against illegal, unregulated, and unreported fishing must continue with responsible management of fish stocks while promoting artisanal fishing. The aim is to ensure that IOC Member States, by having greater control over their ocean spaces, take better advantage of regional fishing sectors to meet local needs, reduce seafood imports and increase export revenues in the region and beyond.

6 IOC, South West Indian Ocean Reef Policy Brief, GDZCOI (FFEM funding) and Biodiversity (EU funding) Projects, 2018.



1.3 PROMOTING STABILITY AND SECURITY BY BUILDING CAPACITY FOR RISK PREVENTION, GOVERNANCE, INTER-STATE / INTERREGIONAL DIALOGUE AND POLICY INSTRUMENTS.

Peace and stability are prerequisites for any long-term development. The IOC has demonstrated its added value in promoting peace and democratic governance. Over the next few years, the IOC must continue its advocacy and actions in support of the MS capacity for consolidating the rule of law and democratic institutions. In this regard, it will be able to mobilise the association of IOC MS parliamentarians, support the establishment of a risk monitoring, mediation and prevention mechanism, and develop state and non-state actors' capacity.

Safety at sea must also be ensured. The maritime security architecture for the Western Indian Ocean created in 2018 is in the operationalisation phase. It will be necessary to support anchoring this architecture at the national and regional levels, to facilitate its full operationalisation or to promote its networking with existing systems in Africa and the Indo-Pacific (Greater Indian Ocean and Western Pacific). This architecture will ultimately contribute to the fight against crime, trafficking and maritime risks in the Indianoceania and beyond[7].

PILLAR #1 SPECIFIC OBJECTIVES

- ➔ SO 1: Promoting political stability and good governance within the region as a zone of peace in the region, and as a region with the rest of the world, working for its security and guaranteeing inter-State dialogue
- ➔ SO 2: Contributing to climate and environmental resilience and improvement, particularly by reconnecting with the ocean

7 The Ministerial Conference on Maritime Security in the Western Indian Ocean in April 2018 identified shared maritime crimes, threats and challenges, namely drug, human and arms trafficking, illegal trade, money laundering, IUU fishing, terrorist threat, maritime pollution, climate change impact and biodiversity erosion as well as search and rescue at sea.

PILLAR 2 | AN INDIANOCEANIA OF INTEGRATED, SUSTAINABLE AND INNOVATIVE ECONOMIC DEVELOPMENT

2.1. IMPLEMENTING AN ECONOMIC AGENDA THROUGH COOPERATION ON REGIONAL VALUE CHAINS

Within the Indianoceania, some economic sectors are key development pillars: tourism, fisheries, agriculture, and more recently digital industries, blue economy, circular economy... In collaboration with the regional private sector, it is possible to support the rising development of regional value chains by capitalising on comparative advantages, expertise and synergies between territories and actors. By the same logic, the IOC could facilitate setting up a mechanism for pooling purchases of basic necessities, including medicines, thus making it possible to gain competitiveness, bargaining power and achieve economies of scale. A regional pooled purchasing mechanism would help boost regional trade, particularly with a view to a sustainable post-Covid economic rebound.

This economic cooperation must be accompanied by a renewed dynamics in support of economic integration between the Member States which can pave the way for an increased intra-regional trade, in particular in agri-food products, despite their affiliation to other regional economic communities or intergovernmental bodies[8]. To do this, IOC will be able to facilitate networking and partnerships between national administrations responsible for trade and customs, and strengthen existing partnerships with sector-specific networks and associations in the region. The idea is to facilitate public-private dialogue at the regional level, to bring forward the needs of operators and to facilitate synergies between the different territories.

Consideration could be given to collectively identifying priority regional value chains for which Member States could agree on specific agreements in order to improve production and trade capacities, facilitate intra-regional investments or develop regional vocational training opportunities that meet current and future needs. These value chains and a strengthened regional economic dialogue will help support the economic and trade integration of the sub-region which has the capacity to emerge as a competitive block on a wider scale beyond Eastern and Southern Africa.

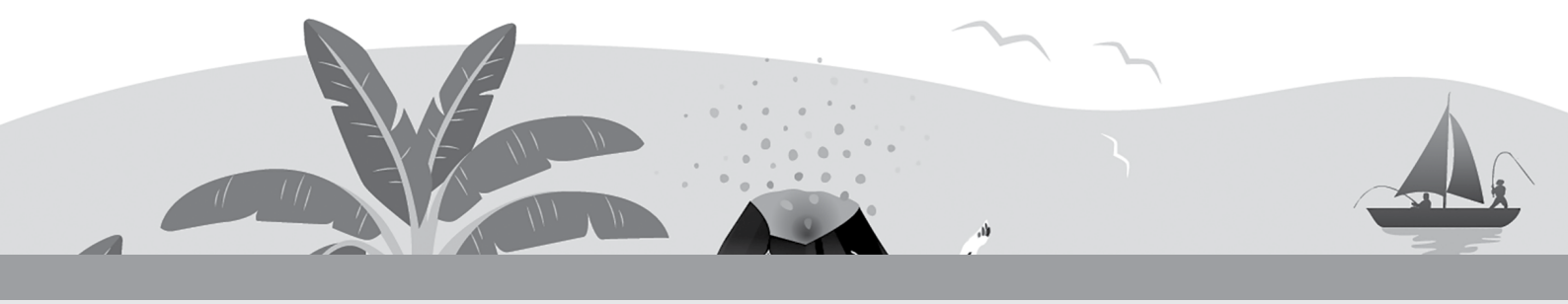
Member States want the IOC to play a more active role in boosting regional trade, particularly in an economic and commercial area aiming to develop intra-regional trade (goods and services), to facilitate investment flow and the movement of people and capital. In this regard, it might be appropriate to assess the feasibility of an economic and trade programme within the IOC.

