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# Mid-term Evaluation of the UN Ocean Decade

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# Abstract and acknowledgements

## Abstract

The United Nations Decade of Ocean Science for Sustainable Development (2021–2030), coordinated by UNESCO's Intergovernmental Oceanographic Commission (IOC), was launched to catalyse global cooperation in ocean science to support the 2030 Agenda, particularly SDG 14. Rooted in equity, inclusivity, and diverse knowledge systems, the Decade fosters co-designed, science-based actions through a broad collaborative framework without imposing new financial obligations on Member States. Its implementation relies on a multi-tiered governance structure and seeks to integrate ocean knowledge into policy to enable sustainable ocean management. At the initiative's halfway point, the UNESCO-IOC Executive Council requested a Mid-Term Evaluation, managed by UNESCO's Internal Oversight Service (IOS), to assess the Decade's effectiveness, relevance, and coherence, and provide strategic recommendations for its future direction. The evaluation uses a utilization-focused, mixed-methods approach—including over 1,000 stakeholder consultations across 118 countries—supported by tools such as social network analysis and policy influence assessments. It is guided by a Theory of Change and aims to inform decision-makers and stakeholders at all levels, from global governance bodies to national committees and implementing partners.

The UN Ocean Decade has achieved substantial progress as the largest coordinated global ocean science initiative, mobilizing over 4,500 institutions and nearly USD 1 billion in support for Decade Actions, with a strong foundation in inclusive and collaborative science. Key achievements include cross-sector partnerships, integration of diverse knowledge systems, youth engagement through ECOPs, global visibility via high-profile events, and early outcomes such as tsunami preparedness and marine science education. However, the Mid-Term Evaluation identified challenges across governance, resource mobilization, science delivery, UN engagement, inclusivity, communication, and monitoring. Limited coordination capacity, regional imbalances, underrepresentation of LDCs and SIDS, and uneven policy integration hinder the Decade's full potential. Strengthening decentralized coordination, strategic partnerships, and resource mobilization—particularly from private and philanthropic sectors—alongside improved monitoring, outreach, and inclusivity are essential to maximizing impact. Moving forward, enhancing UN-wide collaboration, fostering local ownership, and positioning UNESCO-IOC for strategic leadership beyond 2030 are critical to advancing ocean science and achieving the Decade's vision.

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On behalf of IOS, the evaluation was managed by Ms. Ekaterina Sediakina Riviere, Principal Evaluation Specialist, with the support of Ms. Savannah Saunders, Associate Evaluation Specialist who also provided quality assurance for the final report. An Evaluation Reference Group (ERG) composed of representatives from the Decade Coordination Unit, Decade Collaborative Centres and the Decade Advisory Board provided guidance and feedback throughout the evaluation process, further strengthening the quality assurance of the evaluation.

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### ► Bernardin Assiene

Director of the Division  
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# Acronyms

<b>ADB</b>	Asian Development Bank	<b>IAEA</b>	International Atomic Energy Agency
<b>ADGs</b>	Assistant Director-Generals	<b>IaDB</b>	Inter-American Development Bank
<b>AfDB</b>	African Development Bank	<b>IFIs</b>	International Financial Institutions
<b>BA</b>	Bibliometric Analysis	<b>IMO</b>	International Maritime Organization
<b>BBNJ</b>	Biodiversity Beyond National Jurisdiction	<b>IMOS</b>	Integrated Marine Observing System
<b>BSP</b>	Bureau of Strategic Planning (of UNESCO)	<b>IOC</b>	Intergovernmental Oceanographic Commission (of UNESCO)
<b>CARICOM</b>	Caribbean Community	<b>IODE</b>	International Oceanographic Data and Information Exchange (of UNESCO-IOC)
<b>CARIBE WAVE</b>	Caribbean and Adjacent Regions Tsunami E	<b>IOS</b>	Internal Oversight Service (of UNESCO)
<b>CBD</b>	Convention on Biological Diversity	<b>IPOS</b>	International Platform on Ocean Sustainability
<b>COPs</b>	Conference of the Parties	<b>ISA</b>	International Seabed Authority
<b>DAB</b>	Decade Advisory Board	<b>IsDB</b>	Islamic Development Bank
<b>DCC</b>	Decade Collaborative Centres	<b>LDCs</b>	Least Developed Countries
<b>DCO</b>	Decade Coordination Offices	<b>MAB</b>	Man and the Biosphere Programme
<b>DCU</b>	Decade Coordination Unit	<b>MDBs</b>	Multilateral Development Banks
<b>DITTO</b>	Digital Twin of the Ocean	<b>MEL</b>	Monitoring, Evaluation and Learning
<b>DOALOS</b>	Division for Ocean Affairs and the Law of the Sea	<b>M&amp;E</b>	Monitoring and Evaluation
<b>EC</b>	European Commission	<b>NDCs</b>	National Decade Committees
<b>ECOP</b>	Early Career Ocean Professionals	<b>NEAMWave</b>	North-Eastern Atlantic, the Mediterranean, and connected seas Tsunami Exercise
<b>EESM</b>	Embedded Expert Support Mechanism	<b>NGO</b>	Non-Governmental Organization
<b>ESG</b>	Environmental, Social and Governance	<b>OARS</b>	Ocean Acidification Research for Sustainability
<b>EU</b>	European Union	<b>OBON</b>	Ocean Biomolecular Observation Network
<b>FAIR</b>	Findable, Accessible, Interoperable and Reusable	<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>FAO</b>	Food and Agriculture Organization	<b>PIA</b>	Policy Influence Analysis
<b>FGDs</b>	Focus Group Discussions	<b>PPP</b>	Public-Private Partnership
<b>GOOS</b>	Global Ocean Observing System	<b>RACER</b>	Relevant, Accepted, Credible, Easy to monitor, Robust (indicators)
<b>GMS</b>	Global Media Scan	<b>RCPs</b>	Regional Collaborative Platforms



<b>RCOs</b>	Resident Coordinator Offices
<b>SDGs</b>	Sustainable Development Goals
<b>SIDS</b>	Small Island Developing States
<b>SMART</b>	Specific, Measurable, Ambitious but Achievable, Realistic and Time- bound (targets)
<b>SNA</b>	Social Network Analysis
<b>SPREP</b>	Secretariat of the Pacific Regional Environment Programme
<b>TAC</b>	Tropical Americas and Caribbean
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UCCN</b>	UNESCO Creative Cities Network
<b>UNCBD</b>	United Nations Convention on Biological Diversity
<b>UNCLOS</b>	United Nations Convention on the Law of the Sea
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNESCO/SC/LINKS</b>	UNESCO's Local and Indigenous Knowledge Systems Programme
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNGA</b>	United Nations General Assembly
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UN</b>	United Nations
<b>UN-Oceans</b>	United Nations Inter-Agency Mechanism on Oceans
<b>UNU</b>	United Nations University
<b>WESTPAC</b>	IOC Sub-Commission for the Western Pacific
<b>WMO</b>	World Meteorological Organization

# Executive summary

## 1. Overview of the UN Ocean Decade

The United Nations Decade of Ocean Science for Sustainable Development (2021–2030) was formally proclaimed by the United Nations General Assembly through its **Resolution A/RES/72/73** on 5 December 2017. The resolution invited UNESCO's Intergovernmental Oceanographic Commission (IOC) to prepare and coordinate the Decade's implementation plan, in consultation with Member States, UN system actors, intergovernmental and non-governmental organizations and other relevant stakeholders. It emphasized that implementation should take place “within existing structures and available resources”, indicating that the Decade was not intended to create new funding obligations for Member States, but rather to catalyse coordination, partnerships and action.

Originally proposed by UNESCO-IOC in 2016, the Decade emerged in response to limited global recognition of the role of ocean science in achieving the 2030 Agenda, despite the inclusion of SDG 14 (Life Below Water). Since its launch in January 2021, during a time marked by the COVID-19 pandemic and growing global environmental challenges, the Decade has evolved into a global initiative guided by the vision of “the science we need for the ocean we want”. It adopts a broad, inclusive definition of ocean science that values diverse knowledge systems and is rooted in principles of equity, inclusivity, and diversity.

Building on this foundation, the Decade provides a collaborative framework designed to advance transformative ocean science by facilitating the co-design and delivery of science-based actions, strengthening capacity development, mobilising partnerships and resources and promoting the integration of ocean knowledge into policy and decision-making processes to advance sustainable ocean management. While the Decade is not a financing framework, its success depends on the mobilisation of financial and in-kind resources to support coordination and foster an enabling environment for access to funding and support for its Actions. This also requires the alignment of

existing programmes and strengthened partnerships across the UN system, as well as among public, private, and multilateral actors.

The Decade operates through a multi-tiered governance and coordination structure led by the Decade Coordination Unit (DCU) within UNESCO-IOC, with the support of global and decentralized structures including the Decade Advisory Board (DAB), UN-Oceans, Decade Coordination Offices (DCOs), Decade Collaborative Centres (DCCs), and National Decade Committees (NDCs). Its objectives are pursued through Decade Actions, which include programmes, projects, activities, and contributions across science, policy, capacity development and outreach.

## 2. Evaluation objectives and use

The Mid-Term Evaluation of the UN Ocean Decade was requested by the UNESCO-IOC Executive Council at its 57th session in June 2024, marking a critical reflection point at the halfway stage of the initiative. Managed by UNESCO's Division for Internal Oversight Services (IOS), the evaluation aims to assess the effectiveness, relevance, and coherence of the Decade's implementation to date, and to inform strategic adjustments needed to achieve its intended outcomes over the remaining five years. As such, it serves dual purposes: first, to assess progress and emerging achievements; and second, to provide evidence-based recommendations for enhancing the Decade's delivery, impact and sustainability. It covers key dimensions of the Decade, including governance and coordination, resource mobilisation, science and knowledge delivery, monitoring and evaluation, stakeholder engagement, inclusivity, communication and outreach, and the Decade's contribution to advancing IOC's long-term vision and institutional evolution. It also identifies lessons learned and areas requiring strategic attention to ensure that the Decade remains responsive to emerging global challenges. The primary intended users of the evaluation are the DCU, IOC Governing Bodies, the DAB, UN-Oceans members and decentralized coordination structures. Secondary users include NDCs, Member States, and the broader community of Decade Action implementers.



### 3. Key elements of the evaluation methodology

The evaluation follows a utilization-focused, mixed-methods approach, integrating qualitative and quantitative data for a comprehensive assessment. Key methods included a desk review, semi-structured interviews with 109 stakeholders, focus group discussions, case studies and an online survey with 1,205 responses, 72% of whom self-identified as active Decade participants. In total, 1,006 stakeholder consultations were conducted across 118 countries using a range of methods. Data collection was carried out in English, French, and Spanish, ensuring broad geographical, sectoral, and demographic representation, with particular attention to under-represented groups such as Least Developed Countries (LDCs), Small Island Developing States (SIDS), Indigenous voices, and Early Career Ocean Professionals (ECOPs). The methodology also incorporated Social Network Analysis (SNA), bibliometric and policy influence analyses and a global media scan. The evaluation is structured around a Theory of Change (ToC) to map pathways from inputs to impact and to test key assumptions.

### 4. Main findings and conclusions

Drawing on a wide range of triangulated evidence sources, the following findings and conclusions highlight both the UN Ocean Decade's progress and achievements to date and key areas for improvement as it enters its second half.

#### *Key achievements*

The Ocean Decade **Vision 2030** report, published in October 2024, describes the Decade as the “largest coordinated global ocean science initiative ever undertaken”, having mobilized over 4,500 institutions and 20,000 individuals “to co-create and co-deliver the science and knowledge that is needed for decision making” for addressing the Ocean Decade Challenges. According to the report, the Decade Actions mobilized nearly USD 1 billion, though resource gaps remain a significant constraint.

The evaluation found that the UN Ocean Decade has demonstrated significant progress in its first half, building a solid foundation to deliver the outcomes envisioned through more inclusive, impactful and collaborative ocean science. The DCU was unanimously

recognized by stakeholders for its leadership and efficiency, despite operating under severe resource constraints. Decentralized coordination structures have demonstrated promising approaches to regional and national engagement. At the same time, the DAB has been evolving to enhance its support and provide strategic guidance to the DCU.

The Decade has fostered strong cross-sector partnerships. Collaboration between the DCU and UNESCO Programme Sectors and Central Services, such as the Local and Indigenous Knowledge Systems (LINKS) Programme and the Gender Equality Division, has supported the incorporation of diverse knowledge systems, as well as the mainstreaming of gender. The Early Career Ocean Professionals (ECOP) programme has been particularly effective in engaging young professionals in leadership, capacity development and global forums. Stakeholder engagement has remained strong, with contributors motivated by the opportunity to advance the Decade's objectives.

Resource mobilisation has shown steady progress, particularly through the Foundations Dialogue and the Ocean Decade Alliance, which have contributed to attracting support for Decade Actions and coordination efforts from philanthropic partners and Member States. The Ocean Matcher has emerged as a promising tool to connect Actions with potential funders. Private sector contributions have demonstrated good practice, with both in-kind and financial support from partners such as Fugro, Uniqlo, and Prada. Further opportunities for resource mobilisation have also materialized, notably through the European Commission–IOC Decade Cooperation Roadmap, which offers important avenues for both financial and in-kind support, including via Horizon Europe and the EU Mission “Restore Our Ocean and Waters”.

Across 93 countries, 641 Actions<sup>1</sup> have been endorsed, with the majority focused on ecosystem protection and capacity development. The strategic pathway, defined for the second half of the Decade through the Vision 2030 process and its white papers, has supported participatory design efforts and provided tools to guide future Calls for Action. NDCs in several countries, such as Portugal, India, Benin, Belgium, and New Zealand, have successfully aligned Decade initiatives with national priorities. Contributions from ECOPs and NGOs have begun to pave the way for grassroots engagement and real-world impact.

The Decade has gained significant visibility through high-profile events such as the Lisbon and Barcelona Conferences, which stakeholders consistently highlighted as key moments for engagement. Beyond raising awareness, these events served as platforms

<sup>1</sup> In this report, “Actions” refers to projects and programmes. The typology of Ocean Decade Actions can be found in Annex 1.

for interaction between scientists, policymakers, and other stakeholders, creating opportunities for shaping policies and aligning scientific outputs with national and global priorities. In parallel, continuous communication efforts, through digital outreach, webinars, ECOP-led campaigns, have broadened awareness, enhanced relatability and fostered dialogue across diverse audiences, including youth and marginalized communities.

Towards the end of its first half, the Decade started to show early outcomes through its various initiatives and Actions. For example, the Ocean Decade Tsunami Programme has raised over USD 450 million and reached millions of people through preparedness efforts. In education, initiatives such as the integration of marine science into school curricula in Chile have strengthened ocean literacy. Progress has also been made in advancing open data, interoperability, and ocean monitoring systems.

The Decade has played a key role in enhancing the strategic visibility and relevance of UNESCO-IOC on the global stage, by advancing interdisciplinary research and strengthening connections between ocean science and policy. It has helped position the organization not only as a convener of ocean science but also as a key driver of ocean knowledge systems, laying the groundwork for an expanded leadership role beyond 2030.

## ***Key areas for improvement informing the recommendations***

The Mid-Term Evaluation identified several interrelated areas for improvement that, if addressed, would enhance the Decade's ability to deliver on its vision. These areas, as highlighted by findings and conclusions drawn from a diverse and comprehensive body of evidence, reflect systemic and structural considerations requiring targeted attention to sustain the Decade's relevance and effectiveness despite resource scarcity and a challenging global context shaped by shifting national and regional priorities and mounting pressures on the multilateral system.

### **Governance and Coordination**

- i. While the DCU has shown strong leadership under considerable constraints, its capacity remains stretched, in part due to a complex and fragmented coordination

framework. The intended decentralized UN support has not yet been fully implemented. There is an opportunity to strengthen coordination across levels and partners, while clarifying roles, simplifying processes, and improving alignment with regional and national structures.

- ii. Despite examples of good practice, partnerships between the DCU, IOC, and broader UNESCO structures require strengthening. Cooperation with UNESCO field offices and other UN entities remains limited, restricting the ability to provide targeted support to regions and Member States, particularly those with fewer resources. Moreover, 61% of the members of governance and coordination bodies are based in Europe and North America, with minimal representation from LDCs and SIDS, highlighting a geographic imbalance that may affect the inclusivity and responsiveness of governance structures.
- iii. Stakeholders called for more strategic engagement from the DAB, whose current structure and participation patterns are perceived to limit its overall effectiveness. There is strong consensus that the DAB could enhance its contribution by focusing more explicitly on strategic guidance, governance and coordination improvements, resource mobilisation, stronger science-policy interaction, and long-term legacy planning. Strengthened engagement between the DAB and decentralized mechanisms, along with enhanced UN presence and representation within the DAB, were identified as priorities to further improve the Decade's governance model and reinforce its identity as a UN initiative.

### **Resource Mobilisation**

- iv. While the Decade has laid important groundwork in building partnerships and establishing mechanisms for funding, resource mobilisation remains a widely shared concern. Only 17% of surveyed stakeholders rated current efforts as effective. The evaluation identified the need for more coordinated fundraising strategies, expanded outreach to philanthropic and private sector actors, increased engagement with multilateral development banks (MDBs) and other international financial institutions (IFIs), as well as national science and innovation funding agencies and government departments, alongside greater attention to regional prioritization, particularly for LDCs and SIDS that require higher levels of support for engagement and implementation of Actions.
- v. A range of interlinked barriers continues to limit the effectiveness of resource mobilisation. These include limited visibility of the Decade among potential funders,



competing donor priorities that may not align with ocean science, and a need for stronger coordination of resource mobilisation efforts to support Decade implementation and its Actions.

- vi. More importantly, the evaluation identified that resource mobilisation efforts should be more clearly aligned with Member States' needs, challenges and priorities and better communicate the real-world value of ocean science, particularly its role in addressing pressing issues such as food security, coastal resilience, and community well-being. The evidence indicates that greater emphasis on the tangible impact of ocean science and knowledge, when underpinned by data and results from the Decade's achievements and Actions, has the potential to strengthen both the case for funding and buy-in from a wide range of financial and in-kind support providers.

## Science and Knowledge Delivery

- vii. The evaluation highlighted a need for more balanced science and knowledge delivery across regions, institutions, and Ocean Decade Challenge areas. Of the 641 endorsed Actions, the majority (68%) originate from Europe and North America, with relatively limited representation from LDCs (1%), SIDS (3%), and other underrepresented regions. Participation from the private sector and UN agencies beyond UNESCO-IOC also remains modest. Furthermore, the distribution of Actions across the 10 Challenges is uneven, ranging from 318 Actions under "Challenge 2: Protect and restore ecosystems and biodiversity" to just 98 under "Challenge 6: Increase community resilience to ocean and coastal risks".
- viii. While there is widespread recognition of the Decade's strongest contributions in raising global awareness of ocean issues, fostering collaboration in ocean science and expanding communication networks, areas such as the incorporation of diverse knowledge systems, mobilisation of resources for research and influence on national policy were seen as needing further progress. Stakeholder perceptions of overall progress remain mixed, particularly among those involved in coordination structures, long-term contributors engaged since the Decade's design or launch and the scientific community, many of whom rated progress as moderate, limited, or minimal. Several recurring challenges were identified as constraining progress, including resource mobilisation, stakeholder engagement, public visibility and alignment with national priorities.

- ix. Several challenges were identified in the submission and management of Decade Actions. Lengthy endorsement timelines and criteria perceived as unclear by some stakeholders, alongside a common misconception that endorsement guarantees funding, emerged as key concerns. Limited capacity to navigate the application process in LDCs, SIDS, and regions such as Africa and the Arab States contributes to regional imbalances and limits the ability to address ocean-related challenges through science and knowledge. On the management side, the absence of a mechanism linked with an effective database to identify overlaps, coupled with limited search and filtering functionality on the Decade website, hampers coordination and the development of synergies. While decentralized review and endorsement of Actions by pilot NDCs show promise, scaling remains constrained by capacity limitations in resource-scarce countries. Although some stakeholders attribute these and similar challenges to broader systemic issues in these contexts, evidence suggest that targeted interventions can initiate positive transformation and help address structural and systemic barriers, as illustrated by case studies included in the report. In addition, the underrepresentation of the social sciences, often limited to ocean literacy, reduces the potential for Actions to inform policy and generate wider societal impact.
- x. As the Decade reaches its mid-point, expectations have grown for greater engagement of policymakers in using the science and knowledge generated by Decade Actions to inform national and international policies, policy debates and decision-making processes. Evidence gathered through multiple evaluation methods indicates that Decade-policy interactions remain uneven across regions, with a decline in policy-related outputs over time, reflecting a broader loss of momentum in this area. Contributing factors include limited co-design efforts for Actions, including underutilisation of DCU-provided resources for co-design, and a lack of accessible policy communication tools such as dashboards and policy briefs. While high-profile events, such as the Barcelona Conference, have successfully drawn the attention of policymakers, sustained engagement remains limited, particularly from underrepresented regions, again linked with capacity and resource challenges.
- xi. The evaluation highlighted the importance of ensuring that the science and knowledge generated through Decade Actions are not only produced but also effectively applied across innovation ecosystems and community-level solutions. To support this, evidence points to the need for a more structured approach to facilitate the transfer, scaling and contextualisation of these outputs. This need is especially relevant in LDCs, SIDS, and other underrepresented regions, where

stakeholders face challenges in accessing and adapting relevant knowledge, innovations, tools, and technologies. Furthermore, ECOPs, though actively engaged, have limited avenues to apply the skills developed through the Decade in practical, solution-oriented settings. As the Decade moves into its second half, the evaluation identified a timely opportunity to enhance the accessibility and practical use of outputs supporting innovation, applied impact, and long-term value across regions and sectors through more structured approaches to knowledge and technology transfer.

## UN-Oceans and Broader UN Engagement

- xii. Engagement from UN entities beyond UNESCO and IOC during the first half of the Decade has been limited, presenting an important opportunity to broaden involvement across the UN system in the second half. The evidence points to communication constraints that have created uncertainty around how to engage with the Decade and its Actions. Strengthening regular communication through UN-Oceans and other relevant UN platforms was identified as a promising opportunity to clarify expectations, facilitate coordination and encourage more contributions by aligning ongoing and planned ocean-related efforts with the Decade framework. The findings indicate that improving visibility and expanding participation of UN agencies would reinforce the Decade's identity as a collective UN initiative and help maximise its reach and overall impact.
- xiii. Looking to the second half of the Decade, climate change, marine pollution, and deep-sea mining have emerged in the evaluation as priority areas requiring heightened attention. Effectively addressing these and other pressing challenges will demand stronger UN-wide collaboration, especially in a context of increasing conflicts, shrinking resources and declining attention to sustainability issues. Strengthening coordination with relevant UN agencies, as well as mechanisms such as the UN Resident Coordinator Offices (UNRCOs), the UN Global Compact, Issue-Based Coalitions, and the Interagency Task Team on Science, Technology and Innovation (STI) for the SDGs, alongside closer alignment with other UN Decades, emerged as critical to expanding the Decade's reach and reinforcing its implementation. These partnerships also offer strategic entry points at the national level, including ministries of finance, education, science, agriculture, and energy, helping to align efforts with broader development agendas and resource allocations, while embedding ocean priorities more deeply into cross-sectoral initiatives, policies and policy measures.

- xiv. The evaluation found that efforts to promote inclusivity, diversity, and equity are gaining traction, with youth engagement, particularly through ECOP-led initiatives, seen as a positive example. However, stakeholder feedback and survey results point to disparities across different groups, including SIDS, LDCs, women, Indigenous peoples, and developing countries. Moving forward, there is an opportunity to broaden and deepen inclusion across all dimensions of Decade engagement.
- xv. Despite positive momentum, several factors continue to limit the full participation of underrepresented groups. These include constrained resources, limited outreach to non-English-speaking communities and a concentration of leadership of various activities and Decade structures within institutions in higher-income countries. Stakeholders also noted the need for targeted training, mentorship, and empowerment initiatives to support more equitable engagement.

## Communication and Outreach

- xvi. The evidence highlighted that stakeholders most commonly learned about the Decade through informal channels such as professional networks and personal contacts, underscoring the strength of peer-to-peer communication. In contrast, formal channels, such as the Decade website, newsletters and social media, had comparatively lower visibility among those not yet engaged with the Decade. Industry associations and professional bodies were among the least-cited sources by evaluation participants, suggesting a valuable opportunity to expand the Decade's reach to more diverse and currently underrepresented stakeholder groups.
- xvii. Underrepresented groups, such as LDCs, SIDS, youth, developing countries, Indigenous peoples, and women, stand to benefit most from enhanced communication and outreach under the Decade. While digital platforms and social media have helped expand reach, language barriers, uneven digital access and financial or skills-related constraints continue to limit engagement from these groups. In response, stakeholders emphasized the value of locally accessible channels, including community radio, influencers, artists, and philanthropic organizations, particularly in non-English-speaking and underserved regions. Evaluation findings indicate that diversifying formats and platforms can help foster local ownership and broaden the Decade's impact at the grassroots level.