2.2. STRENGTHENING REGIONAL CONNECTIVITY AND FACILITATING TRADE AND MOBILITY

Member States expect the IOC to contribute to the post-Covid regional economic recovery. In recent years, the IOC has been focusing on structuring projects that underpin economic activity. The triple connectivity project is still a major challenge.

The IOC is at the origin of a major advance in the regional economic landscape by launching the METISS cable initiative which has significantly increased regional digital connectivity (access, speed, redundancy) since its commissioning in 2020. The IOC must continue to promote a democratisation of Internet access, modernised digital governance as well as the safety of submarine cables. Indeed, digital technology is likely to open up new prospects for innovation and economic growth, and also for increasing human capital through training. It may be useful to include IOC actions in an overall "frugality" approach, in other words "doing better with less"

8 Comoros, Madagascar, Mauritius and Seychelles are also members of COMESA and SADC, which are both regional economic communities. On the other hand, all five Member States are members of the Indian Ocean Rim Association.



to mitigate the negative externalities of this sector to a cross-cutting socio-economic dimension.

In terms of maritime and air connectivity, it will be necessary to capitalise on setting up a regional technical committee for regional maritime transport that includes the coastal states of East Africa and relaunch the regional committees for civil aviation and air carriers. These initiatives in support of maritime and air connectivity should help facilitate trade and intraregional mobility, and thus have a positive impact on regional competitiveness. Synergies may be sought with other regional organisations such as COMESA.

2.3. INTEGRATING ECONOMIC COOPERATION IN AN ECOLOGICAL AND ENERGY TRANSITION MOVEMENT

This economic agenda must necessarily be in line with the principles of the Global Agenda for Sustainable Development. Blue economy and circular economy offer opportunities for innovation, economic development, and employment for Member States. The IOC will be able to amplify its advocacy for entrepreneurship in these areas with economic actors, young people and women. IOC advocacy should also focus on energy transition and energy efficiency, technology transfer, innovation, and research & development.

In addition, vocational training in innovative sectors is essential for sustainable economic development in the Indianoceania. The reason for this is that 60% of tomorrow's professions do not yet exist. However, it will be necessary to prepare for these socio-economic changes, especially since the jobs of tomorrow could be less demanding in terms of human resources and that innovation requires investments in research as well as frameworks that facilitate exchange, mobility, and co-creation. Therefore, it will be necessary to think about technical and vocational training and employment prospects at the regional level, taking into account demographic changes, energy needs and the growing respect for ecological balances, which present as many challenges as opportunities. This enhanced economic cooperation for ecological and energy transition will be usefully guided by regional strategies and action plans on blue economy and circular economy, waste reduction and recovery or energy transition, among others.

PILLAR #2 SPECIFIC OBJECTIVES

- ➔ SO 3: Supporting the emergence of a better connected and better integrated economic and commercial space around major value chains and commercial agreements
- ➔ SO 4: Supporting economic cooperation for energy and ecological transition through innovation, entrepreneurship and training

PILLAR 3 | AN INCLUSIVE INDIANOCEANIA OF HUMAN DEVELOPMENT

3.1. DEVELOPING A HUMAN DEVELOPMENT AGENDA BY INVESTING IN HEALTH, EDUCATION, TRAINING, RESEARCH, CULTURE AND SUPPORTING MOBILITY

The agenda that the IOC must develop with its Member States aims to entrench the sense of belonging to the Indianoceania. This agenda will be composed of various aspirations relating to human development, with specific objectives for each of them following the regionalism concept to be built around a solidarity-based and humanistic "indianoceanity". Enhancing the specificities of the Indianoceanian identity within the populations of the five Member States and at the international level will open the region to long-term prospects in economic, cultural terms, and more broadly, in development. The continued development of all population groups – especially women and young people – in terms of education, health, culture and more broadly fundamental rights, are reflected through this area.

Concretely, the IOC will invest in the fields of education, vocational training, academic and scientific cooperation and culture. These sectors are all levers of massive construction on a social, economic or environmental level. Partnerships will be sought with national and non-state institutions in charge of training and research. Stakeholders in the cultural and creative industries will be supported. The mobility of young people, scientists and professionals, the facilitation of partnerships between higher education and research institutions or the emergence of thematic regional institutes as well as the recognition or portability of diplomas and certifications will be encouraged both for the benefit of IOC sectoral projects and for the benefit of regional actors themselves.

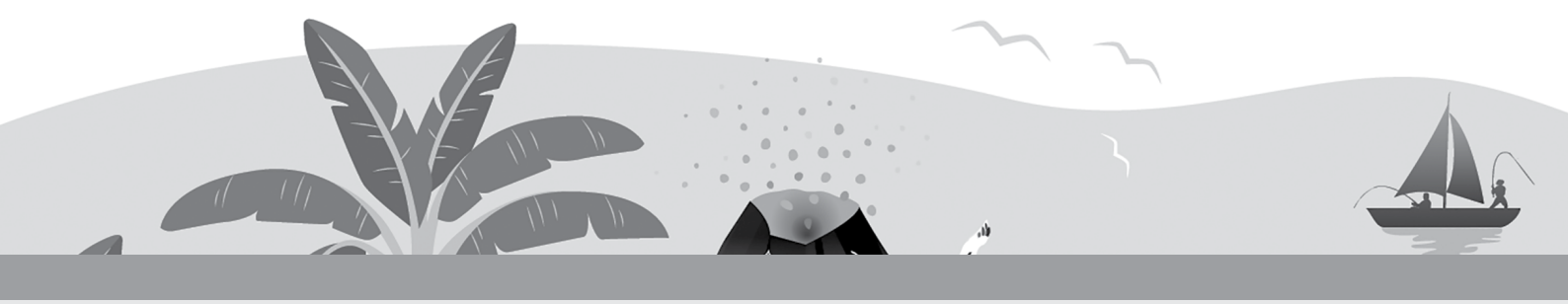
3.2. PROMOTING GENDER EQUALITY AND SUPPORTING WOMEN AND YOUTH EMPOWERMENT

In this framework of actions, the IOC will ensure inclusivity. The aim will be to ensure gender equality in all activities by integrating a gender equality dimension. Beyond specific indicators, it may be envisaged to include this theme as a key and systematic element in programming new projects. In addition, a new regional gender strategy will be developed to better direct the IOC's holistic action for gender equality.

In the same spirit, special attention should be paid to the Indianoceania youth. Indeed, 15–24-year-olds represent 20% of the Indianoceanian population in 2020. If this age group will be substantially similar in 2040, there is a looming challenge in education, training, employability, and inclusion: the 15-24 age group will account for 8.9 million to enter the labour market in 2040 and the regional demographic upsurge driven by the Comoros and Madagascar announces a continuous upward trend for this age group accumulating more than 13 million young people by 2080[9]! By tackling this issue head-on, the IOC and its Member States will turn this challenge into an opportunity worth transforming.

Gender and youth will be cross-cutting orientations of IOC action. The idea is to integrate women and young people into IOC activities as beneficiaries but also as consulted, engaged and mobilised actors.

9 IOC, La jeunesse, une opportunité à transformer, 21 October 2021, available in French on the IOC website www.commissionoceanindien.org



PILLAR #3 SPECIFIC OBJECTIVES

- ➔ SO 5: Investing in health, education and training, science and culture for the benefit of the socio-economic development of populations
- ➔ SO 6: Promoting equity and inclusiveness in a systematic and transversal way to ensure the well-being of populations, more particularly women and young people

PILLAR 4 | A STRENGTHENED INSTITUTIONAL AND PARTNERSHIP ARCHITECTURE

4.1. HOLDING A MODERNISED AND EFFECTIVE INSTRUMENT CAPABLE OF CARRYING OUT SUSTAINABLE AND LASTING ACTION AND OF RESPONDING TO REGIONAL AND GLOBAL CHALLENGES BY RELYING ON REGIONAL EXPERTISE

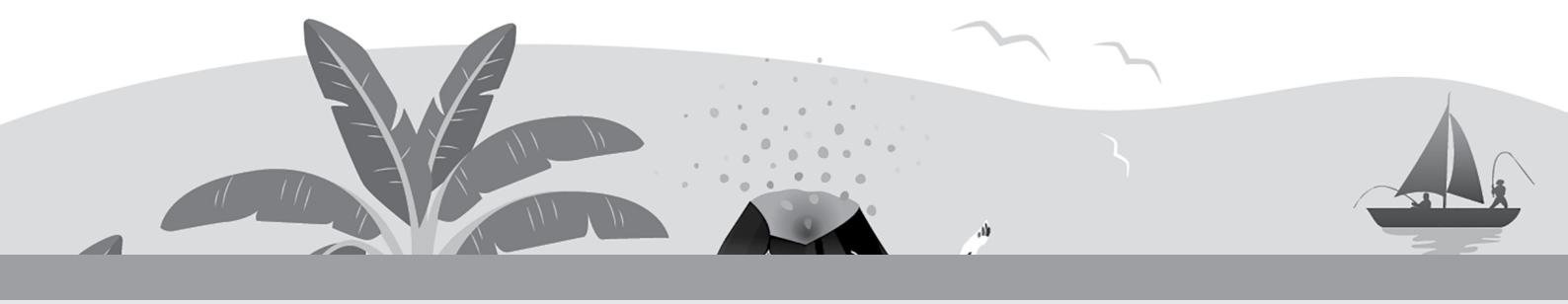
Improving the efficiency of IOC's budget operation and human resources is an ambitious project. It is a crucial element of the SDP for the organisation to ensure the implementation of its mandates. The IOC transformation process, driven by both the SDP and the economic models proposed in parallel, aims to increase its capacities in project portfolio management and to rebalance the "operating budget/project portfolio budget" ratio. This SDP is a decisive step to ensure the reform focused on efforts to improve the coherence, effectiveness and efficiency of the IOC. This refers to the establishment of procedures, control and management systems. This will include translating the Moroni Declaration on the Future of the IOC and the revised Victoria Agreement into action. In this regard, the Summit of Heads of State and Government will be institutionalised and will undoubtedly mark the SDP implementation line. Thematic ministerial meetings will be organised to better involve all sectoral stakeholders in the region. It may also be a question of resources to capitalise on the comparative advantages of Member States to initiate exchanges and activities under the aegis of the IOC. Implementing variable geometry projects, as suggested in SDP co-construction workshops, may be considered to target Member States that have "specific catch-up demands".