## Monitoring, Evaluation and Learning (MEL)

- xviii. As the Decade enters its second half, there is a clear opportunity to evolve the current Monitoring and Evaluation (M&E) framework into a more strategic, results-based MEL system not only to track progress and demonstrate outcomes and impact but also to support critical initiatives such as resource mobilization and policy engagement by providing credible, data-driven insights. A strengthened MEL system could facilitate adaptive learning, guide strategic decisions, and reinforce stakeholder accountability. While the existing framework has been effective in tracking operational outputs, evidence suggests it offers limited insight into progress toward the Decade's broader goals and would benefit from mechanisms that better capture results at scale.
- xix. The evidence demonstrates the value of enhancing transparency in the M&E process and establishing stronger feedback loops to sustain stakeholder engagement and support shared learning. Clarifying the Decade's main activities and intended results through a Theory of Change and refining indicators to better capture outcomes emerged as a need to further strengthen its strategic value.

## Positioning IOC Beyond 2030

- xx. Building on the momentum generated by the Decade, UNESCO-IOC is well positioned to assume a broader strategic role aligned with global development agendas, creating an opportunity to transform its core programmes and reinforce its leadership in ocean science beyond 2030. Evidence indicates that realising this potential will depend on addressing key challenges, including resource constraints, uneven regional participation, and the need for strengthened governance and coordination. Findings also highlighted the importance of expanding engagement with other UN agencies, advancing platforms such as the International Platform on Ocean Sustainability (IPOS) and integrating diverse knowledge systems to inform more inclusive and impactful ocean strategies.

# 5. Main recommendations

## Basis and context for the recommendations

The evaluation confirms that the vision and outcomes of the UN Ocean Decade have resonated deeply across sectors, mobilising thousands of stakeholders and generating

momentum that has far exceeded initial expectations. This widespread engagement has elevated the Decade's visibility and ambition on the global stage. At the same time, it has revealed a challenge in aligning the scale of this ambition with the current capacity, resources, governance arrangements and coordination mechanisms in place to deliver on it.

The findings point to a critical moment in the Decade's trajectory: an inflexion point where renewed focus, adapted strategies and strengthened institutional frameworks are required to meet the scale and urgency of emerging ocean challenges. This need is further underscored by a shifting global context marked by diminishing attention to sustainable development, constrained resources, exacerbated by funding cuts from major donors, such as the United States, which has historically provided significant support to ocean-related initiatives, and mounting geopolitical tensions. These external pressures, while complicating the path forward, reinforce the relevance and necessity of the Decade as a unifying framework to safeguard the ocean and the communities and ecosystems it supports.

Despite these constraints, the Decade has already achieved significant progress in advancing a more inclusive and impactful ocean science agenda. The collaborative spirit, commitment and aspiration demonstrated across stakeholder groups provide a strong foundation for deeper transformation in the second half. The recommendations that follow are grounded in the evidence gathered during the evaluation and reflect both the key lessons of the first five years and the ambitions for the Decade's legacy beyond 2030.

With 2025 marking a strategic midpoint, this is a timely opportunity to strengthen delivery mechanisms, deepen engagement, and position the Decade to deliver lasting impact.

The recommendations do not call for specific financial contributions from Member States. Instead, they are grounded in the recognition that, through the prioritisation of ongoing activities, the streamlining of operational workload and the leveraging of partnerships, collaboration and support within IOC, UNESCO, UN-Oceans members, other UN entities, NGOs, and public and private actors, as well as using affordable digital tools and platforms, implementation is both realistic and achievable within existing resource environments.

## Main recommendations

The following list provides the main recommendations, with detailed suggested options for their implementation offered for consideration in the final section of this report.

1. **Streamline and strengthen the governance and coordination framework for the Ocean Decade to increase the efficiency and effectiveness of implementation and support progress toward its intended outcomes in the second half.**
2. **Strengthen UN system-wide collaboration and alignment to support the achievement of the Decade's outcomes and reinforce its identity as a collective UN initiative, enhancing its global reach and impact.**
3. **Put in place a comprehensive resource mobilization framework to ensure sustainable funding for the coordination of the Decade and to strengthen the enabling environment for funding and supporting Decade Actions**
4. **Strengthen national and regional engagement, with a focus on LDCs, SIDS, and other under-represented regions, to facilitate more equitable participation and alignment with local and regional priorities.**
5. **Enhance the mainstreaming of inclusivity, diversity, and equity to ensure that all voices, particularly those of marginalised and under-represented groups, are meaningfully included and benefit from the Decade.**
6. **Strengthen the strategic focus and impact of the UN Ocean Decade Actions to enhance alignment with global and national priorities, promote innovation, support knowledge use and ensure practical application for tangible benefits to Member States and the ecosystem.**
7. **Enhance the existing monitoring and evaluation (M&E) framework to transform it into a monitoring, evaluation, and learning (MEL) system.**
8. **Systematically leverage the Decade to shape UNESCO-IOC's post-2030 agenda and amplify the impact of its programmes.**





# Management response

## Overall Management Response

- ▶ **The IOC thanks the UNESCO Internal Oversight Service (IOS) for leading the evaluation process.** IOC notes the extensive consultation that was undertaken to inform the evaluation process and thanks the evaluation team and all individuals and organizations who participated in this process. The mid-term evaluation falls at a critical time in the Ocean Decade. After five years of implementation, the Ocean Decade has achieved significant success across a range of areas. It has enhanced global awareness of the role of ocean science and knowledge in sustainable development, catalyzed the emergence of close to 60 major global programmes, successfully trialed innovative new approaches to resource mobilisation, and supported the establishment of thematic and regional coordination hubs to support the generation and use of science and knowledge to inform decision making. Member States have actively adopted and supported the vision of the Ocean Decade, aligned their national science priorities around the Decade objectives and engaged in national initiatives including through the establishment of National Decade Committees, development and funding of Decade Actions and hosting of events, conferences and meetings to advance the Decade mission.
- ▶ **The IOC highlights that it is imperative to make use of the second half of the Ocean Decade to consolidate the significant achievements to date and seek synergies between current Decade activities in order to achieve higher impact and fulfil the Decade vision and mission by 2030.** It agrees with the conclusion of the evaluation that the mid-point of implementation is a critical moment to take stock and set future priorities for the delivery of the Decade for its second half that are tailored to address these challenges. Inevitably challenges remain in the implementation of the Decade, many of which are identified in the evaluation. The potential for recommendations and associated responses to contribute to the post-2030 impact of the Decade has been a key filter through which the management response has been developed.
- ▶ **The IOC recognizes that the Decade operates within a dynamic and complex global landscape and simultaneously is influenced by and needs to address systemic and persistent challenges** related to issues such as availability of resources for ocean science and ocean science infrastructure, geographical inequities in resources and capacity, the time taken for science to inform decision making and policy, and above all, rapidly changing ocean ecosystems and geopolitical environments. While the Ocean Decade is contributing to larger efforts to redress such challenges and can indeed use its unique characteristics to increase this contribution through fostering of broader networks within and outside of Member States, none of these issues can be addressed by the Decade alone. IOC believes that the mid-point of the Decade is also a moment to redefine and communicate the unique niche and added value of the Decade both to contribute to engagement and resource mobilisation efforts, but also to clarify, and in some cases reset, expectations of stakeholders on the benefits of engaging in the Decade.
- ▶ **The IOC highlights that strengthened coordination is needed to enhance consolidated delivery in the last half of the Decade, and that this requires increased resources at a particularly complex period for resource mobilisation.** The IOC agrees with the overall finding from the evaluation that strengthened coordination will result in increased impact, but in considering the feasibility of the suggested actions identified by the evaluation team, the IOC has sought to achieve a balance between the expected impact of actions and the existing, or likely future, availability of resources. The areas of action identified below will form the foundation for an ambitious, coherent and impactful package of work for the next half of the Decade. They will require additional resources but have been developed to take account of the prevailing financing and investment landscape and aim to represent a targeted and ambitious, yet realistic ask, to Member States and partners to support implementation of the priority needs of the Decade globally and in regions.



## Recommendations

## Management response

# 01

### Recommendation

**Streamline and strengthen the governance and coordination framework for the Ocean Decade to increase the efficiency and effectiveness of implementation and support progress toward its intended outcomes in the second half.**

### *Accepted*

As a UN-wide initiative, governance of the Decade at the highest level sits with the UNGA and reporting is carried out through the UN SG's annual reporting to the UNGA. Via its UNGA-mandated role as the coordinating agency for the Decade, IOC reports to its Member States through the Executive Council and the Assembly. The Decade Advisory Board is a technical advisory body to the IOC Secretariat and Governing Bodies. The Decade Coordination Unit (DCU) within the IOC Secretariat has been administratively established but is not independently staffed. The Director position was formally established in 42C/5 (2024) and is currently under recruitment. The function of Coordinator and Deputy Coordinator are currently filled by IOC's Marine Policy and Regional Coordination staff. The DCU is the central coordination hub for the Decade and is supported by a network of IOC and non-IOC led thematic and regional coordination hubs.

The scale, complexity, rapid growth and organic nature of the Decade means that strong governance and coordination are essential and the existing structures require continued strengthening and increased resourcing across all levels to achieve the ambitions of the next half of implementation.

The Terms of Reference (TORs) for the Decade Advisory Board require revision to increase the focus on the strategic role of this group which comprises expert individual members and UN agency representatives. A proposal for these revised TORs has been developed with the current Board and is being presented to the 33<sup>rd</sup> session of the IOC Assembly. Formal establishment of the DCU within IOC, completion of the recruitment process for a coordinator the Decade and formal recognition of the role of other senior staff in the Unit will assist in strengthened external and internal legitimacy and visibility for coordination at the central level.

The DCU and IOC-led regional/thematic coordination structures have been operating with a skeleton staff and without significant new resources; this situation is unlikely to change. While an increase in human resource capacity within the DCU and within regional coordination structures would be ideal, and indeed necessary to achieve many of the following recommendations, it is not considered feasible to achieve this solely through secondments and loans of experts from within the UN system. As indicated in more detail below, without significant new contributions of financial and in-kind resources for human resources from 2026 onwards, activities of the DCU and the IOC-led decentralised coordination structures will need to be scaled back; a situation which would be entirely at odds with the ambition of consolidated impact during the remaining five years of the Decade and which would compromise the achievements of the past five years.

Discussions with Member States and UN and non-UN partners on resource mobilisation priorities will intensify, including exploration of novel resourcing options, to increase capacity within the DCU and regional structures.

## 02

### Recommendation

**Strengthen UN system-wide collaboration and alignment to support the achievement of the Decade's outcomes and reinforce its identity as a collective UN initiative, enhancing its global reach and impact.**

#### *Accepted*

Full and active engagement of UN agencies in the Decade is essential to its success as a UN-wide initiative. To date a small group of UN agencies has demonstrated a strong commitment to the Decade through submission of Decade Actions, participation in the Decade Advisory Board, hosting of and participation in meetings and conferences, and engagement in expert working groups. However, the Decade has struggled to gain strong traction outside of this core group. Increased communication with UN agencies, including through engagement at leadership level, is necessary to more clearly articulate the benefits of engaging in the Decade including for contributing to the science-policy mandates of UN agencies. The proposed revision of the TORs of the Decade Advisory Board includes proposals to strengthen the role of UN agency members in the Board and will also contribute to achieving this recommendation.

## 03

### Recommendation

**Put in place a comprehensive resource mobilization framework to ensure sustainable funding for the coordination of the Decade and to strengthen the enabling environment for funding and supporting Decade Actions.**

#### *Accepted in part*

The UNGA mandate for the Decade identified the need to implement the Decade within existing resources. Resourcing remains the single most important issue hindering full and effective implementation of the Ocean Decade. This is true both for Decade coordination within the DCU and IOC-led regional and thematic coordination structures, and for the effective implementation of Decade Actions.

Coordination activities are fully dependent on voluntary contributions from Member States and other partners. As implementation of the Decade reaches its mid-point, an increasingly complex funding landscape, combined with a degree of anticipated and natural donor fatigue, has resulted in a downward trend in resources for central and regional coordination. Projections for 2026 onwards reveal that a downscaling of the DCU and its coordination activities will be necessary without significant new contributions of financial and in-kind resources. Critical IOC-led regional and thematic coordination structures in Africa, the Tropical Americas and Caribbean and focusing on ocean observations are in a similar situation. The regional structures have never been fully operationalised and downscaling of the Observations DCO is foreseen despite the critical priority afforded to ocean observations in the Decade and in IOC programmatic work. Resource mobilisation efforts, while still addressing core operational work of the DCU, will be increasingly focused around a limited set of high-priority themes or regions that support other recommendations of the evaluation related to enhanced coordination of Decade actions for consolidated impact (Recommendation 6) and the opportunity to leverage the Decade to strengthen IOC programmatic work post-2030 (Recommendation 8). This targeted approach structured around thematic or regional packages of actions will be more effective than the wide-ranging “comprehensive resource mobilisation framework” suggested in the evaluation report.

Despite successes in innovative approaches including with the Ocean Decade Alliance, Foundations Dialogue and other partners for example, in the development of co-branded Calls for Decade Actions, there persists a strong degree of disappointment on the perceived ‘failure’ of the Decade to finance endorsed initiatives. There is a need to realign expectations and understanding of the role of the Decade in relation to resource mobilisation for Decade Actions i.e. that Decade aims to influence the financing and investment landscape and is not a financing mechanism per se. In parallel efforts will continue in the development and deployment of innovative partnerships to influence the global financing and investment landscape for ocean science.

## 04

### *Recommendation*

**Strengthen national and regional engagement, with a focus on LDCs, SIDS and other under-represented regions, to facilitate more equitable participation and alignment with local and regional priorities.**

### *Accepted*

Strengthened regional and national engagement in the Decade was recognised as a priority in The Barcelona Statement emerging from the 2024 Ocean Decade Conference. Support to regional taskforces and National Decade Committees is being furnished within the possibilities of available human resources and will continue. In addition, measures will be implemented to enhance interaction between the Decade Advisory Board, Decade Actions and national and regional Decade structures, and partners. Support to National Decade Committees will continue, within the constraints of available human resources, to strengthen links to Decade Actions as a means of linking the work of the Decade to support fulfilment of national commitments under global and regional UN conventions and frameworks (e.g. UNFCCC, CBD, and BBNJ). The Decade Capacity Development Facility and underlying IOC capacity development delivery mechanisms will be further leveraged to provide support to SIDS/LDCs stakeholders in co-design approaches, resource mobilisation, and engagement with private sector/philanthropy to generate self driven Decade actions.

## 05

### *Recommendation*

**Enhance the mainstreaming of inclusivity, diversity, and equity to ensure that all voices, particularly those of marginalized and under-represented groups, are meaningfully included and benefit from the Decade.**

### *Accepted*

Inclusivity across genders, geographies and generations is a fundamental tenet of the Decade. Significant work has been undertaken to date and new initiative have been launched to enhance gender equity and youth inclusion as well as to facilitate leadership by and engagement of Indigenous and local knowledge holders in the Decade. These initiatives will be continued in coming years.



# 06

## Recommendation

**Strengthen the strategic focus and impact of the UN Ocean Decade Actions to enhance alignment with global and national priorities, promote innovation, support knowledge use and ensure practical application for tangible benefits to Member States and the ecosystem.**

### *Accepted in part*

Consolidation of the diverse and ever-growing portfolio of Decade Actions is the single most pressing challenge for the second half of the Decade and one that requires a systematic, structured approach supported by adequate resources. Overall, there is a need to raise the ambition and demonstrated impact of the Decade in terms of influence on decision making at national, regional and global levels.

To achieve this, improved and new processes will be developed to increase understanding by, accountability of, and reporting from Decade Actions on how they are collaborating and influencing decision making.

A strengthened Call for Decade Actions process will be designed and implemented to ensure that new Decade Actions align with identified priority knowledge and policy gaps, that they have identified tangible pathways of impact to inform decision making, and they are actively collaborating with partners across the Decade ecosystem including other Decade Actions, decentralised coordination structures, and National Decade Committees.

As indicated in the response to Recommendation 7, enhancement of the monitoring and evaluation framework will be achieved to allow better tracking of the impact of Decade Actions, including increased accountability for self-reporting on impact on decision making for sustainable development, albeit in recognition of a lag time between availability of science and knowledge and decision making.

The 2027 Ocean Decade Conference and pre-Conference preparatory process will leverage the Vision 2030 process outcomes to define a framework to assess remaining implementation gaps through enhanced collaboration across the portfolio of Decade Programmes, and Decade ecosystem (regional, thematic, national). This work will be used to tailor future resource mobilisation efforts around a package of high priority themes and regions and identify the foundations of the consolidated post-2030 Decade legacy.

# 07

## Recommendation

**Enhance the existing monitoring and evaluation (M&E) framework to transform it into a monitoring, evaluation and learning (MEL) system.**

### Accepted

A monitoring and evaluation framework exists for the Decade and has been implemented and continuously refined since the first data collection exercise in 2022. Future efforts will focus on: (i) tracking impact and progress at the level of the Ocean Decade Challenges based on the results of the Vision 2030 process, and (ii) evaluating the science-policy-society impact of the Decade including how scientific knowledge generated through the Decade is informing decision making across society.

# 08

## Recommendation

**Systematically leverage the Decade to shape UNESCO-IOC's post-2030 agenda and amplify the impact of its programmes.**

### Accepted

A failure to leverage the Decade to shape the future IOC would represent a wasted opportunity. Since its proclamation, the Decade has successfully raised visibility and awareness of the role of IOC within the UN system, opened opportunities for new partnerships and resources, and led to the development of innovative and new areas of work for the IOC. Not all IOC-led work under the Decade will continue past 2030 but core initiatives in ocean observations, ocean data, sustainable ocean planning, capacity development, tsunami preparedness and ocean acidification have the potential to influence the future direction and resourcing of IOC programmatic work. Regional IOC-led coordination structures, if adequately resourced, have the potential to cement the role of IOC with regional partners. The identification of the IOC-led post-Decade legacy initiatives will also inform the development of a targeted and tailored approach to resource mobilisation around high priority themes or regions. Groups such as the Foundations Dialogue and Ocean Decade Alliance, will be future, long-term allies and supporters of IOC's work thanks to their exposure via the Decade. In the lead-up to the 2027 Ocean Decade Conference and in parallel to other initiatives in the IOC that are shaping strategic discussions with Member States on future IOC priorities, including the 'IOC and Future of the Ocean' process, tangible actions will be defined to ensure that existing or emerging core Decade initiatives and structures flourish past 2030 and lead to a strengthened IOC.

# 1. Introduction

1. This mid-term evaluation of the United Nations Decade of Ocean Science for Sustainable Development (2021–2030) assesses the structures, processes, partnerships, and resources essential to achieving the Decade's objectives by 2030, as outlined in its Terms of Reference (ToR) (Annex 1). Mandated by the Executive Council of the Intergovernmental Oceanographic Commission of UNESCO (UNESCO-IOC) at its 57th session in June 2024, this evaluation is managed by UNESCO's Division for Internal Oversight Services (IOS). It focuses on key aspects such as governance and coordination, resource mobilization, science and knowledge delivery, UN-Oceans engagement, progress tracking, inclusivity, outreach and the Decade's contribution to advancing IOC's vision and evolution.

## 1.1. An overview of the UN Ocean Decade

2. The United Nations Decade of Ocean Science for Sustainable Development (2021–2030) was formally proclaimed by the United Nations General Assembly through its Resolution A/RES/72/73 on 5 December 2017. The resolution invited UNESCO's Intergovernmental Oceanographic Commission (IOC) to prepare and coordinate the Decade's implementation plan, in consultation with Member States, specialized agencies, the wider UN system, intergovernmental and non-governmental organizations, and relevant stakeholders. The resolution explicitly called for implementation to take place "within existing structures and available resources," underscoring that the Decade was not intended to establish new funding obligations for Member States.
3. The resolution also called for enhanced collaboration across the UN system, inviting UN-Oceans and its participants to support the implementation of the Decade. While the Decade is not a financing mechanism and does not carry a dedicated funding envelope, its success depends on the strategic mobilization of voluntary contributions, the alignment of existing programmes, and strengthened partnerships among public, private, and multilateral actors. This reliance on non-earmarked and in-kind support is particularly relevant given today's constrained global funding environment, including reduced financial commitments by some major contributors, such as the United States, which has historically provided significant support to ocean-related initiatives.
4. Coordinated by UNESCO-IOC, the UN Ocean Decade aims to move from the "ocean we have" to the "ocean we want". The initiative, coordinated by the UNESCO-IOC, aims to deliver "the science we need for the ocean we want". It seeks to encourage transformative ocean science that connects people to the ocean, catalysing sustainable practices and contributing to the UN Sustainable Development Goal 14 "Life Below Water" (SDG 14), focused on conserving and sustainably using oceans, seas and marine resources.
5. The Decade was launched in January 2021 during the COVID-19 pandemic and against the backdrop of escalating global challenges, including climate change, biodiversity loss and the growing need for sustainable management of ocean resources. These challenges are compounded by social, political, economic and demographic disparities, such as the disproportionate impact of ocean degradation on developing regions, Least Developed Countries (LDCs), Small Island Developing States (SIDS) and coastal communities. The Decade aims to facilitate transformative ocean science solutions for sustainable development by engaging diverse stakeholders, including governments, UN agencies, intergovernmental organizations, scientists, Early Career Ocean Professionals (ECOPs), private sector actors, NGOs, and Indigenous communities, while bridging gaps in knowledge, policy and the real-world application of ocean science and solutions and addressing the unique needs of underrepresented regions and vulnerable populations.
6. The governance and coordination of the Decade follow a multi-tiered **framework** (Annex 7):
  - **Overall Oversight:** Mandated by the UN General Assembly, the IOC Secretariat of UNESCO oversees the Decade's implementation. The IOC Governing Bodies provide general oversight.
  - **Global Coordination:** The Decade Coordination Unit (DCU), housed within the IOC Secretariat, manages global operations. Decade Advisory Board (DAB) and **UN-Oceans** (a 31-member inter-agency mechanism) serve as consultative bodies to the DCU.
  - **Decentralized Coordination Mechanisms:** Decade Collaborative Centres (DCCs) and Decade Coordination Offices (DCOs) coordinate and catalyse Decade Actions at regional and thematic levels. Decade Implementing Partners

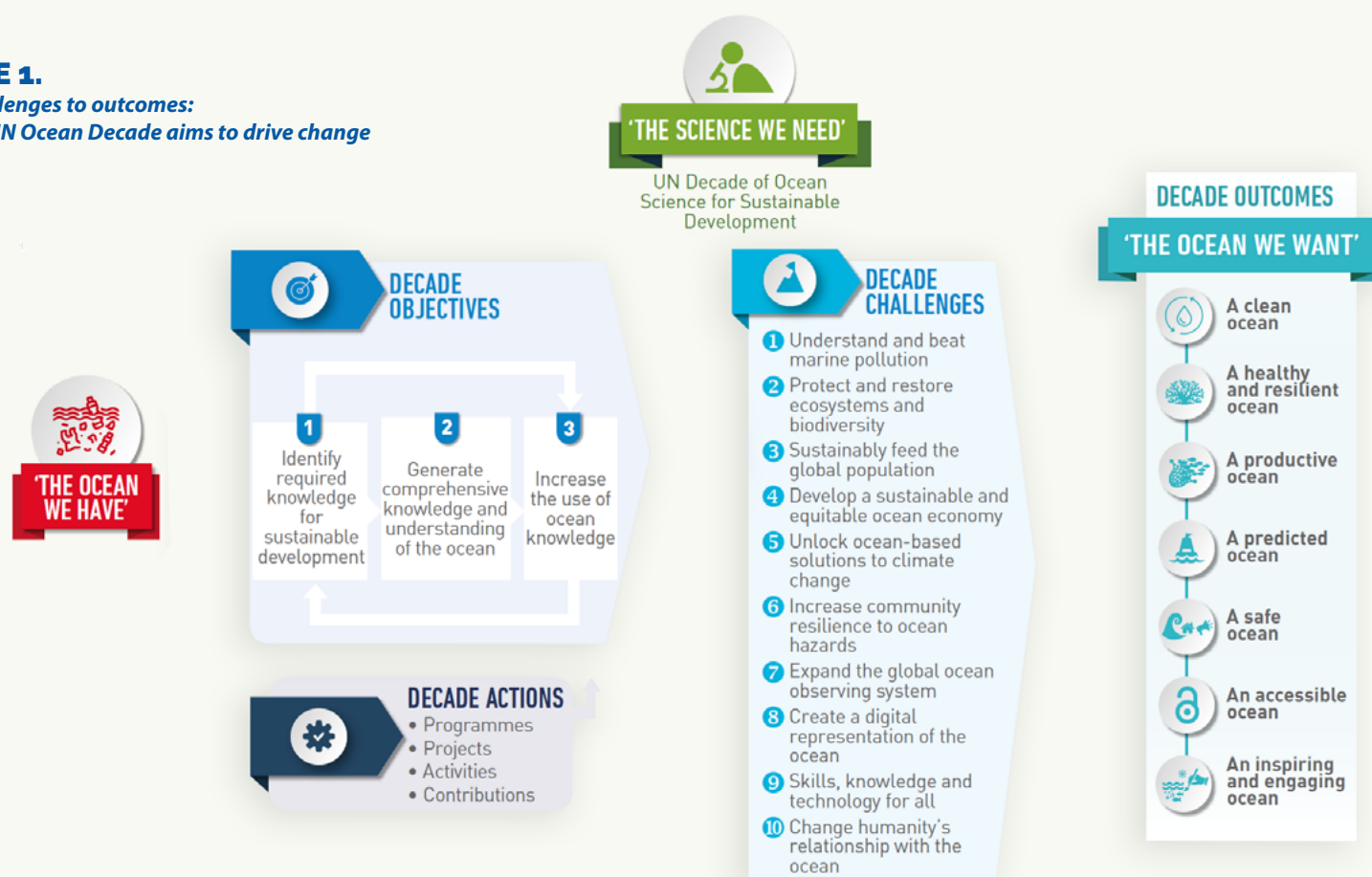
(DIPs) support technical coordination, resource mobilization, and stakeholder engagement.

- ▶ **National Coordination:** 39 active National Decade Committees (NDCs) facilitate links between global priorities and national initiatives.
- ▶ **Additional Support Mechanisms:** Other mechanisms, such as regional structures and global mechanisms like Decade Alliance support various aspects of the Decade's implementation.

7. The **Implementation Plan** identifies three overarching objectives, seven outcomes and ten challenges that guide global ocean sustainability efforts. The objectives aim to enhance ocean knowledge, build capacity for sustainable development and ensure the effective use of ocean science in decision-making. The seven outcomes envision an ocean that is clean, healthy, productive, predictable, safe, accessible and engaging, while the ten challenges tackle key issues such as marine pollution, biodiversity restoration, sustainable ocean economies and climate resilience, driving a coordinated approach to achieving the UN Ocean Decade's vision (Figure 1).

**FIGURE 1.**

*From challenges to outcomes:  
How the UN Ocean Decade aims to drive change*



Source: The United Nations Decade of Ocean Science for Sustainable Development (2021-2030): Implementation Plan



8. To guide progress toward 2030, the **Vision 2030** framework has been established to define priority datasets, identify knowledge gaps and assess resource needs for each challenge. This process led to the development of ten **White Papers**, the Barcelona **Statement** announced after the Barcelona Conference in April 2024 and the publication of the Consolidated Outcomes **Report** in October 2024. These efforts set key priorities, including enhancing marine ecosystem management, scaling up sustainable ocean economies, improving ocean observation systems and strengthening the role of ocean science in policymaking.
9. The Monitoring and Evaluation (M&E) Framework for the Decade defines the approach to assessing progress and outcomes associated with the initiative. It incorporates a combination of quantitative and qualitative indicators to track progress across three levels: impact, operational and enabling environment. It is designed to evaluate both the performance of Actions, including programmes and projects and the broader progress of the Decade as a whole. While the framework outlines goals, objectives and indicators, it does not include a fully articulated results framework, a Theory of Change (ToC), or a logic model. The DCU implements the framework by distributing online survey forms, collecting

data voluntarily provided by NDCs, DCCs, DCOs, DIPs and Actions and publishing annual progress **reports**.

## 1.2. Report structure

10. The remainder of this report is structured as follows: Section 2 outlines the purpose and methodology of this evaluation. Section 3 presents the evaluation findings, structured around key thematic areas, answering the evaluation questions, including governance and coordination, resource mobilization, science and knowledge delivery, UN-Oceans engagement, tracking progress, engagement, inclusivity and outreach, assessing achievements, challenges and opportunities for improvement. Section 4 synthesizes the conclusions, summarizing overarching insights drawn from the findings, while Section 5 provides actionable recommendations, outlining strategic steps to enhance the impact and sustainability of the Ocean Decade in its second half. This approach ensures that the evaluation is systematic, evidence-based and aligned with the Decade's strategic objectives while providing clear pathways for future improvements.



Antonpetrus - envato

## 2. Purpose and methodology of the evaluation

### 2.1. Purpose, coverage and use

11. By mid-2025, the UN Ocean Decade will reach its halfway mark, making this mid-term evaluation a significant opportunity to assess key elements driving its implementation, including governance structures, processes, partnerships and resource mobilization. Conducting the evaluation at this stage is essential for measuring progress and refining strategies for the second half of the Decade. It serves both summative and formative purposes, reviewing achievements and challenges while identifying lessons learned and strategic recommendations for the next five years. The overarching goal is to keep the Decade on track to achieve its vision of a healthy, resilient, sustainable and equitable ocean by 2030.
12. The evaluation covers the period from the launch of the Decade in 2021 to the end of 2024, with a global scope that includes all regions and stakeholder groups involved in its implementation. In line with the ToR of the evaluation, primary users consist of the Decade's global and decentralized governance structures, including the UNESCO-IOC Governing Bodies, DCU, UN-Oceans members, DAB, DCOs and DCCs. Secondary users include NDCs, focal points of endorsed Decade Actions and other entities participating in Decade initiatives. The utilization-focused approach adopted ensures the evaluation findings are actionable and directly support adaptive management and cross-stakeholder collaboration for the implementation of the Decade's second half.

### 2.2. Evaluation management and stakeholder engagement

13. The evaluation team worked closely with the UNESCO Evaluation Office within IOS, which oversaw the quality assurance of the evaluation process and deliverables while also facilitating engagement with the DCU and Evaluation Reference Group (ERG). The ERG, composed of the IOS Evaluation Office, the DCU, the UNESCO-IOC Executive Office, representatives of select DCOs, DCCs, the DAB and the UN Division for Ocean Affairs and the Law of the Sea (DOALOS) in its role as Secretariat to UN-

Oceans, played a key role in reviewing deliverables, providing contextual insights, suggesting stakeholders for consultation and participating in the inception and debriefing workshops. Throughout the evaluation, structured engagements with the ERG ensured a collaborative and transparent process, integrating stakeholder insights and feedback into the Final Report.

### 2.3. Methodology

14. The evaluation design was guided by the ToR, which also informed the structure of this report. The evaluation questions under each aspect were identified by the IOS through a document review, consultations with the DCU and scoping interviews with 25 individuals. They aim to deepen the inquiry into each issue while covering all standard evaluation criteria (relevance, coherence, effectiveness, efficiency, sustainability and pathways towards impact). The evaluation also adopted a theory-driven perspective, ensuring that findings were assessed within a structured framework of expected change. To support this, a ToC was developed by the Evaluation Team with input from the DCU and the ERG, along with insights from interviews conducted during the Inception Phase (Annex 8). The Team revisited and refined the ToC at the end of the data collection process, incorporating input from a diverse range of stakeholders.
15. The ToC serves as a foundational model, mapping the connections between inputs, activities and outcomes essential for achieving the Decade's overarching mission: "the science we need for the ocean we want". Developing a ToC at this stage is particularly valuable as it provides a structured framework to assess how effectively these elements contribute to the desired outcomes. It also informs efforts to establish a results framework and a functional monitoring, evaluation and learning (MEL) system for the Decade's second half. In addition, the ToC enables the evaluation to systematically test key assumptions and identify risks, ensuring that the model accurately reflects the pathways and conditions necessary for success. Complementary conceptual frameworks, including the Decade's current M&E Framework and Vision 2030, further support the alignment of this evaluation with expected outcomes, priorities and milestone indicators.



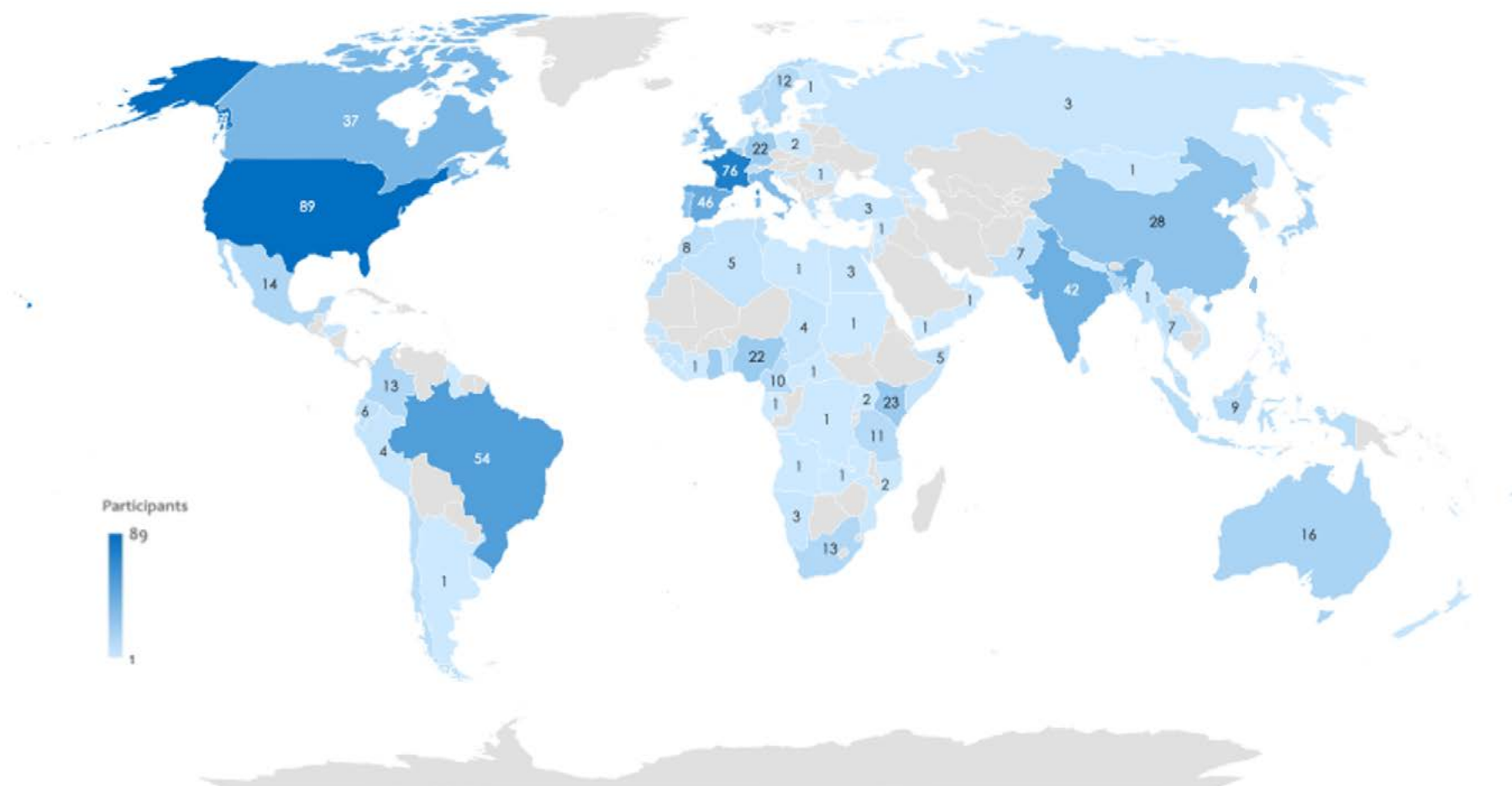
## 2.4. Data collection and analysis methods

16. The evaluation began with an inception phase, which included a preliminary desk review of key documents and inception interviews with selected stakeholders, including representatives from the DCU, ERG and the DOALOS. The step established a strong foundation for a rigorous evaluation, ensuring alignment with the principles of independence, impartiality and ethical standards set forth in UNESCO's Evaluation Policy and UNEG standards.

17. The methodology employs a comprehensive mix of qualitative and quantitative data collection methods to facilitate triangulation, as summarized below. (details are provided in Annex 9). Altogether, the process involved 1,006 consultations with stakeholders in the form of semi-structured interviews, stakeholder surveys, case study interviews and focus group discussions. Geographically, it covered 118 countries (Figure 2).

**FIGURE 2.**

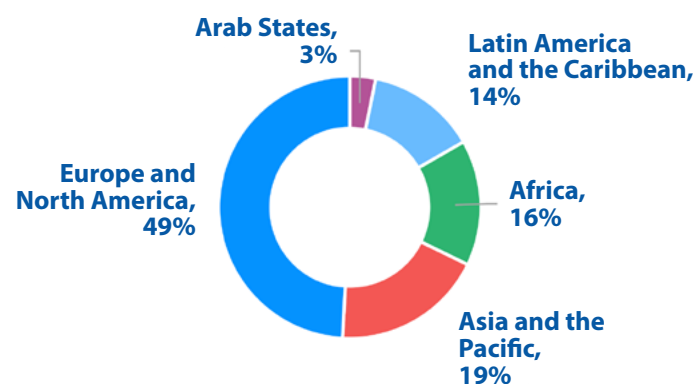
*Geographic coverage of stakeholder consultations across 118 countries in this evaluation*



18. In parallel with the regional concentration of the Decade's structures, Actions and Activities, nearly half of the consultations involved stakeholders from Europe and North America (49%), followed by Asia and the Pacific (19%), Africa (16%), LAC (14%) and Arab States (3%) (Figure 3). This included 79 consultations with stakeholders from LDCs and 38 from SIDS, as well as two countries (Comoros and Kiribati) with both LDC and SIDS status. The gender breakdown of participants was nearly balanced, with 48% female and 50% male (Figure 4).

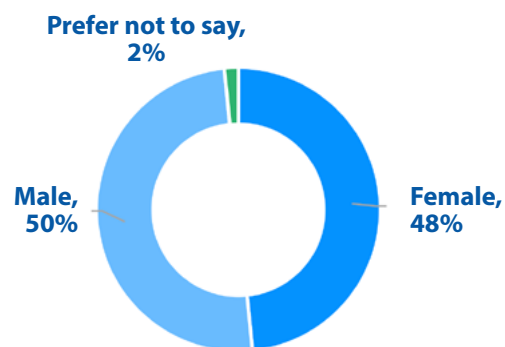
**FIGURE 3.**

*Consulted stakeholders represent all regions, including LDCs and SIDS*



**FIGURE 4.**

*Nearly equal gender representation among consulted stakeholders*



Source: INOMER, based on evaluation data

19. Specific data collection and analysis methods included the following:

► **Document Review:**

- Over 100 documented sources were reviewed (details in Annex 3), along with a detailed assessment of the Decade's Monitoring and Evaluation (M&E) Framework, including its data collection and reporting tools.

► **Semi-Structured Interviews:**

- A total of 109 priority stakeholders were interviewed, exceeding the initial plan of 65 to 75, in three languages (English, French, and Spanish), with efforts to engage stakeholders from SIDS, LDCs, and other underrepresented groups.
- A representative sample of stakeholder groups from all regions were covered (Europe and North America (27%), Africa (16%), Asia and the Pacific (16%), LAC (7%) and Arab States (3%)) in addition to representatives from UN-Oceans and international organizations (32%).
- Gender balance was achieved with 48% female and 52% male (50/50 split excluding UN entities) (details in Annexes 4 and 10).

► **Stakeholder Surveys:**

- An online survey (Annex 11) was distributed to 16,300 contacts, receiving 1,205 responses.
- Representation across geography, gender, and age was achieved (Annexes 5 and 12).

► **Social Network Analysis (SNA):**

- A separate online survey was conducted targeting 422 key stakeholders, with 62 responses received to analyse the structure, dynamics, and effectiveness of partnership networks within the Decade (Annex 13).

► **Platform-based Analyses:**

- Bibliometric Analysis, Policy Influence Analysis, and Global Media Scan were conducted using online platforms, with results presented in Annexes 14, 15, and 16, respectively.



### ► Case Studies:

- Five detailed and four brief case studies were prepared on various themes and partnerships, covering Indigenous knowledge, regional coordination, resource mobilization, policy integration, and capacity development.
- Geographical representation was achieved across Africa, Arab States, Asia and the Pacific and Europe, in addition to a global initiative (details in Annex 17).

### ► Focus Group Discussions (FGDs) and Observations:

- FGDs involving 23 stakeholders were held to obtain deeper insights on stakeholder engagement, decision-making practices, and key evaluation topics.
- Observations involved participation in a DAB meeting and a TAC Task Force workshop.

## 2.5. Human Rights and Gender Equality

- The evaluation was designed in alignment with the principles of the United Nations Evaluation Group (UNEG) **Norms and Standards**, **Ethical Guidelines** and **Guidance on Integrating Human Rights and Gender Equality in Evaluations**, ensuring an inclusive and equity-focused approach. Human rights and gender equality considerations were embedded in the evaluation framework through dedicated questions assessing inclusivity, engagement and participation, particularly in relation to gender, geographic representation and underrepresented groups such as SIDS, LDCs, Indigenous communities and ECOPs. Additional interviews were conducted to enhance the representation of underrepresented groups and regions beyond the initially planned number of participants. The Evaluation Team systematically tracked the gender composition of interviewees and survey respondents to assess representation across stakeholder groups. In addition, the evaluation examined the integration of Indigenous knowledge within the Decade, assessing efforts to recognize and apply diverse knowledge systems in ocean science and governance. The Team made efforts to ensure diverse

participation in other data collection methods, including purposive sampling for FGD invitees. The evaluation was conducted in English, French and Spanish to facilitate accessibility and overcome language barriers, particularly for stakeholders from non-English-speaking regions. These efforts ensured that human rights and gender equality considerations were fully integrated into the evaluation process and meaningfully informed its findings and recommendations, leading to a more inclusive and equitable assessment of the Decade's implementation.

## 2.6. Quality assurance

- The evaluation adhered to diligent quality assurance measures to ensure the reliability, validity and credibility of the process, deliverables, findings and recommendations. It followed the UNESCO **Evaluation Manual** and was assessed against the UNESCO Evaluation Report Quality Checklist to maintain the required standards. During the design phase, data collection tools were tested to refine clarity and consistency, and translations were verified by native-speaking evaluators to ensure accuracy.
- The ERG provided oversight to ensure methodological soundness and impartiality, while IOS conducted reviews and provided guidance throughout the inception phase and data collection process. The Evaluation Team Leader reviewed the first interview transcripts from other interviewers to ensure consistency, with additional oversight by IOS. Weekly meetings were held with the IOS evaluation manager to monitor progress, address emerging challenges and mitigate potential risks.
- A systematic triangulation approach was applied, cross-verifying data from multiple sources, including interviews, surveys, case studies and document reviews, to strengthen the robustness of conclusions. The final report underwent quality review by subject matter experts and the strategic advisors of INOMER (Annex 6), ensuring that findings and recommendations were well-grounded and actionable. In addition, peer review mechanisms were used to validate key insights and all evaluation steps, from sampling to reporting, were guided by principles of independence, impartiality and ethical integrity, ensuring a fair and balanced assessment of the Ocean Decade's implementation.

## 2.7. Limitations

24. While the evaluation employed a rigorous mixed-methods approach, several limitations should be acknowledged. First, despite efforts to ensure broad representation, participation from some underrepresented groups, particularly stakeholders from SIDS and LDCs, remained limited due to their weak representation and engagement with the Decade. The SNA survey received a lower-than-expected response despite multiple reminders, likely due to its timing just before the end-of-year holiday season. Similarly, although scheduled in mid-January, participation in focus groups remained lower than anticipated, possibly due to extended holidays and the summer break in the Southern Hemisphere. To mitigate this risk, a total of 64 individuals were invited to participate in FGDs, exceeding the originally planned minimum of 24. This measure helped secure enough participants and ensure diverse perspectives were captured.
25. Finally, while triangulation across multiple data sources strengthened the validity of findings, some datasets, such as policy influence and media scans, relied on data platforms that may have inherent coverage gaps. These analyses, covering bibliometric trends, policy influence, and global media scan, were constrained by the limitations of the indexing platforms, which are not fully comprehensive. However, efforts were made to prioritize databases with the best available coverage to mitigate these gaps.
26. Nevertheless, by employing a broad range of qualitative and quantitative methods, engaging a diverse group of stakeholders and triangulating multiple streams of evidence for each evaluation question, the evaluation delivered a comprehensive, credible, balanced and well-substantiated assessment of the Ocean Decade's implementation.





# 3. Evaluation findings

## 3.1. Governance and coordination

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of IOS in consultation with UNESCO-IOC.

Role, resourcing, and effectiveness of global governance and coordination structures including the Decade Coordination Unit and the Decade Advisory Board.

- **How sustainable is the organizational structure, staffing (including contract), and resourcing of the Decade Coordination Unit for the successful coordination of the second half of the Ocean Decade?**
- **How does the DCU work with other sections of IOC on the Decade? How does it collaborate with other UNESCO Programme Sectors on the Decade? To what extent do UNESCO Central Services such as communications, media relations, resource mobilization, partnership building, gender equality, priority Africa, etc. support the IOC in its coordination and implementation of the Ocean Decade?**
- **What should be the role of the Decade Advisory Board during the second half of the Ocean Decade?**

Role, resourcing, and effectiveness of decentralized governance and coordination structures including Decade Coordination Offices, Decade Collaborative Centers, Decade Implementing Partners, Decade programmes, regional taskforces, and National Decade Committees.

- **How do global governance and coordination mechanisms engage with the decentralized mechanisms, including at the national level?**  
**How effectively do the various decentralized structures interact with Decade Actions, National Decade Committees and amongst themselves?**
- **How is the Ocean Decade engaging institutions (scientific as well as those with a policy/management focus) at the national level and what impacts have National Decade Committees in furthering the Ocean Decade's vision within countries?**

### 3.1.1. DCU structure and sustainability

**Key Finding: Interviewed stakeholders consistently commend the DCU's leadership team for their efficiency and dedication. However, the unit's organizational structure, staffing levels and resources are currently limited to effectively coordinate the second half of the UN Ocean Decade.**

27. The DCU operates with highly limited resources, relying on a \$2 million biennial budget (of which 80% is received from external donors), two permanent staff and short-term consultants. While stakeholders praise the DCU's efficient leadership, these constraints limit its capacity to effectively coordinate the Decade and raise concerns about sustainability during the second half, as emphasized through interviews and focus group discussions (FGDs).
28. Frequent staff turnover affects the continuity of work, poses challenges to maintaining institutional knowledge and can affect relationships with stakeholders. The reliance of the DCU on short-term contracts with junior personnel due to limited funding for permanent positions has contributed to a turnover rate of 40% since the Decade's inception. Lengthy recruitment cycles of two to six months further complicate these challenges and contribute to delays in implementation. The lack of mid-level personnel forces senior leadership to handle operational tasks, reducing bandwidth for strategic focus and limiting the DCU's ability to manage decentralized structures effectively. These challenges have had notable impacts, including a one-year delay in critical initiatives such as the donor-funded Ocean Decade Capacity Development Facility.
29. The Ocean Decade **Implementation Plan** envisioned the UN supporting the Decade through seconded staff, decentralized contributions and collaborative coordination with other actors. However, limitations in formal collaboration mechanisms and communication between the IOC and UN-Oceans have constrained progress toward fully realizing this ambition. This arrangement would

have enabled the DCU to enhance its capacity with the help of experienced staff from other agencies. Greater engagement from the UN could leverage the networks of UN agencies, spanning policymakers, grassroots stakeholders and ministries such as finance, agriculture and industry, to support the Decade to better align Actions with national priorities and influence policies. This situation has also limited the Decade's positioning and alignment as a truly collective "UN" initiative in line with the **UN General Assembly Resolution 72/73** (§292-295) and has resulted in reduced opportunities to advance its overarching objectives.