4.2. CONSOLIDATING EXISTING PARTNERSHIPS AND OPENING MS AND THE IOC TO A NEW PARTNERSHIP AREA WITH AFRICAN, INDO-PACIFIC, ISLAND NON-MEMBER COUNTRIES AND ORGANISATIONS, AND BEYOND

Supporting and consolidating existing partnerships is a request from Member States. Partnerships, built with observer members, funders, or with various organisations, contribute to the IOC's growth in expertise, reputation, influence, and financial resources. It is therefore essential for the IOC to develop its ongoing partnerships and to exploit the full potential they can offer. The European Union (a donor and an observer member) and the Agence française de développement are now the first partners of the IOC and essential support for its operation. The multifaceted relationship between them and the IOC must be continued and consolidated. It will also be necessary to strengthen links with the World Bank, the African Development Bank, UN mechanisms such as the Green Climate Fund, and observer members (China, EU, International Organisation of la Francophonie, Order of Malta, India, Japan, United Nations and its specialised agencies).

At the same time, the IOC must be able to broaden the base of its dialogue, technical and financial partners. In order for the IOC to open up to a new partnership area beyond its geographical scope, it must gain autonomy, means and capacities to confirm its status as a reference organisation in the Western Indian Ocean basin.

The IOC is thus called upon to quickly formalise its relationship with the African Union, a continental body at the forefront of dialogue with global multilateral bodies such as the United Nations and in the new partnership architecture with the European Union. As the only exclusively insular African regional organisation, the IOC must also strengthen its dialogue with sister organisations in the Pacific and the Caribbean to amplify the voice



of island developing States internationally and build collaborations on topics of shared interest. Finally, the emergence of the Indo-Pacific as a geostrategic area of global importance can allow the IOC to assert a position and/or consolidate and forge new partnerships on transnational themes at the level of Greater Indian Ocean to the Western Pacific (maritime security, climate, etc.).

In addition, the regional actions carried out by the IOC for the benefit of its Member States will be able to usefully benefit from an enhanced dialogue with non-state actors (regional structures such as Cap Business Indian Ocean, CSOs, youth and women's representative associations such as Entreprendre au féminin Océan Indien, etc.).

These partnership opportunities should contribute to strengthening multilateralism and supporting the emergence of a networked multilateralism through a strengthened dialogue between the IOC, a local multilateral body, with other intergovernmental bodies that share common interests and work for the common good.

PILLAR #4 SPECIFIC OBJECTIVES

- ➔ SO 7: Modernising the IOC governance and strengthening the means and resources necessary for its action and attractiveness
- ➔ SO 8: Consolidating and diversifying partnerships with observer members, development partners, regional and international organisations and non-state actors, including regional structures

> REGIONAL STRATEGIES AND ACTION PLANS IN LINE WITH THE STRATEGIC PRIORITIES

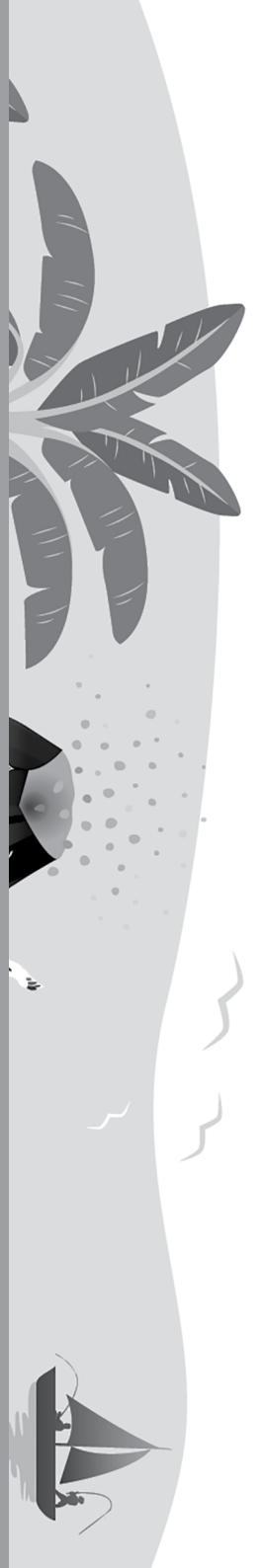
Priority	Strategies, action plans, regional policies, texts, agreements[10] adopted by IOC bodies	International frameworks and conventions to which Member States are signatories	
#1 – An Indianoceania of resilience, peace and security	MASE Regional Agreement, 2018	African Union 2050 Integrated Maritime Strategy	United Nations Agenda for Sustainable Development (2015) 2030 Agenda and Sustainable Development Goals
	Regional Fisheries Strategy, 2020	2015 Paris climate agreement	
	Regional Programme for Food Security and Nutrition, 2020-25	Sendai Framework	
	Regional Strategy for Waste Management and Recovery, 2019	Convention on Biological Diversity and Aichi Targets (ended in 2020)	
	IOC Strategic Guidelines for the Sustainable Management of Marine Resources and Ecosystems (2016-25)	United Nations Convention to Combat Desertification (UNFCCD)	
	Integrated Regional Action Plan on Climate Change and Disaster Risk Reduction	Nairobi Convention and its Protocols	
	Regional Climate Change Adaptation Strategy (2012-20)	FAO Agreement on Port State Measures	
		Way Forward for Samoa, 2016	
#2 – An Indianoceania of integrated, sustainable and innovative economic development	Regional Energy Transition Strategy, 2018		
	Regional Blue Economy Action Plan, 2020 PRIDE Wings of the Indianoceania Recovery Strategy		
#3 – An Indianoceania of human and inclusive development	Regional Gender Strategy and Policy		
	IOC Cultural Strategy, 2014		
#4 – A strengthened institutional and partnership architecture	Moroni Declaration on the Future of the IOC, 2019		
	Revised Victoria Agreement, 2020		
	IOC Rules of Procedure, 2022		