### 3.1.2. Cooperation between DCU and UNESCO-IOC sections

**Key Finding: The DCU's collaboration with UNESCO-IOC sections advances UN Ocean Decade priorities but is shaped by intermittent communication, unclear roles and resource limitations.**

30. Engagement of the DCU with the IOC Assembly and Executive Council has secured high-level support and aligned Decade priorities with global ocean governance frameworks. However, interviews found that decision-making authority is largely centralized within the IOC, which has contributed to a lengthier endorsement process, slower communication flows and less consistent regional-level support, with noted effects in LDCs and SIDS. While collaboration with IOC regional offices has promoted inclusivity, insufficient integration and limited DCU support in regions like Tropical Americas and the Caribbean (TAC) point to ongoing challenges in regional engagement and may limit the pace of progress.
31. The DCU's partnerships with programmes such as the Global Ocean Observing System (GOOS) and the International Oceanographic Data and Information Exchange (IODE) have advanced key scientific priorities, particularly in data sharing and capacity building. However, ongoing coordination challenges, evolving role clarity, and limited resources have affected the ability to further expand support and impact for these and other related IOC programmes.

### 3.1.3. Collaboration between DCU and UNESCO Programme Sectors

**Key Finding: The DCU and UNESCO Programme Sectors would benefit from established mechanisms to cultivate synergies and optimize the use of expertise and resources to achieve Decade outcomes**

32. The DCU has collaborated with UNESCO sectors on initiatives such as **Ocean Literacy**, marine site conservation and mangrove restoration, with initiatives such as blue education and the **Ocean Decade Heritage Network** underscoring the value of these partnerships. Interviews highlighted good practices in intersectoral collaborations (Box 1). However, intermittent communication within the partnerships has posed challenges to their effectiveness, while gaps in feedback loops have left UNESCO sector partners uncertain about how their contributions align with Decade goals, affecting continued engagement.

#### BOX 1.

##### **UNESCO/SC/LINKS and DCU collaboration to strengthen Indigenous perspectives in the Ocean Decade**

**UNESCO/SC/LINKS** partnered with the DCU to strengthen inclusivity and integrate indigenous knowledge into the Decade framework. This collaboration focused on governance of marine resources and decision-making processes, producing tools and policies to include indigenous perspectives in marine spatial planning. LINKS supported regional initiatives, including contributions to the 2022 Decade Coordination Conference in Fiji and advocating for the inclusion of indigenous knowledge in the SIDS framework. By documenting New Zealand's approach to engaging indigenous communities, LINKS provided a model for other nations. Their efforts also facilitated capacity-building, securing resources for an indigenous knowledge coordinator in Fiji and enhancing the Ocean Decade's inclusivity and impact. LINKS-DCU partnership has advanced the recognition and incorporation of indigenous knowledge systems in ocean governance, demonstrating the value of cross-sectoral collaboration.

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Interviews, 2024



33. Despite some examples of effective partnerships, interviews and FGDs highlighted the importance of institutionalized mechanisms to support strategic and systematic collaboration between the DCU and UNESCO Programme Sectors. The evaluation found that limited cross-sector collaboration within UNESCO, resource constraints in both the Organization and the DCU and competition with initiatives such as UNESCO's **Science Decade** have added to coordination difficulties. As a result, key UNESCO divisions and programmes are not always fully aware of the Decade's efforts, including the process for registering Actions, resulting in partnerships often built on individual relationships rather than institutional frameworks. Structured collaboration with the Natural Sciences, Social and Human Sciences, Education and Culture Sectors is essential, while systematic partnerships with UNESCO/ LINKS, SIDS and **Man and the Biosphere Programme** (MAB) represent a valuable opportunity for the Decade's success.
34. Evidence from multiple sources showed that strengthening engagement with UNESCO field offices is essential to extend the Decade's reach and better leverage local knowledge and networks. Stronger structural mechanisms could help formalize regional partnerships, which often rely on individual initiatives. The collaboration between **IOC WESTPAC** and the **UNESCO Regional Office in Bangkok** illustrates the importance of enhanced field-level engagement for the effective functioning of the Decade's decentralized structures (see Box 2).

### 3.1.4. Collaboration between DCU and UNESCO Central Services

**Key Finding: Addressing capacity constraints and clarifying collaboration processes would strengthen the DCU's partnership with UNESCO Central Services in raising awareness, resource mobilization and regional engagement**

35. Despite intermittent joint efforts on milestone events like the 2024 UN Ocean Decade Conference, coordination challenges limit the effectiveness of collaboration between the DCU and UNESCO central services. While central services have primarily supported high-visibility events, interviews highlight

coordination difficulties. The limited mechanisms for structured collaboration contribute to irregular engagement, due in part to resource constraints and competing priorities on both sides. A review of UNESCO's recent ocean-related social media communications highlights gaps in visibility, including limited or absent references, tags or hashtags to the Ocean Decade. Similar issues are seen in the UN's ocean-related posts, which may benefit from enhanced cooperation between the DCU, UNESCO and UN-Oceans members.

36. The collaboration between the DCU and UNESCO's Bureau of Strategic Planning (BSP) has yielded positive engagement initiatives, such as the Foundation Dialogue, which has successfully brought together philanthropic organizations to exchange knowledge and explore joint funding opportunities, including co-funding a UN General Assembly event. Similarly, the Ocean Decade Alliance has served as a high-level platform to engage influential partners in ocean advocacy and resource mobilization. However, several factors have posed challenges to these collaboration efforts. While there is a strong willingness to collaborate, capacity constraints on both sides have led to inconsistencies in communication and follow-up. BSP was sometimes informed too late to provide timely support for partner engagement and fundraising, while mutually agreed-upon approaches to resource mobilization did not always advance as planned due to competing priorities and limited resources.
37. Similarly, collaboration under Global Priority Africa has aligned with **Flagship Programme 5** and UNESCO's **Operational Strategy for Priority Africa 2022-2029** to promote ocean science for sustainable development. However, insufficient financial and personnel resources continue to present challenges for collaboration and reduce visibility of ocean-related initiatives in Africa.
38. The document **Uncharted Waters: An Exploration for Gender Equality and the Ocean** confirms collaboration between UNESCO's Division for Gender Equality and the IOC, highlighting joint efforts to integrate gender equality into the Decade's governance, monitoring and action planning frameworks, including the establishment of a gender working group, as also confirmed by interviews with the DCU and the development of a gender strategy before the 2025 UN Ocean Conference. The IOC's action plan indicates that this activity was expected to be completed by Q4 2024 in collaboration with the UNESCO Division for Gender Equality; however, its initiation was still pending as of late 2024<sup>2</sup>.

<sup>2</sup> **Action Plan** in response to the IOS evaluation of the IOC strategic positioning update on implementation, 25 April 2024.

### 3.1.5. Decade Advisory Board's role

**Key Finding: The role of the DAB in governance is limited largely to advising on programme endorsements, highlighting the potential for an expanded strategic role to guide the Decade's second half.**

39. DAB members, serving on a voluntary basis, primarily meet virtually to advise on programme endorsements, with limited opportunities for interaction between meetings due to time constraints. In-person meetings provide a rare opportunity for members to dedicate more time to strategic discussions, but resource limitations restrict these to once a year, reducing opportunities for the Board to offer actionable strategic guidance as outlined in its ToR.
40. Table 1 summarizes the key focus areas of the DAB's advice, showing consistent contributions to programme calls and endorsements and noting episodic roles in strategic issues. Stakeholders agree that in the second half of the Decade, the DAB could shift its focus toward strategic oversight, governance and coordination improvements, resource mobilization, stronger science-policy interaction and long-term legacy planning.

**TABLE 1.**

**DAB's role over time: Strong focus on programme endorsement, but strategic oversight remains limited**

Focus area	Consistency	Examples
Programme endorsement	Consistent and central role	Regular reviews and recommendations on programme submissions
Calls for Actions	Frequent and integrated role	Regular input on scoping and gap analysis for Calls
Strategic governance	Episodic and event-driven	Vision 2030 recommendations; NDC strengthening
Resource mobilization	Less consistent, could be further developed	Ocean Matcher tool, mapping funding sources
Cross-cutting themes	Reactive and event-driven	Gender equity, youth engagement and inclusivity efforts

Source: INOMER, based on DAB meeting reports (April 2021-December 2024)

41. While the current nomination-based model for DAB membership ensures geographical diversity, it results in inconsistent participation, with some board members attending only one or two meetings during their tenure. This variable engagement affects the board's ability to fully carry out its advisory role.
42. Interviews and FGDs reveal that UN agency representatives serving on the DAB are regarded and self-identify as "observers", although there is no explicit reference to this status in the DAB TOR. These representatives actively contribute technical expertise and strategic guidance, as observed by the Evaluation Team during the Eleventh DAB meeting. However, the uncertainty around their formal status and their lower visibility, for example, the absence of their names on the Decade's website, may not fully reflect the role typically expected of UN agencies in a UN initiative.

### 3.1.6. Engagement between global and decentralized structures

**Key Finding: The decentralized governance framework is complex, with limited communication between global and decentralized structures, suggesting opportunities to enhance strategic design and stronger communication channels.**

43. Although the Implementation Plan defined DCCs, DCOs and NDCs as key decentralized structures of the Decade, the absence of an overarching strategic framework informed by a ToC has led to the creation of new bodies without cohesive strategic guidance. This has resulted in a complex system, as evidenced by multiple sources in interviews, FGDs, and surveys. For instance, the NGO Task Group was established by a former DCU staff member and lacked institutional support. Similarly, unclear roles and limited oversight for structures like DIPs have diminished their contributions. The overall structure confuses stakeholders and creates accessibility barriers, particularly for developing countries, LDCs and SIDS.
44. The unplanned proliferation of new Ocean Decade structures is a concern for stakeholders, as reflected in interviews, FGDs, surveys, and SNA research. This expansion further places additional demands on the DCU's limited resources to coordinate across global and decentralized mechanisms, including at the national level. Recently formed or envisaged structures, such as the Youth Working Group, Gender Task Force and Indigenous and Local Knowledge Reference

Group, while thematically important, could face risks to their effectiveness due to resource scarcity within global structures. This could lead to variation in engagement levels with existing mechanisms and other stakeholders.

45. Interviews and surveys highlight the domination of the Decade's coordination by the Europe and North America region, leading to imbalanced representation. DCU data confirm this imbalance, with 61%<sup>3</sup> of governance and coordination structures members coming from Europe and North America, while representation from SIDS and LDCs is minimal<sup>4</sup>.
46. Communication between global and decentralized structures has shown mixed effectiveness. While the DCU leadership team's active engagement is appreciated, interviewees, particularly those from underrepresented regions, express dissatisfaction with limited personalized interaction. Constraints such as unreliable internet connectivity in LDCs and SIDS, language barriers across regions and time differences for Asia-Pacific countries have further created challenges in communication, which occurs primarily through virtual meetings. The DAB's lack of direct engagement with decentralized mechanisms limits its ability to provide context-specific advice and align efforts with regional priorities, affecting its ability to fulfil its strategic mandate.
47. The SNA survey analysis reveals a noticeable gap between Decade structures and the organizations represented within them, highlighting the need for improvement in the Decade's second half (Annex 13). It also indicates variability in stakeholders' access to Decade governance and coordination structures. The SNA survey results indicated that the DCU is the most accessible structure (81%), followed by the DCOs (76%), DCCs (66%) and NDCs (67%). Conversely, the Corporate Data Group (35%), Foundations Dialogue (32%) and Technology and Innovation Group (6%) are the least accessible by the other Decade structures. Both interviews and surveys note that centralized decision-making often bypasses consultation processes, with limited transparency on progress and funding as well as difficulties in accessing key information.

<sup>3</sup> Based on DCU lists from November 2024, excluding representatives from IOC, UNESCO and other UN entities (n=227). Including them (n=28), Europe and North America's share rises to 63%.

<sup>4</sup> Africa accounts for 9%, Asia-Pacific 16%, LAC 10% and the Arab States 4%, while SIDS represent 4% and LDCs 7%.

### 3.1.7. Interactions among decentralized structures

**Key Finding: Decentralized structures show variation in effectiveness when interacting with Decade Actions, NDCs, and each other, influenced by resource disparities and coordination challenges.**

48. Decentralized structures vary in effectiveness at bridging global priorities with regional and local contexts. While the roles of DCCs, DCOs and NDCs are critical for Decade Actions, resource disparities, ownership issues and coordination challenges affect their performance. For example, while the DCC Coastal Resilience in Bologna mobilizes resources for coordination and offers strong support to Actions, some others are less able to do so. The unexpected closure of the DCC Northeast Pacific left several Actions unsupported and as of December 2024, the **Ocean Visions-UN DCC** ceased operations due to funding shortfalls, indicating the need for sustained resources and transition plans. FGDs emphasized the need for sustained resource mobilization and a strategic off-boarding solution to ensure continuity and stability for Actions reliant on decentralized structures.
49. NDCs' engagement with other decentralized structures varies in effectiveness, especially in regions with scarce resources or weaker organizational frameworks, such as the absence of dedicated secretariats. While the Foundations Dialogue and Ocean Decade Alliance are key mechanisms for resource mobilization for coordination and Actions, with notable success, as also highlighted in this report, their overall impact on building strategic partnerships and securing broad-based resources could be further strengthened.
50. Some decentralized structures demonstrate strong partnerships, particularly in Europe, where NDCs and DIPs share knowledge and resources. However, regions such as TAC, the Arctic and the South Pacific lack formal mechanisms for coordination and knowledge exchange. Nevertheless, the evaluation identified successful practices in the DCO Western Pacific, highlighting an example of structured coordination that could inform efforts to strengthen similar mechanisms in other regions (Box 2). To support these efforts, strengthening financial data collection and reporting is important for enabling effective monitoring during the second half of the Decade while also providing clear directions for resource mobilization to enhance decentralized structures (a brief analysis of DCO and DCC financial data is given in Annex 18).

**BOX 2.*****Regional and national coordination: The DCO Western Pacific case***

The DCO Western Pacific, hosted by the IOC Sub-Commission for the Western Pacific (**WESTPAC**), has effectively coordinated National Decade Committees and four Decade **Actions** by leveraging partnerships with Member States and stakeholders from the public and private sectors, academia and non-governmental organizations, including mobilizing resources from the private sector. In close collaboration with the UNESCO Regional Office, it played a key role in co-designing and implementing Actions that advance marine spatial planning, reduce plastic pollution, expand capacity-building through six Regional Training and Research Centres and launch 11 projects under the Kuroshio Current study. Notable milestones, including engaging over 4,200 participants in two regional Decade conferences, have further strengthened regional partnerships. Important challenges included limited human resources, communication gaps with Decade governance structures and delays in the endorsement of submitted Actions. Major lessons for other regions are to collaborate closely with the UNESCO Regional Offices, establish cross-sector partnerships at the Member State and regional levels and align programmes with Member States' needs and priorities by involving stakeholders in the design process.

*Source: INOMER, UN Ocean Decade Mid-Term Evaluation Interviews and document review (Full case study is available in Annex 17)*

**3.1.8. Engagement of institutions at national level**

***Key Finding: NDCs amplify impact through multi-level, cross-sectoral collaboration, yet in underrepresented regions, persistent systemic barriers, resource-constrained governance models and fragmented policy integration present challenges to their effectiveness.***

51. The Decade primarily engages with national institutions by establishing and supporting NDCs. Successful examples include Portugal's NDC which unites over 60 entities, including key government agencies, academia, NGOs, and the private sector, under ministerial leadership; Belgium's NDC, aligning regional and federal efforts with strong support for Actions; India's NDC, forming and empowering decentralized subcommittees focused on, for example, ocean observation, outreach and capacity development; Benin's NDC, engaging with key ministries and collaborating with journalists, schools and local communities; and New Zealand's NDC, integrating Indigenous perspectives into ocean science and the Decade framework.
52. In Kenya, in the absence of a formal NDC, the Decade's framework has catalysed progress in marine spatial planning, illustrating the flexibility of the Decade's structures to influence national policy agendas. Similarly, in Australia, national focal points and collaborations, such as with the Integrated Marine Observing System (IMOS), have effectively maintained coordination without a formal NDC.
53. Regional variations in NDC effectiveness highlight broader disparities in resources and capacity. Key challenges include scarce funding, particularly in developing countries, LDCs and SIDS, leading to inactivity in some committees, as well as challenges in communication, difficulties in maintaining regular stakeholder engagement and limited alignment between national, regional and global efforts.



## 3.2. Resource mobilization

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Identification of priority existing and potential resourcing and financing partners, analysis of engagement and approaches to increase engagement including the roles and responsibilities of different Decade groups and structures in achieving this (e.g. DCU, decentralized coordination structures, Ocean Decade Alliance, Foundations Dialogue, Member States, UN-Oceans members). This should include consideration of the resourcing needs for both coordination and Decade Actions.

- **How effective have resource mobilization mechanisms been so far in raising funds for the Decade (Actions and coordination)?**
- **What are the gaps, priority targets, and priority areas of focus for the mobilization of resources?**
- **What are new opportunities for the mobilization of resources for the Decade, including with new actors (e.g. private sector, institutions from the finance sector, international financing institutions) and potential modalities required?**

### 3.2.1. Effectiveness of resource mobilization mechanisms

**Key Finding: Resource mobilization has progressed through the active engagement of the Foundations Dialogue and Ocean Decade Alliance but would benefit from enhanced strategic focus and capacity.**

54. Stakeholders identify the lack of consistent and sustainable financial resources as the greatest challenge to the Decade's progress and success. Many Actions rely on

short-term funding from sources such as philanthropy or government support, making sustainability challenging, especially in developing countries, LDCs and SIDS. Limited resources also hamper coordination effectiveness between and within Decade structures.

55. The comprehensive Resource Mobilization Strategy, established at the outset of the Decade, provided a roadmap for securing finance and in-kind contributions but its implementation has been uneven. Reflecting this, survey participants find resource mobilization efforts limited in effectiveness, with only 17% rating them as effective in response to the evaluation question in the TOR regarding the effectiveness of "raising funds for the Decade (Actions and coordination)".
56. Direct financial support for coordination from bilateral donors and in-kind contributions through secondments have not fully met needs, considering the Decade's ambitious objectives. This, in turn, limited the DCU's capacity not only to raise resources but also to use secured funds effectively. For instance, delays in staffing affected the €1.1 million Ocean Decade Capacity Development Facility, funded by the Flanders Government. Similarly, conditions tied to the International Seabed Authority's \$5 million partnership fund, such as ensuring strategic visibility and contributing to decision-making, remain unmet, delaying its utilization.
57. Interviews and FGDs indicate that recent efforts to connect Actions with donors through the **Ocean Matcher** tool are a promising step and could play a key role in funding programmes and projects. Stakeholders see opportunities to enhance the tool's impact by involving diverse funding sources as well as clearer and transparent funding priorities.
58. Private-sector contributions to Decade coordination and Actions remain underdeveloped. A notable exception is Fugro's sustained in-kind support through senior staff secondments to the DCU, advancing data governance and sharing initiatives.
59. Survey participants identify limited awareness of the Decade among potential funders as the main challenge (40%) on resource mobilization, followed by competing donor priorities (39%) and insufficient coordination and private-sector engagement (both 35%) (Annex 5 and 12). Interviews and FGDs echo these observations, emphasizing the importance of leveraging support from multilateral development banks (MDBs) and in-kind contributions from UN agencies.

### 3.2.2. Gaps, priority targets and areas of focus in resource mobilization

**Key Finding: Resource mobilization priorities reflect a broad range of needs, from infrastructure development to blue economy research and innovation, with a focus on food security and community resilience, particularly in under-resourced regions. While this diversity ensures that multiple priorities are addressed, diverse stakeholder groups that were interviewed highlight the potential challenge of dispersing resources too broadly, underscoring the need for strategic prioritization.**

60. Resource gaps are severe in underrepresented regions, including Africa, the TAC and the Southern Ocean. Interviewees note that these gaps are particularly evident in areas such as ocean observation infrastructure, where insufficient investment exacerbates challenges such as sea-level rise and disaster preparedness. For example, the Southern Ocean remains critically under-observed, hindering progress in climate modelling and marine ecosystem management. Other priority areas for investment include nature-based solutions like mangrove restoration, coastal resilience and climate-smart marine spatial planning. Interviews also identified the need for improved governance frameworks for marine biodiversity in areas beyond national jurisdictions and enhanced data sharing and interoperability as critical priorities.
61. Regional prioritization is essential for resource mobilization, as LDCs and SIDS often lack the capacity and infrastructure to fully engage in Decade initiatives. This challenge is frequently cited in interviews and FGDs, with several respondents highlighting limited research capacity, lack of incentives, and the need for SIDS and LDCs to develop and fund their own nationally driven ocean science agendas. Addressing these gaps requires increased targeted investments in ocean literacy, research capabilities and data-sharing systems.
62. Interviewees from various stakeholder groups emphasized that to attract attention and investment, priorities should align with the pressing needs of Member States, with the Decade demonstrating its broader impact beyond science and research. Proposed key focus areas include the blue economy, which enhances food security, strengthens value chains and demonstrates the tangible benefits of natural

resources. They also believe that focusing on results like job creation, revenue generation and community well-being can drive greater investment in ocean science and innovation.

### 3.2.3. New opportunities for resource mobilization

**Key Finding: The Decade has significant opportunities to expand its resource base through innovative financing, private sector engagement and multilateral development partnerships.**

63. The evaluation found several opportunities for resource mobilization to support the Decade. The private sector emerged as a key player, with an emphasis on attracting industries such as shipping, fisheries, offshore energy, insurance and tourism to contribute financial or in-kind resources. Company-driven initiatives, such as **Uniqlo** and **Prada's** allocation of sales to Decade projects, provide scalable models for mobilizing resources and raising awareness. Aligning Actions with corporate ESG strategies offers additional untapped potential. Regulatory changes in Europe requiring non-financial disclosures position Decade projects as valuable sources of Environmental, Social and Governance (ESG) data for compliance.
64. Interviews and surveys identified solutions such as biodiversity credits and environmental restoration projects as avenues for corporate funding mechanisms. They also highlighted innovative approaches such as **Debt-for-Nature Swaps** and **Blue Bonds**, exemplified by Seychelles' partnership with the World Bank, as tools for sustainable financing, showcasing successful pathways for scaling such initiatives globally.
65. Stakeholders identified international financial institutions (IFIs), notably the World Bank, Asian Development Bank (ADB), African Development Bank (AfDB), Inter-American Development Bank (IaDB), and Islamic Development Bank (IsDB), as critical actors in diversifying funding streams. Survey findings suggest that, after IFIs (53%), government science and innovation agencies (46%) and national development funds (41%) are key targets for resource mobilization (Annex 5 and 12).
66. Interviews and FGDs suggested expanding the **Foundations Dialogue** and **Decade Alliance** to include MDBs and private-sector actors to strengthen funding coordination. Partnerships with MDBs and adaptation funds could co-finance initiatives in fisheries management, marine pollution and coastal infrastructure,

particularly in underrepresented regions like West Africa and the TAC. The Coastal Resilience DCC's success in securing climate resilience funding for the Caribbean illustrates this potential. Interviews also identified Saudi Arabia's \$60 million **pledge** for climate and environmental efforts as an additional funding opportunity.

67. The Decade Cooperation **Roadmap** (2024) between the European Commission (EC) and IOC provides a significant avenue for resource mobilization. Programmes like Horizon Europe, the **EU Mission "Restore Our Ocean and Waters"** and the **European Digital Twin of the Ocean** offer financial and in-kind support. However, stakeholders with limited experience in EC funding recount challenges in accessing these resources, highlighting the need for targeted capacity building.
68. The survey found that some Actions have used funding mechanisms such as venture capital for marine technologies, contributions associated with corporate social responsibility schemes (e.g. Google's Global Fishing Watch) and blended financing models (e.g. PROBLUE, Blue Action Fund), all of which could be further expanded. Other promising approaches such as Public Private Partnerships (PPPs), and debt swaps (e.g. Ecuador's Galapagos initiative) show significant potential for diversifying resource mobilization (Box 3).

### BOX 3.

#### *Examples demonstrating scalable resource mobilization strategies*

**The Blue Action Fund** provides a scalable and replicable model of resource mobilization through partnerships among governments, international organizations, NGOs and private donors. It funds marine protected areas and supports sustainable livelihoods for coastal communities in biodiversity-rich areas such as Tanzania, Indonesia and Madagascar.

**ORRAA's** climate-resilient coastal communities projects mobilize a mix of public and private funding to support small-scale fisheries and coastal ecosystem restoration. By leveraging innovative financial mechanisms, such as microinsurance and resilience bonds, the initiative enhances the adaptive capacity of vulnerable coastal communities to climate change.

**The Global Fishing Watch**, a collaboration between Google, Oceana and SkyTruth, uses satellite data and AI to track illegal fishing activities. This initiative combines in-kind support (technology and expertise) with funding to improve fisheries management and marine protection globally.

*Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024*

## 3.3. Science and knowledge delivery

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Processes and effectiveness of soliciting Decade Actions to fulfil priority gaps and needs identified through Decade and partner-led priority setting processes.

- **What mechanisms have been put in place to identify gaps and priorities in ocean science and knowledge including Member States' needs and to scope the corresponding calls for Actions?**
- **How can the Decade encourage more partners to see the benefits in registering their ongoing Actions?**

Progress and achievements of endorsed Ocean Decade Actions in generating and delivering relevant and transformative ocean science and knowledge to inform global, regional, and national policy and decision making in the public and private sector.

- **How are Member States taking into consideration Decade challenges into their national development plans, national commitments under global policy instruments (e.g. national climate strategies, Nationally**
- **To what extent have Decade Actions succeeded in mobilizing policy makers and other users of ocean science, including industry, and making them pay attention to ocean science?**

### 3.3.1. An overview of the UN Ocean Decade Actions

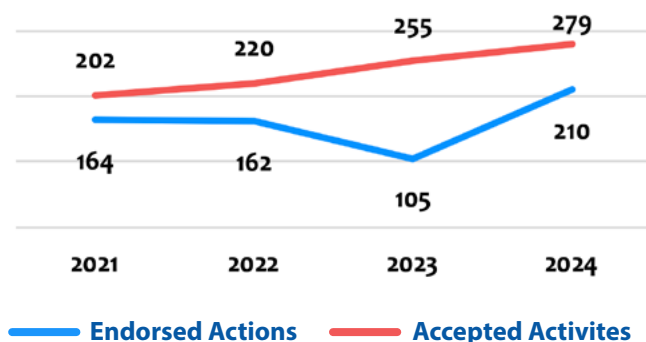
**Key Finding: From 2021 to 2024, 641 Actions were endorsed, with a majority from Europe and North America, focusing on ecosystem protection and capacity-building, but with limited participation from SIDS and LDCs.**

69. The Decade's objectives and outcomes are implemented through Decade **Actions**<sup>5</sup>, which include programmes, projects, activities and contributions

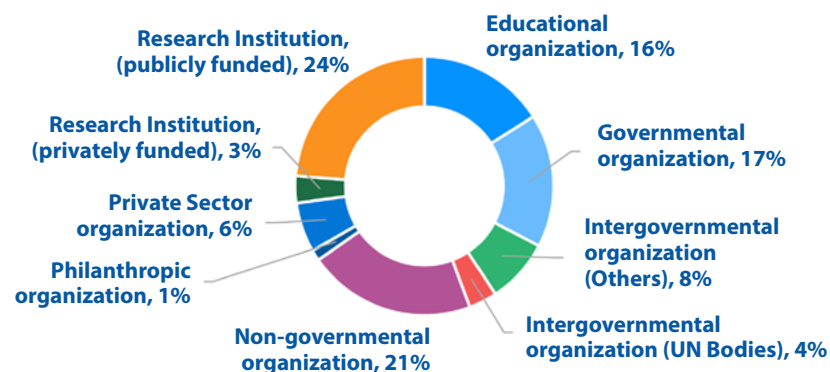
<sup>5</sup>In this report, "Actions" refers to projects and programmes. The typology of Ocean Decade Actions can be found in Annex 1.

spanning science, policy and outreach. According to DCU data, between 2021 and 2024, a total of 1,043 Actions were submitted, with 641 endorsed, while 26% were not endorsed and 5 were withdrawn<sup>6</sup> (Figure 5). The majority of endorsed Actions were submitted by public research institutions (24%), NGOs (21%) and governmental organizations (17%) (Figure 6). Gender data are missing for the majority of endorsed Actions, with 466 (73%) categorized as “Not available”. Among Actions with available gender data on leadership, 90 (52%) are led by females and 84 (48%) by males.

**FIGURE 5.**  
*The number of Decade Actions increased each year*



**FIGURE 6.**  
*Public research institutions, NGOs, and governments led endorsed Actions*

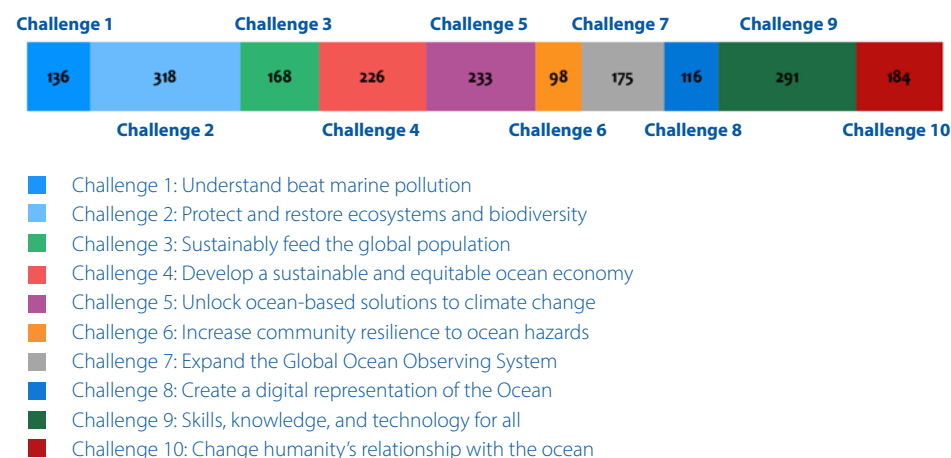


Source: INOMER, based on DCU data

<sup>6</sup> As of January 2025, 12% of Actions were under review by the DCU.

70. Endorsed Actions address multiple Ocean Decade Challenges, with the highest shares focusing on Protecting and Restoring Ecosystems and Biodiversity (16%) and Skills, Knowledge and Technology for All (15%), emphasizing conservation and capacity-building. In contrast, challenges such as Increasing Community Resilience to Ocean Hazards (5%) and Creating a Digital Representation of the Ocean (6%) have a lower number of Actions (Figure 7).

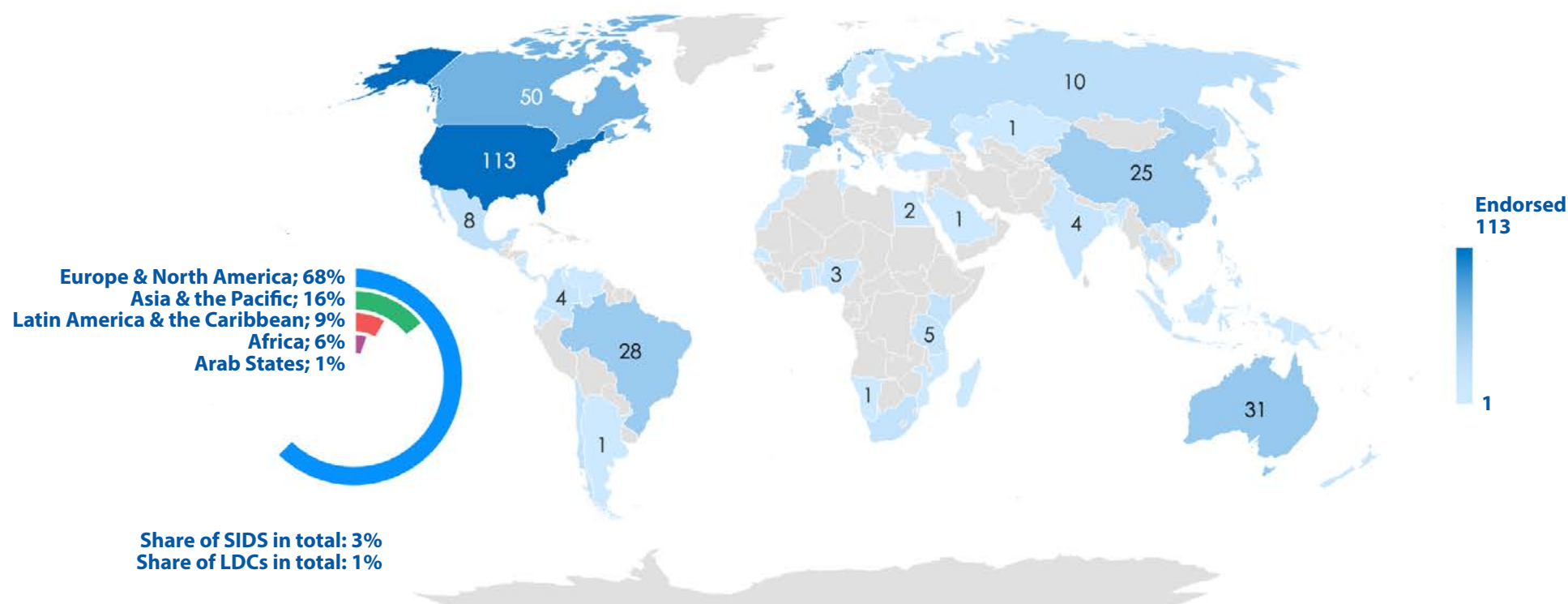
**FIGURE 7.**  
*Most endorsed Actions target ecosystem protection and skills development*



Source: INOMER, based on DCU data

71. Endorsed Actions were submitted by 93 countries, but their distribution across regions varies significantly, with Europe and North America accounting for the largest share (64%) (Figure 8). The proportion of SIDS and LDCs that have at least one endorsed Action is 28% of the total number of countries in each category. However, these Actions represent only 3% and 1% of the total globally endorsed Actions, respectively.



**FIGURE 8.***Endorsed Actions are concentrated in Europe and North America**Source: INOMER, based on DCU data*

72. Between 2021 and 2024, the DCU received 1,227 Activity submissions and accepted 958. The majority (68%) came from Europe and North America, followed by Asia and the Pacific (13%) and Latin America and the Caribbean (LAC) (13%). In comparison, Africa had 37 accepted Activities, the Arab States 24 and SIDS and LDCs a total of 20. More than half of the Activities were submitted by NGOs (38%) and public research institutes (18%). The most common types of accepted Activities were congresses, symposia and conferences (26%), followed by workshops, courses, training sessions and summer schools (15%) and publications such as academic articles, policy reports and books (12%).

73. While detailed financial information on the Decade implementation is not available, the IOC reports<sup>7</sup> that the DCU operates with an annual cost of \$1.3 million, excluding regular programme staff costs and additional resources required for its complete functioning. The DCU's team of 13-15 staff involves "two part-time regular programme staff, two full-time secondees from France and Japan, one full loan from Fugro, three project appointment staff, and eight consultants supported by extra-budgetary resources". IOC-led Decade programmes and projects have an estimated secured annual budget of \$7.6 million, leaving a funding gap of around \$13.3 million for full implementation.

<sup>7</sup>IOC/INF-1425: Update of IOC Contributions to the Ocean Decade and Resource Needs, 29 May 2023

### 3.3.2. Overall progress of the UN Ocean Decade

**Key Finding: While the Decade has elevated ocean awareness, particularly through international governance discussions, the ECOP network, media outreach and scientific community engagement, progress faces challenges related to funding, stakeholder engagement and public outreach, indicating the need for more effective participatory governance models.**

74. The evaluation found that the Decade successfully raised global awareness of ocean issues and advanced ocean science. This is supported by multiple interviews, highlighting an unprecedented global profile for ocean science and its integration into climate discourse, including through COP processes. The Decade also enabled innovative projects, such as large-scale data collection via the Moana Project in New Zealand, and promoted applied research, data-sharing platforms, and cross-sectoral collaborations, reinforcing its role in connecting science to societal needs. However, stakeholders identified resource mobilization and engagement as areas of limited progress. While 44% of survey respondents rated the overall progress positively, some expressed more cautious or reserved perspectives (Figure 9).

#### FIGURE 9.

**Stakeholder assessment: Mixed perceptions of the Ocean Decade's overall progress (n=866)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

75. The survey reveals mixed feedback, with key groups such as global and decentralized structures (57%), long-term stakeholders (58%) and the scientific community (54%) expressing reservations and the majority rating progress as

moderate, limited or minimal. Regionally, LAC (77%), SIDS (62%) and Europe and North America (54%) express similar concerns, pointing to differences between expectations and outcomes (Annex 5 and 12).

76. Survey respondents identified limited funding and in-kind resource mobilization (63%) as key challenges impacting the Decade's progress toward its objectives. Other prominent challenges included insufficient engagement from key stakeholders (45%) and limited awareness and public understanding of the Decade's objectives (37%), followed by other constraints (Annex 5 and 12). These findings align with interview and FGD results and point to the need for reinforced implementation strategies. Notably, this suggests a broader divergence between stakeholder expectations and the Decade's intended role, as some respondents appear to have anticipated that endorsement or participation would be accompanied by financial support from UNESCO-IOC.

### 3.3.3. Mechanisms to identify gaps and priorities in ocean science

**Key Finding: The Decade employs various participatory tools to identify priorities and scope Calls for Action. However, gaps in mechanisms, action plans and collaboration present challenges to effectiveness. Strengthening decentralized engagement, ensuring systematic approaches for underrepresented regions and developing monitoring frameworks will be critical to achieving greater impact.**

77. The Decade's governance and coordination system employs consultations, workshops and reviews to identify gaps and priorities in ocean science, aligning with Member States' needs. However, underrepresented regions like the Pacific and TAC lack mechanisms to systematically capture and tackle their specific challenges, leaving some critical issues insufficiently addressed. Limited collaboration with UNESCO programme sectors, including field offices, further challenges efforts to identify gaps and priorities effectively.

78. The **Vision 2030** document is a valuable strategic tool for setting priorities, but stakeholders note that it is not yet fully operationalized. While the document was prepared through a participatory approach and supplemented by White Papers outlining milestones and indicators, it lacks a detailed action plan and specific

mechanisms for implementation, making it more difficult to translate its strategic ambitions into tangible outcomes.

79. While the DAB provides regular input on scoping and gap analysis for Calls (Table 1), limited interaction with decentralized mechanisms affects its capacity to better inform Decade priorities.
80. Initiatives such as the **Africa Roadmap** exemplify good practices and highlight the importance of region-specific approaches. Developed through a participatory process, it serves as a strategic framework for regional priorities. However, a review of the plan and interviews revealed areas for improvement, including the absence of a detailed action plan, a monitoring and evaluation framework and stakeholder engagement strategies to provide an operational pathway and ensure broad-based participation across the continent. Furthermore, the roadmap would benefit from regular updates to address evolving challenges and priorities since its creation in 2019–2020. Regions such as the Pacific still lack similar roadmaps, while the **TAC Roadmap**, published in December 2024, was delayed, considering the Decade began in 2021.

### 3.3.4. Encouraging more partners to register existing programmes as Actions

**Key Finding: Encouraging more partners to register existing programmes as Decade Actions requires clearer communication, simplified processes and demonstrable benefits, particularly for developing countries, LDCs and SIDS.**

81. According to survey participants, contributing to global ocean science and conservation goals (77%) is the primary motivation for submitting Ocean Decade Actions. Networking and new collaboration opportunities (47%) and increased visibility and credibility through association with a UN-led initiative (46%) are also key incentives. For Africa and LDCs, access to funding is a significant driver for nearly half of survey respondents (Annex 5 and 12). Interview findings support these results, confirming similar motivations.
82. Survey findings indicate that the primary reasons for not submitting Actions are a lack of awareness about the Decade and its registration process (42%) and limited funding (34%), which were also confirmed in interviews. Multiple interviews also

cited unclear endorsement criteria and processes, as well as lengthy evaluation timelines (6–12 months for Actions and at least 6 weeks for Activities) as important disincentives.

83. The evaluation found that the misconception that endorsement guarantees funding has stopped some projects from progressing due to insufficient resources. Limited capacity is a barrier to submission for LDCs, SIDS, Africa and the Arab States (Annex 5 and 12). Many institutions in these regions also lack administrative support to navigate submission forms, unlike those in Europe and North America. Unreliable internet connectivity further hampers submissions in LDCs and SIDS.
84. Interviews highlight the challenges of identifying overlaps and creating synergies across programmes and projects as the number of Actions increases. Without formal coordination mechanisms, the process relies heavily on institutional knowledge within the DCU. However, capacity constraints in the unit have prevented the effective maintenance of databases, further complicating coordination efforts. In addition, the Decade website's limited search and filtering functionality makes it impossible for users to efficiently access, analyse and compare Actions, an area where several stakeholders, including representatives from decentralized structures, scientists, Action implementers and government bodies, expect to see improvement.
85. The DCU is piloting decentralized review and endorsement by NDCs to streamline this process. Interviews noted successful implementation in Portugal and India, which are involved in the pilot. However, stakeholders stress the importance of balancing decentralization with centralized oversight to ensure alignment and prevent redundancies in Actions. Concerns were also raised about disparities in NDC capacity, as some lack dedicated internal secretariat support to implement the process effectively. It is worth noting that some DAB members are not aware of this pilot, indicating a need to involve the DAB in strategic decision-making.
86. According to interviews, consolidating existing Actions, rather than accepting new submissions after endorsing a total of 60–70 programmes, will be a strategic priority of the DCU for the second half of the Decade, to achieve greater effectiveness. FGDs revealed mixed views, with some participants supporting this approach to enhance impact and optimize resource use, while others emphasized the importance of addressing gaps through new submissions.
87. Some DCCs, such as those focused on coastal resilience and ocean prediction, have made progress in consolidation efforts, although significant gaps remain both

geographically and thematically. As a solution, the DCU introduced communities of practice (CoPs) as flexible, digital collaboration spaces. The DCU identified an opportunity to enhance understanding of CoPs, as some DCCs have yet to fully recognize them as coordination mechanisms, while others employ similar approaches without labelling them as such.

88. As revealed by interviews and surveys, a critical gap in the Decade's approach is the under-representation of social sciences. The Decade often narrowly equates social sciences with ocean literacy, overlooking broader societal dimensions. This may limit the potential of programmes to achieve their full objectives to influence policy and management practices.

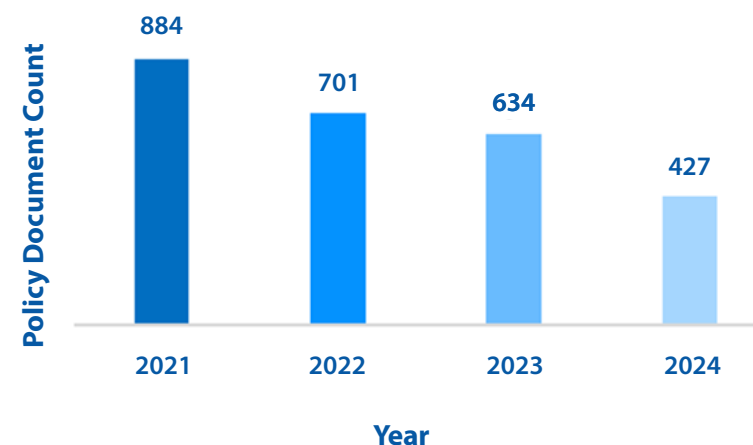
### 3.3.5. Influence of Decade Challenges on national policy frameworks

**Key Finding: While some countries have made progress in integrating Decade goals into national frameworks, opportunities remain to strengthen policy alignment through improved co-design and enhanced stakeholder engagement.**

89. The evaluation question on the “progress and achievements of endorsed Ocean Decade Actions in generating and delivering relevant and transformative ocean science and knowledge to inform global, regional, and national policy and decision making” was explored using a combination of qualitative and quantitative methods. When asked about the Decade's policy influence, 29% of respondents considered Actions effective or highly effective in encouraging national policymakers to prioritize ocean science, while 37% rated them as somewhat effective. Insufficient engagement of national policymakers in Decade activities is identified as the primary barrier to influencing national policy, as confirmed by interviews and 54% of survey respondents. Other notable challenges include insufficient visibility or awareness of Actions (38%) and limited alignment with national policy priorities (36%), reflecting interview findings about gaps in co-design and need identification at the national level.

90. The Evaluation Team's analysis of 2,242 policy documents from 2021 to 2024, drawn from a global database of over 18 million policy documents, including grey literature across 188 countries with a view to “**decolonise research**”<sup>8</sup>, supports these findings (Annex 15) and confirms interviewees' and survey participants' remarks about decreasing interest and lost momentum in the Ocean Decade. As seen in Figure 10, the production of Decade-related policy documents declined by 52% between 2021 and 2024. UNESCO produced nearly half of the intergovernmental policy documents, with the IOC accounting for 20% of this share. The citation impact of Decade-related policy documents has declined as well, though it remains above average, indicating ongoing influence (Figure 11). UNESCO accounts for 20% of citations received, with the IOC contributing 20% of UNESCO's share.

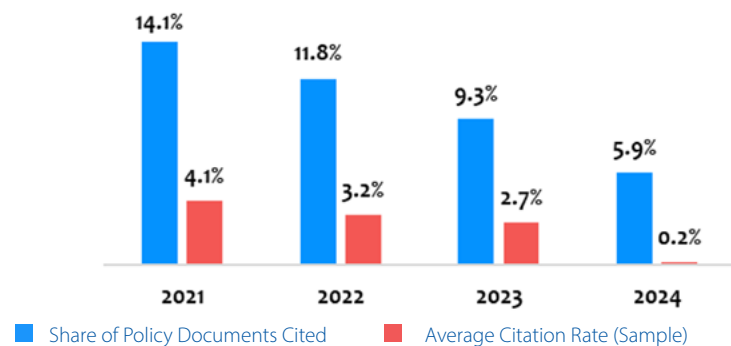
**FIGURE 10.**  
*Decline in Decade-related policy document production*



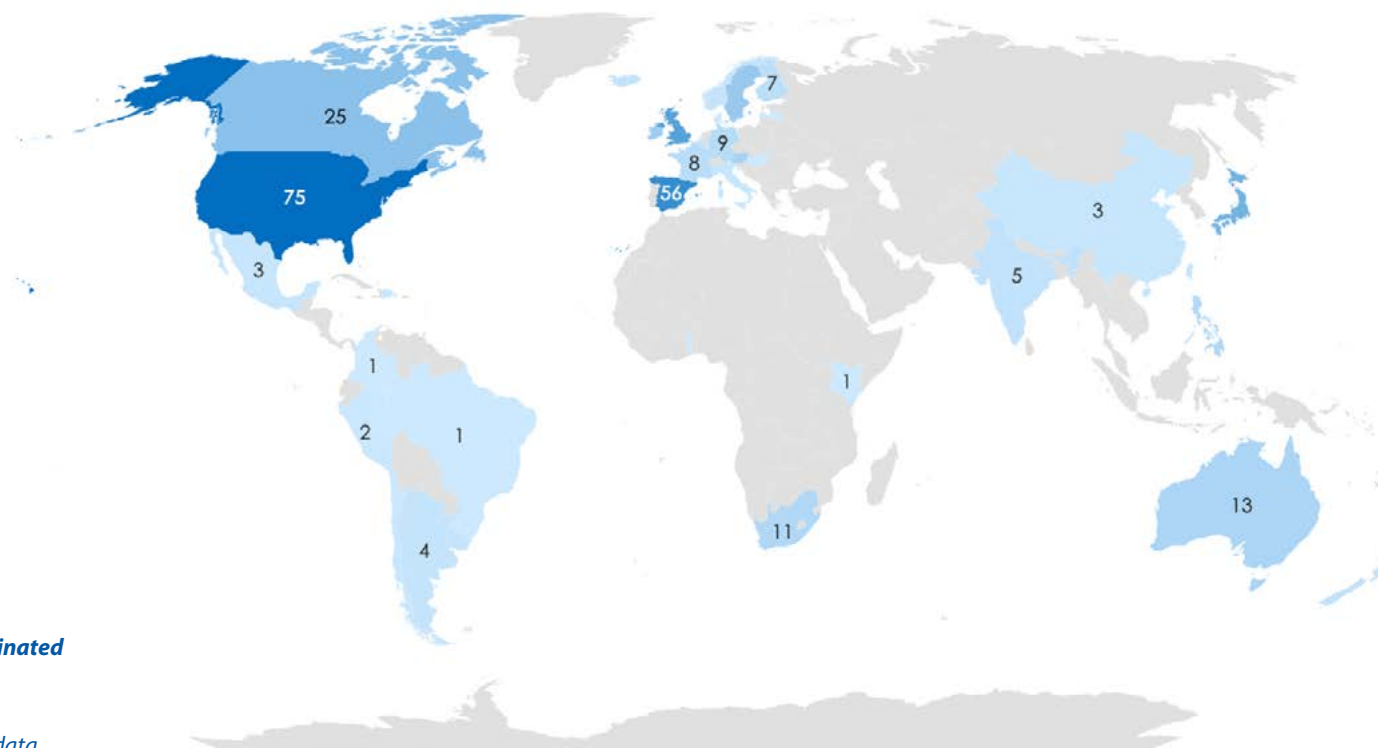
Source: INOMER, based on Overton data

<sup>8</sup> **Overton** is the world's largest database of policy and grey literature, containing over 18 million documents from 188 countries. It is used by policymakers, practitioners, and researchers. By incorporating grey literature, it helps reduce bias and uncover diverse perspectives, supporting efforts to “**decolonise research and teaching**”. Overton has a broad conception of policy documents, considering them as documents written by or primarily intended for policymakers, serving as sources of evidence or guidance in the policymaking process.