10 Documents developed by or with the assistance of the IOC, approved or adopted by the Member States. For Agreements, texts that deal with the organisation and/or of which the IOC is the depositary.

PROJECTS IN PROGRESS IN 2022 IN LINE WITH THE STRATEGIC PRIORITIES

Projects (*ongoing in 2022-23*)	Strategic priorities				Donor(s)	Duration	Amount
	1	2	3	4			
INCA1				X	EU	2017-22	€4.9m
Veille Sanitaire (Health Monitoring) – Phase 3	X		X		AFD	2017-24	€11.8m
GMES & Africa	X		X		EU via African Union	2017-24	Financial management by the AU
GCF Readiness & Preparatory Support Programme			X	X	GCF	2018-22	€0.5m
SWIOFISH2	X	X	X		World Bank	2018-23	€8.9m
ECOFISH	X	X	X		EU	2018-23	€11.7m managed by IOC out of €28m
EMCP – Maritime Connectivity		X			Japan	2020-22	€0.87m
Port Security and Safety of navigation	X	X			EU	2019-24	€3.5m managed by IOC out of €28m
Trade Cooperation and Business Facilitation		X	X		EU	2019-23	DUE direct management (€8m)
GCCA+	X			X	EU via OEACP	2020-23	€1.756m
SANOI – Food and Nutrition Security	X	X	X		EU	2020-25	DUE direct management (€16.2m)
Veille Sanitaire (Health Monitoring) – Phase 4	X		X		EU	2021-26	€8.7m
RECOS – Coastal Resilience	X	X	X		AFD and FFEM	2021-26	€10m
ExPLOI	X	X	X		AFD and FFEM	2021-26	€6.7m
Resilience Building and Disaster Response	X				EU and IOC	2021-27	€6.85m including €1.85m managed by the IOC
FAPS 2				X	AFD	2022–24	€0.5m
FAPS 3				X	AFD	2022–24	€0.5m
Hydromet	X	X			EU via OACPS; AFD; GCF; Comoros, Madagascar, Mauritius, Seychelles	(2022-26)	€55.5m (i.e. €5m AFD; €5.6m EU via OACPS; €44.9m Green Climate Fund)
TWENex	X	X	X		OACPS – EU	2022-26	€2.8 m
Governance, Peace and Stability	X		X		AFD	2022-27	€8m
Cultural and creative industries		X	X		AFD	2022-27	€5.1m
INCA2				X	EU		€1.1m
IOC Horizon 2030				X	EU – AFD (grants)	2022-27	€2.9m from EU + €6m from AFD
Health Security in Indopacific Region	X		X	X	AFD	2024-28	€6.5m from AFD
Safe Seas Africa – component #3	X				EU	Appraisal phase[11]	€15m
Cooperation and mobility programme in technical, technological, and vocational training		X	X		Programming stage[12]		