**FIGURE 11.***Ongoing policy influence despite reduced citation of Decade-related policy documents**Source: INOMER, based on Overton data*

91. The US, Spain and the UK are leading contributors to Decade-related policy documents (Figure 12). The documents analysed focused primarily on climate change and biodiversity and demonstrated strong connections to the Sustainable Development Goals (SDGs). This highlights progress in linking Decade priorities to global sustainability goals. While topics related to practical tools and processes for implementation have received comparatively less attention, this presents an opportunity to strengthen alignment between Actions and policy priorities.
92. Limited stakeholder engagement and underutilization of the NDC mechanism present challenges to aligning national and regional priorities with Decade objectives. Resources from the DCU, such as the **Best Practice Manual** for NDCs and **co-designing guidance** and recommendations, remain underused,

**Document Policy Count**  
75**FIGURE 12.***Policy document production dominated by North America and Europe**Source: INOMER, based on Overton data*

primarily due to resource scarcity in under-represented regions. Stakeholders also emphasize that without tools to map Actions or effective M&E frameworks, endorsed programmes often operate in silos, reducing their impact on policies or global objectives.

93. The evaluation identified successful practices of policy influence, including Canada's inclusion of Indigenous communities, South Korea's NDC-driven R&D initiative, Portugal's plans for a marine science funding programme and Benin's alignment of ocean research with government programmes. In the Caribbean, efforts to develop a CARICOM **Blue Economy Policy** offer an opportunity for alignment with the Decade's objectives. Initiatives such as **OBON**, **Seabed 2030** and **GOOS** show how collaboration among scientists, users and governments can align science with policy needs (Box 4).
94. The International Platform on Ocean Sustainability (**IPOS**) initiative aims to fill a gap by translating global assessments into national policies and policy actions. However, stakeholders have raised concerns about whether new initiatives like IPOS will strengthen existing systems or divert resources and attention.

#### **BOX 4.**

##### **Examples of Decade Actions with impacts on policy and ocean management frameworks**

**Seabed 2030**, an initiative focusing on creating a comprehensive map of the global ocean floor by 2030, has catalysed significant advancements in ocean science and policy, including international collaboration, public-private partnerships and awareness of the importance of seabed mapping. For instance, the initiative has directly influenced national legislation and funding allocations, such as a proposed funding bill in the U.S. Congress to map the Great Lakes fully.

**GOOS** is a collaborative initiative that has strengthened global ocean observation systems, integrating data on ocean health, ecosystems and climate change. It has informed policies under the UN Framework Convention on Climate Change (UNFCCC), particularly in recognizing the link between ocean health and climate action. The initiative has directly contributed to integrating ocean considerations into global climate negotiations and promoting blue carbon strategies.

*Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024*

### **3.3.6. Mobilizing policymakers and industry through Decade Actions**

#### **Key Finding: Efforts to engage policymakers and industry in Decade Actions show variation, with challenges in awareness, outreach and the translation of scientific outputs into results.**

95. Interviewees praised the success of high-profile events, such as the Ocean Decade **Conference** in Barcelona, in attracting and involving policymakers. Regular engagement, especially in developing regions, LDCs and SIDS, through Decade structures and Actions has been difficult, primarily due to low level of awareness, coordination challenges and the lack of a policy communication toolkit – such as tailored communication and knowledge products like dashboards and policy briefs showcasing benefits and impact. Successful examples, such as the Ocean Decade Tsunami Programme (ODTP), demonstrate how targeted outreach strategies, preparedness tools and awareness campaigns can enhance engagement and mobilization efforts (Box 5).
96. Stakeholders noted that while the Decade promotes open data and open science, transparency remains an area for improvement in both data accessibility and operational structures. Open data is encouraged, but delays in data sharing continue to present challenges, often due to systemic issues within the scientific and academic community, such as publication-related incentives, which the Decade alone cannot resolve, according to the stakeholders. Efforts exist to make science widely available, but gaps remain in coordination, clarity of responsibilities and ensuring governments can effectively use the data.
97. Private sector involvement varies, concentrated among early adopters of the Decade and limited in scope despite its critical potential role. Examples of successful practices include **Fugro's** data-sharing initiatives, **Ørsted's** biodiversity measures and exploration of ocean carbon credits, **Prada's** collaboration on Ocean Literacy programmes and **Uniqlo's** support for ocean science education.
98. Potential pathways suggested by stakeholders to increase private sector participation also include stimulating ocean-focused entrepreneurship and collaborating with platforms like **1000 Ocean Startups** to help transform scientific outputs into market-ready solutions and build science-industry partnerships. In addition, various stakeholder groups highlighted the importance of engaging with CSOs and NGOs to enhance accessibility and grassroots impact while enabling two-way knowledge exchange with local communities.



**BOX 5.*****Ocean Decade Tsunami Programme:  
A case study on global cooperation and community engagement***

The Decade Actions, through initiatives such as the **ODTP** of the IOC-UNESCO, have effectively mobilized policy-makers, scientists and other ocean science users to address tsunami risks. The programme has facilitated the establishment of advanced tsunami warning systems, such as 24/7 monitoring services in the Indian Ocean and the Caribbean, supported by Member States like China, Germany and the United States, with investments exceeding \$450 million.

Efforts like the Tsunami Ready Recognition Programme have equipped communities in India and Cyprus with actionable preparedness strategies, while educational campaigns like #GetToHighGround and tools such as 'The Tsunami and Earthquake Fighter' game have raised awareness among younger generations. Simulation exercises, including NEAMWave and CARIBE WAVE, have engaged over 3.5 million participants globally, strengthening response mechanisms. Despite these achievements, the programme's integration with broader Decade goals remains limited, underscoring the need for sustained funding, expanded research capacity and a multi-hazard approach to align disaster resilience with global ocean governance objectives.

*Source: INOMER, UN Ocean Decade Mid-Term Evaluation Interviews and document review (Full case study is available in Annex 17.)*



### 3.4. Engagement of UN-Oceans

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Progress of Ocean Decade Actions in supporting relevant United Nations global policy frameworks and targets and contributing to the mandates of members of UN-Oceans. This should include consideration of the engagement of UN-Oceans members in the Ocean Decade.

- **How effectively has the Decade's global governance engaged with UN-Oceans and its members? What are opportunities for strengthening UN-Oceans' members' contribution to the Decade?**
- **How do Decade Actions support UN global policy frameworks and normative instruments (UNCLOS, UNFCCC, UNCBD, BBNJ, etc.)?**
- **What are incentives to connect other UN-Oceans members' initiatives to Decade Actions?**

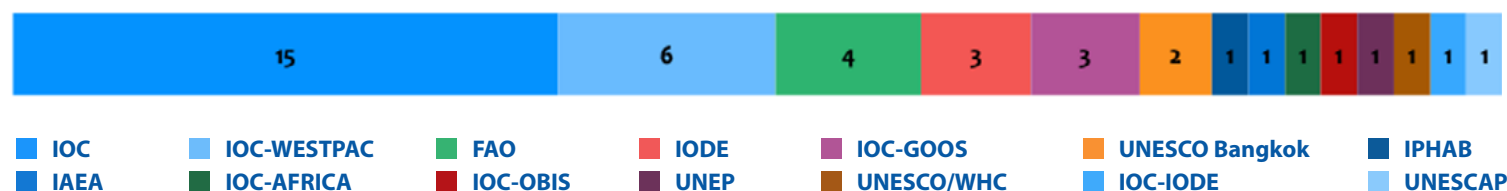
#### 3.4.1. Effectiveness of engagement with UN-Oceans and its member agencies

**Key Finding: The Decade's engagement with UN-Oceans, both as a group and with individual UN-Oceans members, has been insufficient due to limited efforts to address persistent issues and resource constraints, reducing its potential for transformative collaboration as a UN-wide initiative.**

99. Interviews and FGDs highlighted opportunities to better leverage UN-Oceans as a collaborative platform to align efforts across UN agencies. The Decade is often perceived as an IOC-led initiative due to a lack of systematic inter-agency collaboration and centralized coordination under the DCU, which limits opportunities for UN agencies to adopt visible and active roles. Many agencies reported feeling less recognized and more peripheral in participation rather than integral contributors, which has weakened engagement and strategic alignment.
100. In 2023, the DCU engaged a consultant to identify gaps, challenges and opportunities for enhancing UN-Oceans engagement and inter-agency cooperation. The findings from this report were expected to be presented during the IOC Executive Council in June 2024. However, delays in finalizing the report have raised concerns among stakeholders and emphasized the importance of timely remedial actions to maintain trust and momentum.
101. Interviews for this evaluation and the previous assessment attribute challenges in collaboration to several factors, including the complexity of the Decade's governance structure, limited awareness of engagement opportunities, resource and capacity constraints and a perceived mismatch between the Decade's programme-focused Actions and the broader, cross-cutting mandates of many UN agencies.
102. Some UN-Oceans members noted that the requirement for entities to submit Actions for endorsement, perceived as contrary to initial design-phase agreements, has created confusion and limited broader participation of UN agencies. According to interviews, this shift altered initial expectations and added an additional bureaucratic layer that some UN agencies view as unnecessary. Many agencies already have their own governing bodies for approval, and the requirement for external endorsement is seen as duplicative and potentially conflicting with their internal decision-making structures. Based on DCU data, only five UN entities outside UNESCO and IOC have registered a total of eight Actions (Figure 13)<sup>9</sup>. Interviews found that agencies such as UNEP, UNDP and FAO have aligned some ongoing programmes with Decade goals; however, there is an overall perception that these efforts are not fully coordinated or acknowledged.

<sup>9</sup>Indicates the number of Actions registered under the 'Intergovernmental Organizations (UN Bodies)' category in DCU data.



**FIGURE 13.***Low engagement of UN entities in Decade Action registration*

Source: INOMER, based on DCU data

103. Stakeholders recommended integrating the Decade with complementary initiatives, such as the UN Decade on Ecosystem Restoration and Early Warnings for All, to enhance synergies. Specific suggestions included advancing marine spatial planning under the CBD framework, partnering with UNCTAD to improve port resilience in SIDS and collaborating with MDBs on projects related to coastal resilience, marine ecosystem management and the blue economy. Leveraging ongoing work by FAO on small-scale fisheries and climate adaptation and by IMO on reducing marine pollution, was also highlighted as critical to advancing shared objectives.
104. On a systemic level, stakeholders suggested decentralizing Decade activities to empower regional structures and UN agencies, potentially through strategic collaboration with UN Resident Coordinator Offices (UNRCOs). Proposals included creating a UN-Oceans subgroup focused on the Decade, making the Decade a standing agenda item at UN-Oceans meetings, collaborating with the UN Global Compact to attract private-sector partnerships and philanthropic funding and strengthening DAB members' engagement with the UN system. The evaluation also identified limited connections with other UN collaborative platforms, such as Issue-Based Coalitions and the Interagency Task Team on STI for the SDGs, as opportunities not yet fully realized to advance the Decade's objectives through enhanced partnerships.

### 3.4.2. Alignment of Actions with global policy frameworks and UN normative instruments

**Key Finding: Decade Actions align with UN global policy frameworks and normative instruments, but they would benefit from stronger policy influence mechanisms and more explicit alignment with the SDGs to enhance their relevance and impact.**

105. Decade Actions aim to support UN global policy frameworks such as **UNCLOS**, **UNFCCC**, **UNCBD** and **BBNJ** by building science-policy interfaces and promoting integrated approaches. They contribute to sustainable ocean management and evidence-based governance, advancing marine scientific research under UNCLOS and addressing ocean-climate linkages under UNFCCC through initiatives like blue carbon preservation and climate resilience. However, interviews revealed that while Actions amplify ocean-related issues in international policy forums such as the UN Ocean Conference and UNFCCC COPs, these contributions remain largely aspirational, with challenges in translating outputs into actionable policy integration.

106. In alignment with UNCBD, Decade Actions promote biodiversity conservation through marine protected areas, habitat restoration and integrating ecosystem services into decision-making, supporting global biodiversity goals such as the Kunming-Montreal Global Biodiversity Framework. For BBNJ, stakeholders noted that Decade initiatives provide critical data, capacity building and methodologies to implement the BBNJ Agreement, promoting sustainable use and conservation of marine biodiversity beyond national jurisdiction. However, stronger mechanisms are needed to ensure that Decade outputs align directly with implementation priorities.
107. Limited engagement with constituted bodies and reduced visibility in processes such as UNFCCC capacity building and adaptation measures pose challenges to full integration. Interviewees from diverse stakeholder groups emphasized the need to amplify ocean-related issues in global discussions and enhance collaboration across UN agencies on cross-cutting themes such as local and Indigenous knowledge inclusion.
108. Both interview and FGD participants underlined the importance of clearer links between the Decade and the 2030 Agenda, noting that many approved programmes do not have explicit connections to the SDGs. They recommended enhancing UNESCO-IOC messaging to consistently highlight how Decade Actions align with the SDGs and acknowledged the gradual progress being made to address this gap.

### 3.4.3. Incentives to connect other UN-Oceans members' initiatives to Actions

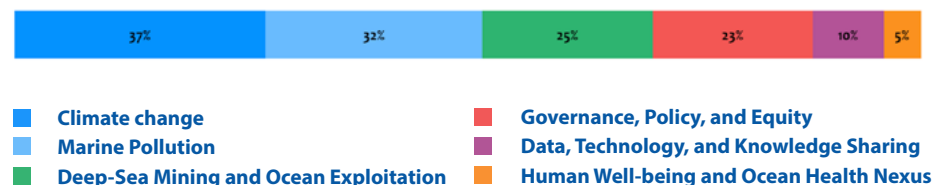
**Key finding: Strengthening the connection between UN-Oceans members' initiatives and Decade Actions enhances visibility, impact and alignment with global goals, but clearer dialogue would help further maximize the benefits of this collaboration.**

109. UN agencies often hesitate to register their programmes due to the complexity of the process, perceived challenges in alignment with mandates and questions around added value, particularly when they manage Member State-endorsed programmes with established visibility. Interviews highlighted the need for

streamlined processes and clear communication of tangible benefits to address these barriers.

110. The stakeholder survey identified key emerging issues for the Ocean Decade's second half, with 240 entries to an open-ended question. A thematic analysis highlighted climate change and marine pollution as top concerns, followed by risks from deep-sea mining and its potential harm to ecosystems, limited collaboration among countries, insufficient inclusion of Indigenous and marginalized groups and challenges in enforcing international agreements. The other issues noted include gaps in ocean monitoring, inequitable access to data in LDCs, limited availability of open data-sharing frameworks, limited investment in AI and big data, as well as the need to link ocean health with human well-being, including food insecurity, disaster resilience and the effects of pollution on community health (Figure 14). This picture reinforces the critical importance of effective and well-coordinated collaboration with UN agencies during the second half of the Decade.

**FIGURE 14.**  
*Climate change, marine pollution, and deep-sea mining among key concerns for the Decade's second half (n= 240)*



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

111. The evaluation evidence indicates that the Decade framework serves as a unifying platform for science- and innovation-driven solutions to current and emerging challenges, aligning with the mandates of UN agencies. Structured and purposeful collaboration would enable UN agencies to enhance their impact through coordinated action, while the Decade would benefit from expanded expertise and reach.

## 3.5. Decade's M&E framework

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Effectiveness of the Ocean Decade Monitoring and Evaluation Framework in tracking progress and impact.

- **To what extent does the M&E Framework provide relevant and timely data on the implementation of the Ocean Decade?**
- **How does the M&E Framework work in practice both for implementers of Decade Actions and for the end users?**
- **How is the Ocean Decade M&E Framework connected with other M&E frameworks, such as of those of the IOC and UNESCO programmes, as well as initiatives of other UN-Oceans members?**

### 3.5.1. M&E framework's effectiveness in providing relevant and timely data

**Key Finding: The Decade's M&E framework tracks operational outputs but would benefit from enhanced tracking of results to generate meaningful insights and support strategic decision-making.**

112. Overall, the system in the M&E Framework Implementation **Manual** is well-conceived, aiming to provide relevant and timely data on the implementation of the Decade. Its structured approach, disaggregated data and alignment with global standards ensure relevance, while its regular reporting cycles support timeliness. However, it would benefit from a more rigorous results framework, a requirement that was also highlighted in a previous **IOS evaluation of the IOC**.

In addition, limitations related to the simplicity of some indicators, the reliance on existing data and the evolving nature of certain measures, such as proxy indicators and adaptation and iteration, highlight areas for refinement. Effective implementation requires comprehensive data collection across all framework indicators, alongside consistent disaggregation by geography, gender and career stage. Adhering to FAIR<sup>10</sup> data principles and aligning with SDG indicators are essential for enhancing transparency and usability.

113. The absence of a ToC, along with associated indicators<sup>11</sup> and SMART<sup>12</sup> targets, presents challenges for the Decade's ability to develop and implement an effective framework. Existing M&E tools, including recent updates, focus on tracking operational milestones and short-term outputs, such as activities and knowledge products within Actions. However, as interviewees have noted, they have not yet fully captured Decade-level progress or results in addressing the ten Challenges or advancing global policy goals.
114. The M&E framework's limited participation and uneven coverage leads to challenges in its ability to provide reliable and useful data. With a 40% response rate, 80% of which comes from developed countries, the evaluation findings attribute this lack to voluntary reporting processes as well as burdens on participants with detailed requirements. Responses were described as rushed and superficial, with self-reported metrics and limited verification mechanisms which may affect trust in the findings. These challenges are particularly pronounced for SIDS and LDCs, where limited capacities make meeting reporting requirements especially difficult.
115. The DCU's progress reporting is in line with the Manual in its focus on quantitative and qualitative reporting, alignment with Decade Challenges and data disaggregation. However, it does not address all framework indicators, such as funding gaps, infrastructure metrics and outcome-level indicators, nor does it ensure fully representative, unbiased and strategic data collection. While the report includes elements of progress reporting, such as trend identification and qualitative conclusions, it lacks systematic comparisons with previous periods, baselines and targets. These gaps may limit its overall effectiveness in supporting accountability, adaptive management and a clear assessment of the Decade's progress towards long-term objectives.

<sup>10</sup> Findable, Accessible, Interoperable, Reusable

<sup>11</sup> Indicators should adhere to the RACER criteria: Relevant (measuring the right thing in relation to the targeted objective), Accepted (recognized by staff and stakeholders), Credible (unambiguous and easy to interpret for non-experts), Easy to monitor (facilitating low-cost data collection) and Robust (resistant to manipulation).

<sup>12</sup> Specific, Measurable, Ambitious but Achievable, Realistic and Time-bound.

116. Interviewees representing diverse stakeholder groups expressed concerns about the level of transparency and feedback mechanisms, reporting unawareness of how their data informs strategic decisions. This diminishes motivation to participate and reduces the framework's perceived value. While the DCU is committed to streamlining and simplifying reporting, further efforts are needed to balance data granularity with usability and to establish learning elements. Although Vision 2030's white papers outline clear milestones and indicators for addressing science needs under the ten challenges, these have not yet been fully integrated into the framework.

### 3.5.2. M&E framework for Action implementers and end users

**Key Finding: The M&E framework could be strengthened by incorporating result-based metrics informed by the ToC and providing accessible analysis to better support end users, including policymakers.**

117. Stakeholders interviewed from diverse groups view the framework as having limited effectiveness, citing the need for stronger indicators and improved feedback loops, reducing its utility for implementers. Many feel it does not fully capture the real-world impact of Actions, limiting its value as a monitoring and decision-making tool.
118. For end users like policymakers, the framework offers limited benefits due to challenges in content, data sharing and analysis. This lack of transparency reduces its relevance for decision-making and weakens alignment with Decade priorities. Furthermore, the framework lacks tailored tools to meet the needs of diverse stakeholders, such as grassroots organizations and local governments, making it less flexible and accessible. Without improvements in data sharing, inclusivity and adaptability, the framework may limit engagement with key groups, failing to advance the Decade's goals effectively.
119. Implementers and end users of Decade Actions need robust mechanisms for qualitative and quantitative reporting, supported by sufficient resources for decentralized coordination structures such as DCOs and DCCs. Iterative review processes to refine methodologies, address gaps and foster stakeholder

collaboration are essential. Furthermore, improving the accessibility and usability of M&E data through targeted capacity-building efforts and ensuring alignment with user needs will enable the framework to better meet the strategic and operational objectives of all participants.

### 3.5.3. Alignment of M&E Framework with other UN monitoring systems

**Key Finding: The M&E framework can achieve greater coherence and impact through better alignment with other UN systems**

120. The M&E Framework Implementation Manual establishes strong connections with other M&E systems within the IOC, UNESCO programmes and initiatives of UN-Oceans members, by aligning with global standards and leveraging existing structures. It integrates SDG indicators, such as SDG 14.1.1 for marine pollution, SDG 14.5.1 for protected marine areas and SDG 14.a.1 for the proportion of the total research budget allocated to marine technology, ensuring consistency with global objectives. The framework also builds on the methodologies and goals of the IOC, including GOOS and the Ocean Literacy Framework, to monitor ocean science capacities and societal engagement. These connections strengthen the framework's ability to deliver actionable insights and support global, regional and local ocean management objectives.
121. Challenges remain in fully integrating the Decade's M&E Framework with the diverse practices and methodologies of UN entities, particularly in aligning approaches and avoiding duplication. The absence of indicators recognizing contributions from specialized UN agencies limits the opportunity to fully reflect the breadth of efforts across the system. Stakeholder representatives from diverse groups emphasized the need for improved cross-agency collaboration to avoid overlapping initiatives, such as in coastal inundation and marine climate services and to enhance the efficiency and coherence of the Decade's M&E Framework. Addressing these areas by leveraging existing expertise, fostering alignment with established frameworks such as WMO's ToC-based approach and ensuring broader representation of contributions, could significantly improve the framework's inclusivity and impact.



### 3.6. Inclusivity, diversity and equity

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Progress in achieving inclusivity, diversity and equity in the Ocean Decade including across gender, geography, and generations and in embracing all forms of ocean knowledge.

- **What mechanisms have been put in place by the Ocean Decade for mainstreaming gender in Decade Actions and governance and coordination structures?**
- **What can be done to further engage stakeholders from countries that have been less engaged in the Ocean Decade to date?**
- **To what extent have Early Career Ocean Professionals been given opportunities to meaningfully participate in the Ocean Decade?**
- **To what extent has the Ocean Decade focused on UNESCO's Global Priority Africa, as well as other priority groups such as Least Developed Countries (LDCs), Small Island Developing States (SIDS), youth, indigenous peoples, etc.?**
- **To what extent has the Ocean Decade developed and operationalized processes to include alternative knowledge systems and holders (Indigenous and local knowledge, traditional knowledge) in governance and coordination structures and Decade Actions?**

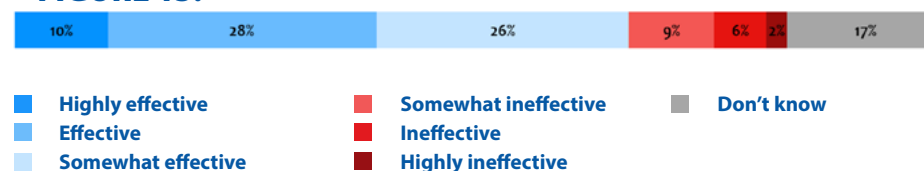
#### 3.6.1. Gender mainstreaming in the Decade's governance and Actions data

**Key Finding: The Decade demonstrates a strong commitment to gender equity, particularly for women in under-represented regions and young women in ocean science and governance. Strengthening collaboration with UNESCO's Gender Equality Division offers an**

#### *opportunity to amplify these efforts.*

122. The Decade deliberately incorporates gender considerations into its governance and coordination mechanisms, as well as Actions, by ensuring diverse representation in decision-making processes and implementation strategies. Survey findings show that while respondents acknowledge these efforts, they also identify areas for further progress (Figure 15). Efforts to enhance women's involvement are often not paired with meaningful opportunities for leadership or decision-making roles, though these are not under the control of the Decade. Stakeholders interviewed from various groups note that the Decade places particular emphasis on empowering women in developing countries, LDCs and SIDS, to address regional disparities through targeted actions and activities. While the primary focus has been on binary gender representation, future efforts could benefit from more explicitly engaging gender-diverse individuals to ensure full inclusivity in the Decade. In addition, while disability inclusion has not been a central focus, some targeted communication activities, such as during the International Day of Persons with Disabilities, have aimed to highlight the experiences of persons with disabilities, suggesting an opportunity for more systematic engagement in the future.