11 As at 2024 April, 23rd
12 As at 2024 April, 23rd





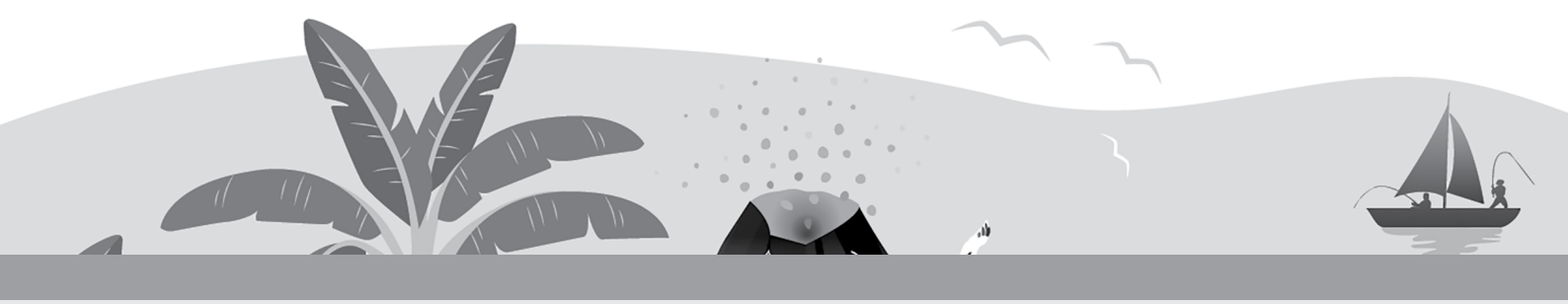
>SDP LOGICAL FRAMEWORK

The following logical matrix proposes an overall framework for reference and monitoring the organisation's performance with regard to the objectives set out in the 2023-33 Strategic Development Plan.

This logical framework will serve as a working basis for the SPD implementation and monitoring and evaluation. It may be revised as necessary according to changes in the regional context, programming, decisions of the IOC decision-making bodies.

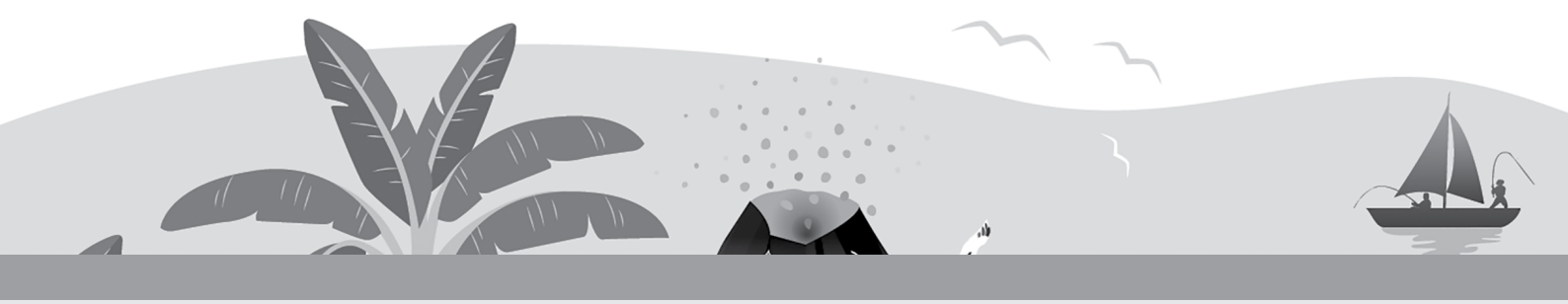
In any case, a mid-term review of the SDP implementation will be carried out. This will be an opportunity to adjust, if necessary, the specific objectives of this SDP, and revise the logical framework and indicators.

Indicators	Landmark (e.g. base year)	Targets (incl. base year)	Data sources	Assumptions
OVERALL OBJECTIVE OF THE SDP: To implement diversified and inclusive collective action for the sustainable development of Member States				
✓ Level of appreciation of the Indianoceanian identity of the populations	2023	2030	via a survey / barometer to be developed	
✓ Number of decisions and actions taken between MS to solve common problems (environment, security, connectivity, trade, etc...)	2022		Record of decisions from bodies Regional / international commitments (see Nairobi Convention protocols)	
✓ Number of policies / strategies / agreements / actions taken at regional level and implemented at national level	2016-22	2022-30	Official journal of MS / Ratification Instruments / Governing Council	
✓ % of IOC-SG budget allocated to new functions and activities compared to 2022 (including fiduciary facilities, complementary models, etc.)	2022	2026	IOC-SG Budget IOC Horizon 2030 HDI & Ranking	
✓ Progress in the human development index	2022	2023	Socio-ecological surveys of projects	



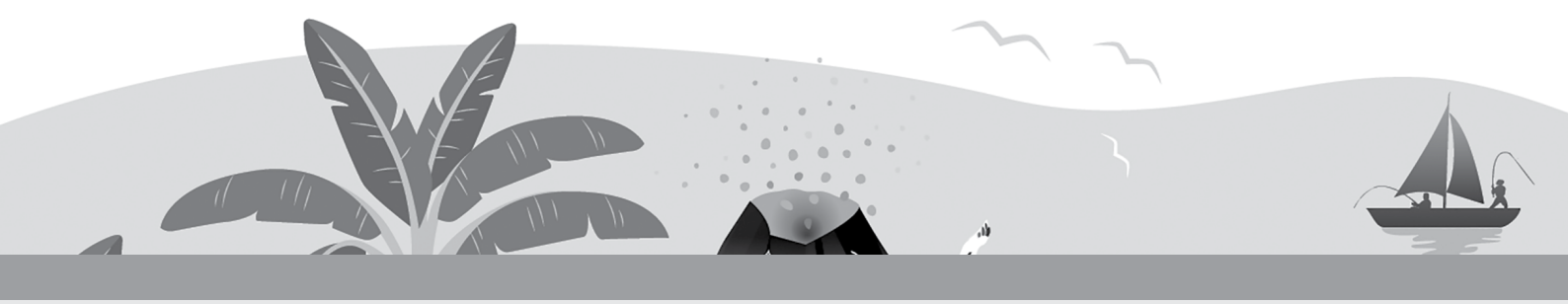
Indicators	Landmark (e.g. base year)	Targets (incl. base year)	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP **PILLAR 1 – Resilience, Peace and Security | Specific Objective 1:** ***Promoting political stability and good governance within the region as a zone of peace and in the region with the rest of the world, working for its security and guaranteeing inter-state dialogue***				
✓ Progress in the level of democracy (IDEA index)	2022	2030	Report-Ranking	Effective demand from MS – partnership with other bodies in the field Continuation of the MASE programme
✓ Number of mechanisms contributing to the promotion of stability and governance	2022	2030		
✓ Percentage of IOC mediation / intervention in security-related crises in the regional area	2017-22	2023-27	COI projects	
✓ Degree of operationalisation of the regional maritime security architecture	2022	2027	Scale of 1 to 10	

Indicators	Landmark	Targets	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP **PILLAR 1 – Resilience, Peace and Security | Specific Objective 2:** ***Contributing to climate and environmental resilience and improvement***				
PROPOSED INDICATORS (from the SDGs)				
✓ Numbers of deaths, missing persons and directly affected persons attributed to disasters per 100,000 population;	2022	2030	UN Sendai	
✓ Direct economic losses from disasters	2022	2030	Country Reports/ UN Sendai	
✓ Number of activities carried out by the IOC to improve the climate resilience of Member States	2022	2030	IOC-SG / IOC-RA	
✓ % and type of marine debris and litter floating on the sea surface and coastline	2022	2030	National Observatories	
✓ Proportion of fish stocks at biologically sustainable levels	2022	2030	IOTC / SWIOFC WIOMSA / IUCN	
✓ Surface area of terrestrial and marine protected areas, as a proportion of total area ✓ Proportion of Healthy Essential Ecosystems	2022	2030	CBD / IUCN / WIOMSA Reports	
✓ IOC Member States Biocapacity Index/ Environmental Footprint Index	2022	2030	Global Footprint Network	



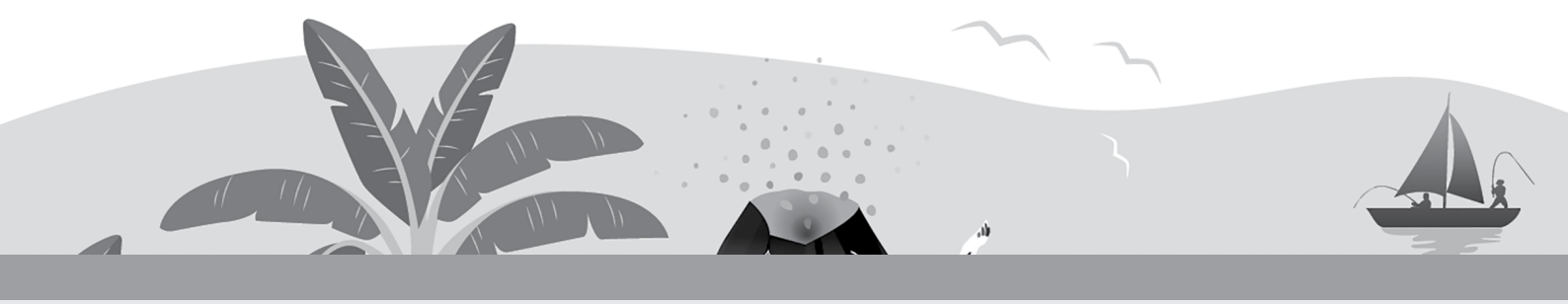
Indicators	Landmark	Targets	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP				
PILLAR 2 – *Integrated, Sustainable and Innovative Economic Area* | Specific Objective 3: ***Supporting the emergence of a better connected and better integrated economic and commercial space around major value chains and commercial agreements.***				
✓ Improvement of the frequency and variety of connections between the islands of the maritime and airline lines	2022	2030	MCP Reports – National Statistics – Airlines = ICAO	
✓ Improvement in digital connectivity	2022	2023	National Statistics – UIT	
✓ Number of regional value chains identified and supported, particularly in the field of the green and blue circular economy (fisheries) and food security	2022	2028	IOC	
✓ Share of agri-food trade among the Indian Ocean islands	2022	2028	National Statistics	
✓ Increase in volume and value of goods and services exchanged between IOC MS and with the African continent	2022	2033	National Statistics – Customs – COMESA	
✓ Number of trade agreements, sectoral or not, facilitated by IOC	2013-23	2023-33	IOC	
PILLAR 2 – Integrated, Sustainable and Innovative Economic Area | Specific Objective 4: ***Supporting economic cooperation for the energy and ecological transition through innovation, entrepreneurship and training***				
✓ Number of regional actions for regional energy transition	2022	2028	IOC	
✓ Number of professional training courses in the fields of the blue / circular economy, energy transition or innovative entrepreneurship promoted, facilitated or supported by the IOC	2022	2033	IOC	
✓ Number of new projects focusing on innovation and entrepreneurship in the fields of blue / circular economy	2017-22	2023-33	IOC	