**FIGURE 15.**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

123. The recently established Gender Task Force, which has yet to begin drafting an action plan, demonstrates the Decade's commitment to embedding gender-sensitive practices into its governance and Actions. Collaboration with UNESCO's Gender Equality Division and gender experts from UN-Oceans members, who specialize in this domain, is critical for resource efficiency and ensuring the integration of best practices, especially given the delay in the action plan.

### 3.6.2. Engagement of stakeholders from underrepresented countries

**Key Finding: Stakeholders from less-engaged countries face systemic barriers such as low awareness, resource constraints and language disparities, highlighting the need for targeted interventions to promote inclusivity.**

124. Countries outside Europe and North America encounter significant barriers to participation in the Decade, including low awareness, capacity and resource limitations, weak coordination and a lack of localized initiatives. Underrepresentation is particularly acute in LDCs, SIDS, Asia and LAC, where tailored programmes and support are needed. Overstretched ministries with limited personnel and funding face challenges in participating in global initiatives. Interviewees suggest strengthening NDCs and creating region-specific outreach and action plans to help bridge the gap in engagement and to ensure these regions are better included.
125. Interviews and surveys indicate that language barriers limit participation in ocean governance, particularly in non-English-speaking regions of Africa and the LAC regions. Results from bibliometric and policy influence analyses reveal limited production of non-English documents (Annexes 14 and 15). The lack of multilingual resources, training materials and regional coordination makes it more difficult for stakeholders in these countries to fully engage in international ocean governance forums, contributing to the continuation of existing disparities. To address these challenges, interviewees and FGD participants recommend providing targeted support through event participation sponsorship, creating more accessible platforms for Decade-related outputs and establishing NDCs across a broader range of Member States.

### 3.6.3. Participation of Early Career Ocean Professionals (ECOPs)

**Key Finding: The ECOP Programme effectively engages with young ocean professionals, including those from LDCs and SIDS; however, expanding financial support, addressing regional inequities and bridging the gap between capacity building and practical implementation could further enhance its long-term impact.**

126. The Decade has effectively engaged ECOPs through dedicated programmes and governance structures, ensuring their participation in panels, working groups and high-profile events. Training and capacity-building programmes focused on ocean governance, climate solutions and technical skills have supported ECOP professional development. Although financial assistance has been limited, it has enabled some ECOPs to participate in international conferences and connect with senior professionals.
127. Despite recent progress, challenges remain in providing meaningful long-term benefits for ECOPs. Inclusion, in many cases, is perceived as symbolic, with limited follow-up opportunities for collaboration or access to research literature. Regional inequities persist, with Pacific ECOPs and those from resource-limited countries facing prohibitive travel costs and funding gaps as well as visa issues, though these are not under the control of the Decade. Language barriers restrict access to resources in non-English-speaking regions, while ECOPs in academia generally have greater access to opportunities compared to independent or non-scientific professionals.
128. While some countries support ECOPs through incubation services for the creation of NGOs and start-ups, these initiatives remain sporadic. Most developing countries, SIDS and LDCs lack sufficient opportunities for ECOPs to apply their newly developed skills in practice, creating a persistent gap between capacity building and real-world implementation. Regional networks, such as the Western Indian Ocean Early Career Scientists Network (WIO-ECSN), provide a promising model for addressing these challenges, particularly in the LDC context, by encouraging collaboration, entrepreneurship and hands-on training (Box 6).

**BOX 6.****WIO-ECSN: A Model for Regional ECOP Development**

The Western Indian Ocean Early Career Scientists Network (**WIO-ECSN**), established in 2017 by the Western Indian Ocean Marine Science Association (**WIOMSA**), a member of the Decade's Africa Task Force, demonstrates how regional networks can effectively support ECOPs' professional growth. With 427 members across 11 Western Indian Ocean states, the network has awarded 104 Marine Research Grants (2021-2024) with 53% female recipients, launched the Fenoy-X Platform to identify regional knowledge gaps and partnered with global initiatives like the Black in Marine Science Tidal Wave programme. The network empowers African youth through practical training in dive certification and coral restoration while integrating local communities into research projects. Notable entrepreneurship successes include the **Seaweed Café** in Tanzania, which helps women develop value-added seaweed products, showing the importance of targeted support in creating new businesses. Despite funding constraints and limited participation from SIDS, WIO-ECSN's success in fostering collaboration, entrepreneurship and capacity building offers a replicable model for other regions seeking to bridge the gap between ECOP capacity building, practical implementation and entrepreneurship.

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Interviews and document review (Full case study is available in Annex 17)

### 3.6.4. Focus on Global Priority Africa and other priority groups

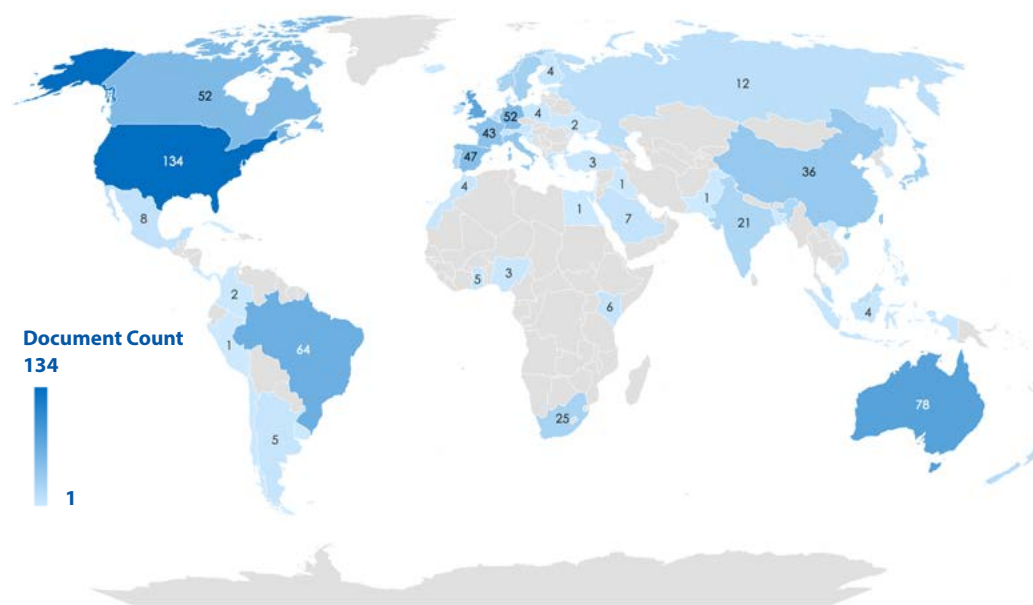
**Key Finding: The Decade prioritizes Africa, SIDS, LDCs, youth and Indigenous peoples but continues to experience systemic disparities, under-representation and funding gaps.**

129. Persistent structural disparities exist between developed and developing and least developed countries. Most Decade submissions originate from wealthier regions, including Europe, North America, China and Japan, reflecting inequalities in funding, institutional support and access to scientific and technological infrastructure. While these imbalances are common across global initiatives, the Ocean Decade was envisioned as a catalyst for transformation, aiming to address such disparities through systemic, inclusive approaches.

130. Efforts to bridge these gaps have seen some success in North-South and South-South collaborations, such as Portugal's support for Portuguese-speaking countries and Ireland's capacity-development programme in SIDS. Regional hubs like the **SPREP** show the potential for cross-regional learning. However, the bibliometric analysis highlights enduring North-South disparities, with minimal contributions from African countries and other developing regions and their exclusion from global research networks (Figure 16) (Annex 14).

**FIGURE 16.**

**Regional disparities in scholarly work production: Limited contributions from Africa and developing regions**



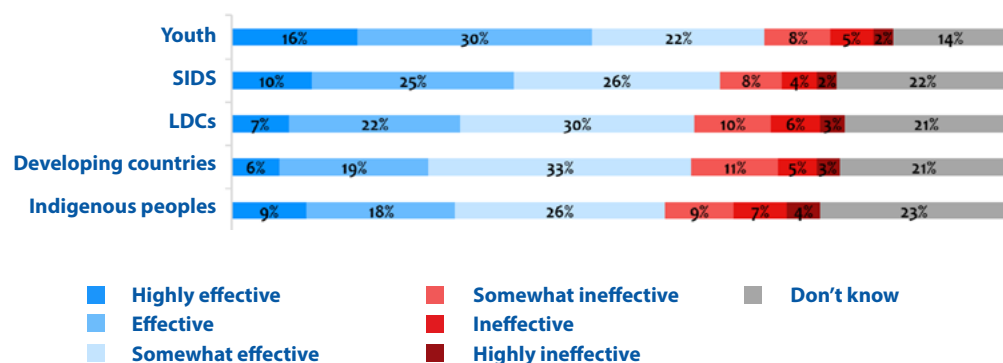
Source: INOMER, based on Lens data

131. Africa remains central to the Ocean Decade, aligning with UNESCO's Priority Africa and its **Flagship Programme 5** (2022–2029). Regional initiatives like the Africa Marine and Coastal Atlas and coordination centres strengthen ocean science capacity and address marine pollution and climate adaptation challenges. However, Africa's vast geographic and linguistic diversity adds complexity to coordination efforts. Interview and FGD participants emphasized that additional targeted funding and capacity development are needed to overcome these barriers.

132. Engagement from SIDS and LDCs is limited by coordination, resource and capacity constraints. Youth participation, supported by programmes like ECOPs, shows promise but is hindered by financial and logistical barriers, particularly in Africa, SIDS and LDCs. Indigenous communities face the challenges of tokenistic inclusion and sporadic engagement. Survey findings reflect these disparities, as underscored in interviews and FGDs, with youth engagement receiving the highest positive assessment (46% rating it highly effective or effective), followed by SIDS (35%), while other priority groups indicate a need for greater focus (Figure 17).

**FIGURE 17.**

**Stakeholder views on Ocean Decade engagement: ECOP-driven youth participation rated highest, but disparities persist (n= 725)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

133. A thematic analysis of qualitative survey responses identified key barriers to inclusivity in the Decade, including a lack of resources and structural issues such as the dominance of wealthier countries (26% each), followed by gaps in local engagement and equitable research practices, as well as barriers to inclusive and multilingual communication (25% each) (Table 2). The most frequent suggestions from stakeholders consisted of increasing

local representation and leadership from SIDS, LDCs and developing regions, providing targeted funding for marginalized groups and integrating Indigenous knowledge into Decade efforts. Initiatives such as Ireland's **Our Shared Ocean** (OSO) programme demonstrate how tailored capacity-building efforts and strategic partnerships can address some of these challenges and support SIDS participation (Box 7).

**TABLE 2.**

**Stakeholder-identified barriers to inclusivity: Funding, structural issues, and local engagement gaps (n=142)**

Theme	Description	Frequency
Lack of funding and resources	Inadequate financial resources for marginalized groups (LDCs, Indigenous peoples, etc.) to fully participate in Decade initiatives.	26%
Structural issues	Initiatives are predominantly led by institutions from wealthier countries, with limited opportunities to incorporate perspectives from developing and under-represented regions. Bureaucratic and exclusive systems further restrict the participation of marginalized groups.	26%
Gaps in local engagement and equitable research practices	Insufficient involvement of local coastal communities, small-scale fishers and grassroots organizations in Ocean Decade initiatives, alongside research practices that often exclude or fail to benefit local researchers and communities.	25%
Barriers to inclusive and multilingual communication	Limited dissemination of Decade information to marginalized communities and developing regions, with a need for expanded multilingual outreach and communication tailored to diverse audiences.	25%
Representation and decision-making gaps	Limited representation of women, youth, Indigenous peoples and local communities in leadership and decision-making processes, including insufficient support for their active engagement.	21%
Capacity-building gaps	Limited training, mentorship and capacity-building initiatives to empower marginalized groups to lead or participate effectively in Decade activities.	9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



**BOX 7.****OSO: A case study on capacity building and partnerships with Caribbean SIDS**

The **Our Shared Ocean** (OSO) programme is a funding initiative by the Government of Ireland focused on building capacity and partnerships for Small Island Developing States (SIDS) through competitive grants. As an endorsed Decade Contribution, OSO has undertaken capacity-building initiatives targeting SIDS through the development of a free online training course on the principles of Co-Design in the ocean space hosted by the **OceanTeacher Global Academy** (OTGA). To date, 103 learners have benefited from this online course. OSO also part-funded and developed a support and mentoring programme for 12 Caribbean SIDS project teams on the principles and applications of co-design. The aim is to strengthen these project ideas into fundable, actionable proposals. This initiative facilitated knowledge transfer and was adapted from a prior Decade course for African developing nations and tailored specifically for SIDS. Key achievements include facilitating knowledge exchange, fostering youth engagement in ocean research and nurturing innovative projects like bioplastics made from sargassum. OSO represents a model initiative for addressing the challenges faced by SIDS through the emphasis on co-design, capacity building and strategic partnerships. It serves as a bridge between global goals under the Decade and local needs in vulnerable regions, such as Caribbean SIDS.

*Source: INOMER, UN Ocean Decade Mid-Term Evaluation Interviews and document review (Full case study is available in Annex 17)*

### 3.6.5. Inclusion of Indigenous, Local, and Traditional Knowledge

**Key Finding: The Decade has made progress in including Indigenous knowledge in its Actions, but strengthening participation and co-developing frameworks can further promote inclusive and resilient ocean management.**

134. The Decade has demonstrated efforts to include Indigenous knowledge in its Actions. Examples include incorporating traditional knowledge into marine spatial planning and nature-based solutions, as seen in initiatives like Ocean Voices and

Australia's Reef Recovery 2030. The Pacific DCC emphasizes traditional practices, such as Tabu Areas, in its Integrated Ocean Management programme, blending ancestral methods with modern science to develop innovative biodiversity strategies. In New Zealand, Māori knowledge is increasingly central to marine governance, offering a replicable model. The eDNA initiative engages with Indigenous communities in sampling, enriching scientific outcomes with local insights. Australia's "two-eyed seeing" framework combines Indigenous knowledge and Western knowledge in addressing environmental challenges (Box 8).

135. The collaboration between DCU and UNESCO/SC/LINKS has achieved notable successes, such as including Indigenous knowledge in governance frameworks and marine spatial planning but faced challenges like staffing gaps and insufficient coordination between Headquarters and regional offices. The DCU is considering the creation of a small 'reference group' as an informal mechanism that can function as a sounding board on the inclusion of Indigenous and local knowledge in the Decade. However, as also explained in interviews, UNESCO's Interagency Support Group on Indigenous Peoples already has extensive experience working across the UN system and within UNESCO, offering expertise on governance issues and inclusivity. This group has previously supported the IOC in the design and implementation of the Ocean Decade, particularly in areas related to Indigenous Peoples and local communities and has contributed to the programmatic aspects of the Decade by helping deliver relevant elements. Rather than establishing a separate reference group, integrating the Decade as a standing agenda item within this existing group could enhance Indigenous engagement and ensure their perspectives are systematically embedded in Decade governance
136. Nevertheless, the limited structured mechanisms for equitable participation and an overreliance on formal scientific protocols continue to marginalize grassroots input. Language barriers and limited resources further hinder the inclusion of diverse knowledge systems and holders. Diverse stakeholders call for decentralized bodies to facilitate dialogue, allocate resources and ensure fair representation of Indigenous communities. Furthermore, documenting best practices, creating accessible outreach tools, building capacity and co-developing governance frameworks that recognize and incorporate diverse knowledge systems and holders could enhance collaboration and promote inclusive solutions.

**BOX 8.*****Bridging knowledge systems for ocean management:  
A case from Australia***

A demonstration of 'Two-Eyed Seeing' comes from an Australian island, where Indigenous knowledge connects tree flowering patterns with shark breeding behaviours. Traditionally, when specific trees flowered, communities knew to prevent children from swimming as sharks entered shallows to give birth. However, climate change and altered water temperatures have disrupted this long-standing correlation. The critical insight is rooted in the desire of Indigenous peoples to understand why their traditional indicators no longer align with shark behaviour, recognizing that Western scientific data on currents and water temperatures can help explain these changes. This case illustrates the essential complementarity between Indigenous knowledge, which identified the environmental change and Western science's ability to explain the underlying mechanisms - demonstrating how both knowledge systems together can provide a fuller understanding of oceanic changes past, present and future. This case highlights the importance of incorporating Indigenous knowledge into the Ocean Decade to develop effective, culturally informed ocean management strategies while strengthening community resilience.

*Source: INOMER, UN Ocean Decade Mid-Term Evaluation  
Stakeholder Survey, 2024*



## 3.7. Communication and outreach

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Process and results of communicating the goals and actions of the Decade and measuring the results of communication and outreach with key targeted stakeholders.

- **What communication and outreach channels have been the most relevant and successful in promoting the Decade goals? What other channels need to be explored?**
- **What other groups of partners could support the amplification of Ocean Decade communications and outreach? To what extent have communication and outreach efforts reached diverse audiences (age, gender, geography, etc.)?**
- **What improvements can be made to communication and outreach efforts for the increased visibility of the Decade including via the Ocean Decade Strategic Communications Group and infrastructures such as the Ocean Decade Network?**

### 3.7.1. Effectiveness of communication and outreach channels

**Key Finding: The Decade's communication efforts have effectively promoted its goals within the ocean science community, but addressing inclusivity, accessibility and industry engagement can broaden its impact across diverse audiences.**

137. The Decade has utilized diverse communication channels, including social media, to disseminate information about ocean science and foster dialogue among policymakers, researchers and communities. Collaborations with influencers and community leaders have expanded its reach, while events such as the Barcelona Ocean Decade Conference have secured broad stakeholder commitments. Education initiatives, such as integrating marine science into school curricula in Chile and creative efforts like storytelling and art, have effectively built ocean

literacy and inspired action. The recently established Gender Task Force, which has yet to begin drafting an action plan, demonstrates the Decade's commitment to embedding gender-sensitive practices into its governance and Actions. Collaboration with UNESCO's Gender Equality Division and gender experts from UN-Oceans members, who specialize in this domain, is critical for resource efficiency and ensuring the integration of best practices, especially given the delay in the action plan.

138. Survey data show that stakeholders primarily learned about the Decade through professional networks or colleagues (28%), with some differences according to region and age. Formal communication channels, including the Decade's website (10%), social media (8%) and newsletters (3%), have relatively lower visibility and appeal. In addition, the minimal role of industry partners (1%) highlights weak connections with the private sector and opportunities for further engagement with industry associations for collaboration and outreach (Annex 5 and 12). Interviews and FGDs confirm these findings.
139. Interviewees identify underutilized platforms such as YouTube, supported by findings from the Global Media Scan (Annex 16) and podcasts as opportunities remain to better simplify scientific concepts for younger audiences and non-experts. Interviews and surveys emphasize the need for multilingual content and localized storytelling to enhance inclusivity in non-English-speaking regions. Suggestions include using gamified content, mobile apps and regional platforms like SPREP to expand outreach, while including Indigenous knowledge in communication strategies to promote inclusivity.
140. Under-represented groups would benefit greatly from enhanced communication and outreach efforts by the Decade. Leveraging local channels, such as community radio and more intensive and systematic collaboration with influencers, artists and philanthropic organizations can produce emotionally engaging content that resonates with diverse audiences. Interviewees also emphasized the need for tailored outreach strategies for under-represented regions, including LDCs and SIDS, to further diversify communication approaches. For example, face-to-face interactions are important in many Pacific cultures, where virtual communication can be challenging without prior in-person engagement.
141. A global media scan conducted by the Evaluation Team (Annex 16), as well as the social media statistics provided by the DCU, indicate digital communication as a strength of the Ocean Decade, with 58% of users aged 18–35 expressing strong interest in political engagement (24%), environmental concerns (15%) and scientific topics

(12%). Among digital platforms, LinkedIn stands out as the most impactful, with an average engagement rate of 14% per post, exceeding the platform's average<sup>13</sup>.

### 3.7.2. Strengthening communication and outreach

**Key Finding: Enhancing coordination and prioritizing localized, inclusive outreach can strengthen the Decade's communication.**

142. The draft Communications Strategy offers a comprehensive framework with diverse outreach methods and stakeholder engagement mechanisms. However, it could be strengthened by revisiting audience groupings, such as moving UN agencies to a primary group for all communication objectives and by adding 'UN' to its name and messaging. It should also reassess assets, actions and channels to better reach under-represented regions and groups. To enhance its impact, the strategy would benefit from clear KPIs, SMART targets, a detailed action plan with timelines and responsibilities, risk management strategies and an M&E framework.
143. The Decade's communication efforts need better coordination among governance structures like the Strategic Communications Group, NDCs, and regional and national entities to ensure consistent messaging. Limited and irregular interactions within and between these groups have reduced the effectiveness of outreach, reducing the Decade's visibility. Regular coordination mechanisms and clear roles and action plans for the SCG can help address these gaps.
144. Streamlining communication platforms like the **Ocean Decade Network** is essential. The DCU is considering integrating the network into the main website to reduce duplication, cut costs and enhance usability. A survey participant suggested transforming it into a 'LinkedIn for the Ocean community' with interactive features like surveys and notifications to increase engagement and amplify regional visibility.

### 3.7.3. Enhancing inclusivity in communications

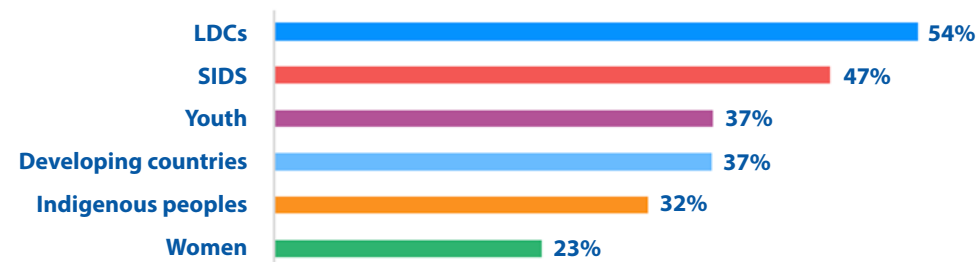
**Key Finding: The Decade effectively engages ECOPs and women in its communications; however, strengthening outreach to marginalized groups, non-English speakers and under-represented regions is necessary to ensure broader inclusivity.**

<sup>13</sup>According to **Social Insider**, the average engagement rate on LinkedIn is 3.85%.

145. Interviews and surveys indicate that the Decade has successfully engaged with diverse audiences through initiatives like the ECOP programme, which integrates young professionals into leadership and decision-making processes. Gender inclusivity has improved, with more women participating in conferences and leadership roles. Digital platforms and social media have facilitated broad message dissemination, particularly in well-connected regions. However, outreach efforts have faced challenges in engaging remote and marginalized communities, such as artisanal fishers and coastal populations, who often lack access to digital platforms and awareness of the Decade's initiatives. Language barriers persist, as most communication materials are in English and have been consistently highlighted as a barrier. Geographically, outreach has been concentrated in Europe and North America, with less representation in developing regions, LDCs and SIDS (Figure 18).

**FIGURE 18.**

**Gaps in Ocean Decade outreach: Increased efforts needed for underserved groups, LDCs, and developing regions (n= 725)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

146. Interview and FGD participants suggest engaging with regional organizations such as the African Union, subregional bodies and civil society groups to amplify messaging across diverse contexts. Incorporating Decade-related topics in schools and educational institutions can inspire future ocean advocates, while civil society liaisons can connect with marginalized communities lacking digital access. Engaging with UNRCOs and UN agencies in the Decade is also essential for strengthening regional and local communication efforts.



### 3.8. Leveraging the Decade to contribute to UNESCO-IOC's vision and evolution

This section addresses the following evaluation questions outlined in the Terms of Reference for the Mid-Term Evaluation, formulated by the UNESCO Division of Internal Oversight Services in consultation with UNESCO-IOC.

Sustainability and impact of IOC-led Ocean Decade initiatives as a means of contributing to achievement of IOC High Level Objectives and in catalyzing new partnerships, activities or resource mobilization to support future evolution of IOC, including post-2030.