Indicators	Landmark	Targets	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP **PILLAR 3 – An Inclusive Indianoceania with Human Development | Specific Objective 5:** ***Investing in health, education and training, science and culture for the benefit of the socio-economic development of populations***				
✓ Number of regional vocational or diploma training courses by sector of regional interest	2022	2030	IOC / Ministry of Education	
✓ Existence of a lasting regional mobility programme for students / teachers / researchers involving the IOC	2022	2028	IOC – Partners	
✓ Development and implementation of a regional strategy for inclusiveness on gender and vulnerable groups	2022	2028	IOC	
✓ Degree of capacity of the SEGA-One Health network in health risk management	2022	2030	IOC / MS / WHO	
✓ Number of regional cultural actions carried out by Indianoceanian actors supported by the IOC	2022	2028	IOC-CCI and partners	
✓ Number of actions implemented in support of mobility (or number of mobilities facilitated by the IOC as part of education, training or culture initiatives)	2022	2028	IOC including ICC, education/training	



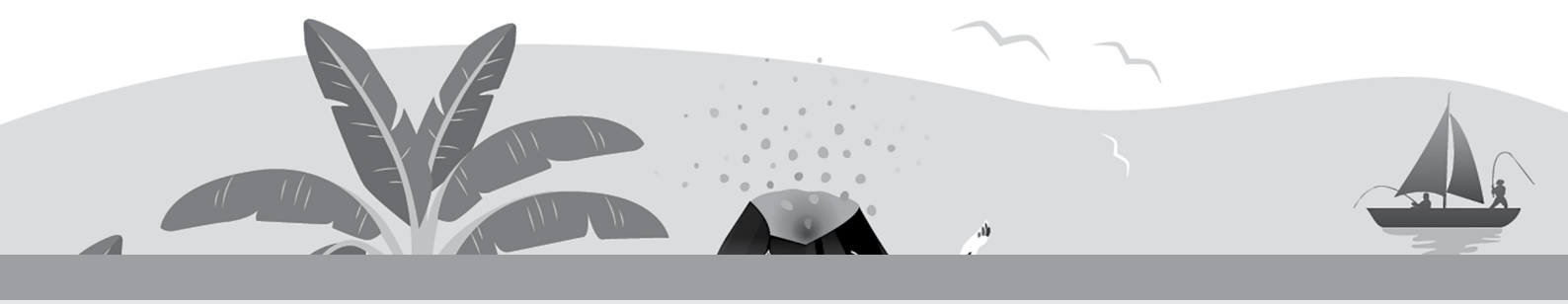
Indicators	Landmark	Targets	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP **PILLAR 3 – An Inclusive Indianoceania with Human Development | Specific Objective 6:** ***Promoting equity and inclusiveness in a systematic and transversal way to ensure the well-being of populations, more particularly women and young people***				
✓ Development and implementation of a regional strategy for inclusiveness on gender and vulnerable groups	2022	2028	IOC	
✓ Degree of integration of the youth theme in IOC actions and projects (percentage of projects/actions involving youth, targeting youth or with resources dedicated to youth)	2022	2033	IOC	
✓ Number of new projects with gender equality as a primary or secondary objective and/or with a gender action plan	2022	2033	IOC	
✓ Sustainability and quality of partnerships with structures representing young people and women or working specifically for these target groups	2022	2033	IOC	

Indicators	Landmark	Targets	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP **PILLAR 4 – Institutional and Partnership Architecture | Specific Objective 7:** ***Modernising the IOC governance and strengthening the means and resources necessary for its action and attractiveness***				
✓ Have 1 team/resource dedicated to IOC transformation (SG and OPL office)	2022	2025	OC Horizon 2030 – IOC HR	Availability of HR with sectoral expertise
✓ Number of projects implemented by the General Secretariat without an international design office for proper ownership of the themes	2022	2030	IOC-SG	
✓ Have an expertise database on key IOC spheres of competence related to Common Goods	2022	2028	IOC-SG	
✓ Number of reports from MS to IOC on national ownership of regional sector strategies	2022	2028	EM – COI-SG	
✓ Have an "analytical accounting" budget for monitoring by key areas	2022	2028	COI-SG SAF	
✓ Monitoring strategic risks	2022	2028	Internal audit	
✓ Number of positive outcome indicators of the communication strategy and visibility 2023+	n.a.	2028	Com COI	



Indicators	Landmark	Targets	Data sources	Assumptions
SPECIFIC OBJECTIVES OF THE SDP **PILLAR 4 – Institutional and Partnership Architecture | Specific Objective 8:** ***Consolidating and diversifying partnerships with observer members, development partners, regional and international organisations and non-state actors, including regional structures***				
✓ Level of inputs from partners and MS for the SDP implementation	2023	2028	COI – SAF	
✓ Recovery rate of the contributions from different types of partners (contributions, memberships, donor disbursements, etc.)	2023	2028	COI – SAF	
✓ Number of new partnerships established (observer members, institutions, higher education, private sector, etc.)	2017-22	2023-28	IOC-SG	Taking into account the EU special case, which is a historical partner and one of the main IOC donors. Data excluding EU also need to be highlighted.
✓ Number of activities supported by observer members or implemented with their assistance	2017-22	2023-28	IOC-SG	





INDIAN OCEAN
COMMISSION

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