- **How can the Ocean Decade contribute to defining the future role for the IOC in the post-2030 Agenda, including in UNESCO's next Medium-Term Strategy (2029-2037)?**
- **What untapped opportunities exist to increase the impact of IOC programmes through the Decade to achieve their transformation (more sustainable, with a focus on informing policy and ocean management)?**

#### 3.8.1. Contribution to defining the future role of the UNESCO-IOC

**Key Finding: The Decade can shape the IOC's post-2030 role by embedding outcomes into long-term strategies and broadening thematic priorities in alignment with UNESCO's Medium-Term Strategy.**

147. Interviews suggest that the Decade enhances the IOC's strategic relevance and increases its visibility at the global level by advancing interdisciplinary research and linking science to policy to address global challenges such as coastal resilience and climate adaptation. Programmes like GOOS' **CoastPredict** and capacity-building initiatives in under-represented countries bridge capacity gaps and promote inclusivity. Stakeholders suggest strengthening NDCs and sustaining regional collaborations to institutionalize the Decade's achievements in the IOC's future agenda.

148. Interviewees suggest that to sustain its legacy and ensure alignment with UNESCO's Medium-Term Strategy, the IOC should expand its priorities to include biodiversity conservation and sustainable blue economies while leveraging existing programmes like GOOS. Addressing resource limitations, governance challenges and operational barriers is essential for long-term success. Increased funding, private sector partnerships and embedding Indigenous knowledge into ocean science are also key to solidifying the IOC's role in ocean governance.

#### 3.8.2. Untapped opportunities for transforming IOC programmes

**Key Finding: The Decade can transform IOC programmes by tackling inequities, strengthening science-policy links, diversifying funding and leveraging initiatives like IPOS to deliver inclusive, actionable solutions for ocean management.**

149. The evaluation evidence indicates that the Decade offers opportunities to enhance the sustainability and impact of IOC programmes by addressing structural inequities and fostering inclusivity in ocean science. For regions such as SIDS and LDCs, developing research capacity is critical, as persistent resource and infrastructure challenges affect their participation. This requires focusing more on building self-sufficient institutional capacities. Programmes such as the Digital Twin of the Ocean (**DITTO**) and Ocean Acidification Research for Sustainability (**OARS**) demonstrate the potential for transformative science, yet their success depends on continuous financial and institutional support. In addition, expanding localized efforts, including climate resilience projects and nature-based solutions, can bridge the gap between global ambitions and the practical needs of coastal communities, ensuring both ecological and economic benefits.
150. Achieving transformation requires the Decade to strengthen science-policy interfaces by establishing mechanisms to evaluate the practical use of research outputs. Survey participants recommend integrating Decade goals into national and international policies and embedding ocean science in development plans, climate strategies and international agreements to ensure sustained momentum. While the Decade does not hold direct responsibility for policy implementation, it can play a catalytic role by building the capacity of national governments and relevant policy bodies, supporting decentralized coordination structures and promoting sustained engagement between science and policy communities.

151. Interviewees and FGDs emphasized the potential of creating platforms like the European Marine Board in other regions to bridge science and policy gaps in support of the IOC's mission. If facilitated by the Decade, these structures could become a legacy beyond 2030, with IOC regional hubs playing a key role in ensuring they address regional needs and priorities effectively.
152. Insights from interviews indicate that in the second half of the Decade and beyond, the IOC's role could evolve from a facilitator of ocean science to an active architect of a long-term global framework for integrating ocean science into sustainable development, policy and decision-making. This evolution requires strengthening governance, ensuring financial sustainability and enhancing stakeholder engagement to integrate ocean knowledge into policy, economic planning and community resilience, establishing ocean science as essential societal infrastructure beyond 2030. These expectations align with the DCU's aspirations, as the unit is currently exploring the integration of IPOS into the Decade as a science-policy service. While discussions remain preliminary, the initiative aims to expand the IOC's mandate by leveraging the platform to provide on-demand support for countries and regions facing complex scientific challenges. (Box 9).

### **BOX 9.** ***IPOS' Strategic Overview***

According to the draft IPOS strategic overview, the platform will be the first global, demand-driven mechanism linking ocean knowledge, policy and society. It aims to accelerate the fulfilment of international ocean commitments by integrating diverse knowledge sources, including global environmental assessments, Indigenous knowledge and peer-reviewed research. IPOS will offer services such as Action Requests and Rapid Responses to deliver tailored, actionable solutions within decision-makers' timelines, addressing local and regional challenges. Its decentralized governance model will ensure inclusivity, engaging with stakeholders like UN agencies, governments, Indigenous communities and the private sector. The platform is envisioned to be embedded within the UN Ocean Decade, with UNESCO-IOC as a potential host, ensuring alignment with global frameworks such as SDG 14 and the Global Biodiversity Framework.

*Source: Towards IPOS: Strategic Overview, Draft – January 2025*



## 4. Conclusions <sup>14</sup>

Since its launch, the UN Ocean Decade has made significant progress in advancing ocean science, fostering multi-stakeholder collaboration and incorporating diverse knowledge systems into marine governance. It has successfully mobilized a global network of partners, securing commitments from governments, scientific institutions, civil society, and the private sector. Notable achievements include strengthening regional coordination, expanding science-policy linkages, and increasing engagement in capacity development and Indigenous knowledge inclusion.

However, achieving its envisioned outcomes and maximizing long-term impact depends on addressing six interconnected challenges that have affected the Decade's progress and effectiveness midway through its implementation: structural design challenges in governance and coordination, resource constraints as systemic barriers, regional disparities in representation and engagement, coordination and integration challenges across different levels, gaps in the strategic direction of Actions and the need to strengthen implementation through UN system collaboration. Addressing these systemic issues while leveraging emerging opportunities will be critical in the second half to achieve the Decade's transformative vision.

1. **Structural design challenges:** The Decade's governance and coordination framework has resulted in important achievements under the DCU's effective leadership of this complex global initiative. However, the unit's operational effectiveness is impeded by implementation challenges which limit the systematic coordination of decentralized structures and the timely review and endorsement of Actions, among others. The absence of a comprehensive strategic plan, including a well-defined ToC, has led to the expansion of coordination structures without cohesive strategic guidance. The outcome is a complex system that strains DCU's limited resources. This structural issue is observable across multiple areas ranging from the DAB's limited strategic role to the M&E framework's focus on outputs

rather than results. In addition, the disconnect between the Implementation Plan's vision for enhanced UN-wide engagement and current implementation patterns has weakened the Decade's potential to fully leverage the collective strengths of the UN system for maximum impact and reach.

2. **Resource constraints as a systemic barrier:** The Decade has secured important financial commitments and in-kind contributions, notably through Foundations Dialogue and Ocean Decade Alliance. These include valuable private sector engagement, such as staff secondments from Fugro. However, resource limitations emerge as a critical systemic factor affecting both coordination and Actions. Recent efforts to connect Actions with donors through the Ocean Matcher tool show promise but require greater involvement from diverse funding sources and clearer funding priorities to address widespread sustainability challenges, particularly in developing regions and LDCs. The DCU's limited capacity impacts its ability to fully implement strategic priorities. Meanwhile, funding constraints have affected the development of sustainable decentralized coordination mechanisms. The resource issue results in a challenging cycle: staffing and funding limitations affect the ability to mobilize additional resources, while the current M&E system makes it difficult to fully demonstrate impact to potential funders.
3. **Regional disparities:** The evaluation highlights ongoing efforts to achieve balanced regional representation in the Decade's implementation. While Europe and North America currently dominate in governance and coordination structures (61% of membership), successful initiatives in other regions are indicative of progress toward greater inclusivity. Notable examples include Portugal's support for Portuguese-speaking countries, Ireland's capacity development programme in SIDS and regional hubs like SPREP that facilitate cross-regional learning. Nevertheless, considerable systematic efforts are needed to achieve equitable participation in the Decade and its Actions across all regions, notably TAC, LDCs and SIDS.

<sup>14</sup>The conclusions presented here synthesize evidence from throughout the evaluation findings. The analysis of structural design challenges draws from findings on DCU operations, governance structures and institutional collaboration (1–15); resource constraints stem from findings on mobilization strategies, funding mechanisms and operational sustainability (27–41); regional disparities are based on findings regarding representation, engagement patterns and participation barriers (16–26, 91–102); coordination and integration reflect findings on decentralized structures, UN system collaboration and implementation mechanisms (63–78); strategic direction draws from findings on Decade Actions, science-policy interface and knowledge integration (42–62); and opportunities for strengthening implementation are informed by findings on resource diversification (36–41), UN system collaboration (66–71) and UNESCO-IOC's evolving role (115–120).



4. **Coordination and integration constraints:** The Decade showcases evolving approaches to connecting actions at different levels, from global to local, from science to policy and across UN agencies. Mechanisms such as DCCs have demonstrated their effectiveness in facilitating regional coordination, as evidenced by initiatives supporting coastal resilience. However, the recent closures of DCCs for Northeast Pacific and Ocean Visions due to funding shortfalls highlight the pressing need for sustainable operational models and transition plans to ensure stability during the Decade's second half. While certain UNESCO programmes and UN agencies like UNEP, UNDP and FAO have aligned some of their actions with Decade goals, opportunities remain to enhance integration across different components, such as governance structures, endorsed Actions, and regional coordination mechanisms, and to ensure broader participation from UN-Oceans members, other UN agencies and UN collaborative platforms. The experience of the DCO Western Pacific demonstrates how effective partnerships with UNESCO field structures and cross-sector engagement can advance regional priorities, suggesting the need to transfer such good practices across regions. NDCs demonstrate a clear divide in effectiveness between wealthier countries and under-resourced regions, reflecting broader systemic integration challenges in the Decade's implementation. The limited connections between Decade structures and their constituent organizations represent a critical gap in building the collaborative ecosystem needed for transformative impact. The science-policy integration shows promising developments, with certain Actions beginning to influence national policies and marine management frameworks; however, stronger mechanisms and systematic efforts are needed to sustain these contributions at scale.
5. **Gaps in the strategic direction of Ocean Decade Actions:** The portfolio of endorsed Actions represents a critical foundation for achieving the Decade's objectives, with notable successes in areas like tsunami preparedness, marine observation systems and coastal resilience. As the Decade moves into its second half, a strategic focus on strengthening the collective contribution of these Actions to ocean knowledge and solutions will be vital. The DCU's emerging approach of stimulating deeper connections between existing Actions offers an opportunity to enhance their combined impact on ocean challenges. Beyond creating science-policy linkages, successful implementation depends on sustained capacity development, particularly in underserved regions and ECOPs, systematic efforts to include Indigenous knowledge, equitable participation and knowledge co-production, robust data-sharing mechanisms and practical pathways for applying scientific outputs to ocean management and conservation. The effectiveness of Actions in addressing the Decade's challenges will increasingly rely on strengthening implementation partnerships, ensuring knowledge transfer to practitioners and creating conditions for scaling successful approaches across different contexts.
6. **UN system collaboration issues:** Enhanced collaboration between the Decade and the broader UN system, particularly UN-Oceans, is critical to advancing the Decade's outcomes, as envisioned in both the UN General Assembly resolution adopted on 5 December 2017 and the Decade Implementation Plan (2021). Strengthening systematic and strategic collaboration presents an opportunity not only to enhance engagement through UN-Oceans, but also to establish deeper partnerships with UNESCO Programme Sectors, leveraging the technical expertise and resources of UN agencies, strengthening linkages with other Decades and similar efforts and engaging with UN field structures, RCOs and Regional Collaborative Platforms (RCPs). Initiatives such as FAO's work on small-scale fisheries, IMO's efforts to reduce marine pollution and potential collaboration with UNCTAD on port resilience in SIDS illustrate the value of harnessing UN agencies' specialized expertise. Enhancing coordination and visibility across the UN system may also help unlock additional funding opportunities that have not yet been fully utilized. For example, the \$5 million partnership fund established by the International Seabed Authority, which could support the Decade's efforts to implement recommendations presented in the following section, has not yet been accessed due to unmet conditions related to strategic visibility and decision-making engagement. Expanding these collaborations can significantly enhance the Decade's impact, ensuring greater effectiveness and reach, particularly in engaging with ministries responsible for finance, education, research, science and agriculture -key stakeholders that lie beyond UNESCO-IOC's traditional sphere of influence.



Addressing these issues while leveraging emerging opportunities will be critical in the second half to achieve the Decade's transformative vision. At the same time, several promising elements can strengthen implementation moving forward. Opportunities include expanding engagement with MDBs, leveraging private sector partnerships through ESG alignment and innovative corporate funding mechanisms and operationalizing tools like the Ocean Matcher to connect Actions with an expanded platform of potential funders. The EC-IOC cooperation roadmap represents a significant avenue for advancing the Decade's objectives, though its success depends on building stakeholder capacity to access available resources. Successful examples like the Blue Action Fund and Global Fishing Watch demonstrate viable approaches for combining different funding streams. Furthermore, the achievements of some regional and national coordination structures, particularly in integrating diverse stakeholders and addressing local needs, provide valuable insights for enhancing implementation while ensuring context-specific approaches.

The Decade's ability to influence UNESCO-IOC's future role and catalyze transformation in ocean science and governance will largely depend on how these factors are addressed in its second half. Building on past achievements while addressing structural limitations and systemic inequalities will be essential for realizing the Decade's transformative ambitions. Strengthening partnerships with the UN system and other stakeholders will be key to ensuring that UNESCO-IOC evolves into a strategic leader that integrates ocean science into governance, policy, and societal resilience beyond 2030.



## 5. Recommendations

The evaluation highlights that the UN Ocean Decade has inspired widespread engagement across regions and sectors, galvanising a diverse community of actors around a shared vision. This collective momentum has positioned the Decade as a visible and ambitious global initiative. However, the pace and scale of this growth have, at times, exceeded the capacity, resources, and institutional systems currently available to fully support its delivery.

The evidence indicates that the Decade is at a critical juncture, where maintaining relevance, coherence, and responsiveness will be essential to delivering its intended outcomes. This need is particularly urgent in a shifting international landscape, where declining attention to sustainability and constrained funding persist, reflected in recent reductions by major donors, compounded by increasing geopolitical complexity and global tensions, even as the climate crisis escalates and pressures on ocean ecosystems intensify. While such dynamics create a more difficult environment, they also reaffirm the Decade's relevance and importance as a unifying platform for coordinated, science-based responses to global ocean challenges.

Despite resource constraints, the Decade's first half has laid a solid foundation for advancing a more inclusive, impactful, and solutions-oriented ocean science agenda.

Stakeholders' commitment, shared ambition and willingness to voluntarily collaborate across institutional and geographic boundaries have shown what is possible. The recommendations that follow are grounded in this evidence and reflect both the lessons learned so far and the aspirations for the Decade's legacy beyond 2030. With 2025 marking a strategic midpoint, this is a timely opportunity to strengthen delivery mechanisms, institutional arrangements and engagement pathways.

The recommendations do not propose increased contributions from Member States. Rather, they are based on a more strategic use of existing resources through the prioritisation of activities, streamlining of operational workload and enhanced collaboration. Implementation is considered realistic by leveraging strong partnerships and support within IOC, UNESCO, UN-Oceans members and other UN entities, NGOs, and public and private actors, alongside the engagement of PhD students for certain tasks and the use of affordable digital platforms and tools to increase efficiency.

The prioritization of the recommendations and possible ways forward presented below are guided by their significance in addressing key areas for improvement and their potential to deliver the greatest impact in strengthening the implementation of the Decade.

**Recommendation 1: Streamline and strengthen the governance and coordination framework for the Ocean Decade to increase the efficiency and effectiveness of implementation and support progress toward its intended outcomes in the second half.**

**Basis:** All conclusions, particularly those relating to structural design challenges, resource constraints, and coordination gaps, and the need for enhancing UNESCO's and UN-Oceans' engagement towards an efficient and effective governance and coordination framework.

**Lead and contributors:** Under the leadership of the UNESCO-IOC Executive Secretary and the DCU Coordinator, in collaboration with the UNESCO-IOC Governing Bodies (the Assembly and the Executive Council), UNESCO Programme Sectors and Central Services, UN-Oceans partners and Member States.

**Suggested timeframe:** To be completed by September 2025.

**Possible ways forward:**

- i. Strengthen the DAB's role in providing strategic guidance and high-level advisory support to the Ocean Decade by revising its TOR to enhance its engagement in key decision-making processes, reinforce UN system collaboration, and maximize its impact. To this end, among other actions, consider:



- Reinforcing its scientific and strategic advisory functions and ensure formal membership status for key UN representatives. In this capacity, the DAB should provide guidance on identifying gaps and priority areas in ocean science, knowledge, innovation and resource mobilization in alignment with global and Member States' needs, challenges and emerging opportunities<sup>15</sup>. It should also advise on fostering global partnerships, enhancing knowledge exchange, and facilitating the transfer of scientific results, knowledge, and technology to end users.
- Refining the DAB membership selection process by adopting a hybrid model that combines nomination-based and invitation-based approaches. Institutional representatives from UN agencies and key organizations would be invited based on their ability to contribute to the Decade's strategic direction and implementation. Their participation would help ensure continuity, strengthen coordination across UN and intergovernmental initiatives, and provide a direct link to high-level policy and decision-making spaces. Thematic and regional experts will be selected through a nomination process to ensure diversity, inclusivity, and broad engagement.
- Making it clear in the ToR that the DAB and its members should establish regular, structured and results-driven collaboration and communication with the DCU and other Decade structures. This could be achieved through regular participation and active contribution of the DAB members in the meetings as well as dedicated working groups, scheduled brief advisory contributions beyond regular DAB meetings, either in small groups or individually, based on needs, structured written inputs and active participation in Decade-led policy dialogues, capacity-building efforts and coordination meetings at the global, regional and country levels.
- Encouraging that UN members serve as bridges between the Ocean Decade, other relevant UN Decades, and the UN Secretary-General's initiatives, such as Early Warning for All, as well as global frameworks. Other effective options in this respect could include engaging a representative from the UN Secretary-General's Scientific Advisory Board to strengthen science-policy linkages, ensuring that Decade knowledge contributes to global sustainability and development frameworks, and enhancing the role of UN agencies' representatives in

connecting the Decade with national policymaking and implementation bodies by leveraging their direct linkages with ministries and government agencies beyond IOC's traditional counterparts, such as ministries of finance, education, science and innovation, energy and agriculture.

- Establishing regular engagement between DAB, decentralized coordination structures (DCOs, NDCs) and organizations leading Decade Actions to enhance coordination, improve alignment with regional and national priorities and maximize impact. This could involve actions such as small groups of DAB members participating as observers in meetings of other structures, periodic meetings between DAB members and implementation teams of major Actions and the formation of DAB Action Groups to engage with the Decade structures in LDCs and SIDS
- To support DCU's activities amid resource constraints, initiate discussions with UN agencies on the interest and feasibility of establishing an Embedded Expert Support Mechanism (EESM) as an alternative or complement to secondments. If feasible, develop the procedural modalities for this mechanism, in line with the 'One UN' spirit endorsed by the UN General Assembly resolution of 5 December 2017, which invites UN entities to collaborate with IOC on the implementation of the UN Ocean Decade. Under this mechanism, expert staff from UN agencies remain within their institutions but are formally designated to contribute actively to specific Decade priorities, such as resource mobilization, policy engagement with respective constituency, or technical support on key tasks, on a flexible, task-oriented basis.
  - Formally establish the DCU within IOC. Complete the recruitment of the DCU Coordinator, formalise the role of the Deputy Coordinator and reinforce the identity and role of DCU specialized teams (e.g. 'Resource Mobilization and Partnerships', 'Engagement and Inclusivity', 'Action Management') and enhance capacity with mid-level and senior staff, including secondments from UN agencies and support through EESM.
  - Review and finalize the Decade's ToC (Annex 8). Consider increasing the effectiveness and efficiency of the Decade's overall coordination system by reviewing it in line with the ToC and the evaluation findings given in Section 3.1.6. In addition, put in

<sup>15</sup> This process could begin with a review and discussion of the gaps, priority targets, areas of focus and opportunities identified in Section 3 of this report, such as Sections 3.2.2, 3.2.3 and 3.4.3, as well as its respective annexes.

place missing elements outlined in the ToC, that are essential for similar initiatives, such as Operational Guidelines and risk management framework.

- v. Work directly with relevant UNESCO divisions and programmes (e.g. Gender Equality, SIDS, LINKS) to develop roadmaps and guidelines to increase efficiency and effectiveness.
- vi. Engage a senior monitoring, evaluation and learning (MEL) specialist or a small team of MEL experts convened as a panel from UNESCO and relevant UN agencies to establish and implement a revised MEL Framework aligned with the ToC. Given resource limitations, apply the EESM to leverage MEL expertise from UN agencies, ensuring ongoing technical support without requiring permanent staff placements.

**Recommendation 2: Strengthen UN system-wide collaboration and alignment to support the achievement of the Decade's outcomes and reinforce its identity as a collective UN initiative, enhancing its global reach and impact.**

**Basis:** Conclusions related to challenges in UN-Oceans engagement, opportunities for enhanced UN system collaboration and the need for integrated policy frameworks.

**Lead and contributors:** Under the leadership of the UNESCO-IOC Executive Secretary and the DCU Coordinator, in collaboration with the UNESCO-IOC Governing Bodies (the Assembly and the Executive Council), UN-Oceans partners, UNESCO Programme Sectors, including the UNESCO World Heritage Marine Programme and the 2001 Convention Secretariat and DAB.

**Suggested timeframe:** To be completed by November 2025 with the first two actions initiated and completed as soon as possible.

**Possible ways forward:**

- i. Conduct a stakeholder mapping exercise<sup>16</sup> to identify and analyse the roles, expertise and potential contributions of UNESCO, other UN agencies (including

non-members of UN-Oceans such as UNICEF and UN Women), UN structures (e.g. UN Global Compact, Resident Coordinator Offices, Regional Collaborative Platforms) and other UN-related mechanisms (such as Issue-Based Coalitions and the Interagency Task Team on STI for the SDGs) to the Ocean Decade. The mapping should also include a prioritization of stakeholders based on key criteria linked to the need for strategic collaboration to achieve the Decade outcomes, such as their mandate's relevance to the Decade, capacity to mobilize resources and networks and ability to drive implementation through existing and potential programmes and projects.

- ii. Based on the mapping results, develop an implementation plan that outlines partnership strategies to enhance collaboration and leverage synergies and resources for maximum impact. To kick-start implementation:
  - At the UNESCO level, convene a high-level meeting led by the IOC Executive Secretary with the leadership of key sectors and services, notably Natural Sciences, Social and Human Sciences, Education, Culture, Priority Africa, External Relations, Communication and Information, Gender Equality, and the Bureau of Strategic Planning. This meeting should establish a structured five-year collaboration framework with clear commitments and concrete joint actions including at the field level. Progress should be reviewed annually, with the framework revised and renewed as needed. Following the first meeting, the DCU should organize a dedicated meeting with relevant UNESCO departments to operationalize collaboration by jointly identifying priority actions, defining roles and setting timelines. Biannual follow-up meetings should assess implementation, reinforce engagement and report findings and agreed actions to the IOC Executive Secretary ahead of the annual high-level meeting.
  - At the UN level, organize a high-level meeting led by the IOC Executive Secretary with senior representatives from key UN agencies, including but not limited to FAO, UNEP, IMO, UNFCCC, ISA, WMO, UNDP, the World Bank, CBD, UNIDO and UNU, selected from among UN-Oceans members as well as other prioritized UN agencies and structures. This meeting should establish a structured five-year engagement framework with concrete commitments, defined joint actions, including at regional and country levels, and clear mechanisms for coordination. Annual meetings should assess progress, allowing for adjustments and renewal

<sup>16</sup>This and similar tasks under other possible ways forward could be implemented by engaging one or a small group of PhD students or interns with relevant backgrounds. In this case, for example, they could use digital platforms or tools that support internet-based searches, including but not limited to the UN Info Platform as an entry point, followed by a deeper review of publicly available information sources and partnership portals of UN entities.



as needed. After the first meeting, the DCU should facilitate a focused meeting with designated UN agency focal points to translate commitments into concrete actions by determining priorities, clarifying roles and setting implementation timelines. Biannual follow-up meetings should monitor progress, strengthen collaboration and report key outcomes and next steps to the IOC Executive Secretary in preparation for the annual high-level review.

- iii. Communicate with UN agencies to clarify that special processes already exist for their contribution to Decade Actions without requiring formal endorsement, addressing doubts raised by some of them as explained in the evaluation findings.
- iv. Strengthen operational linkages with UN RCOs and UN RCPs to enhance country- and regional-level implementation of the Decade and its Actions, involving DCOs and DCCs.
- v. Launch capacity development initiatives, utilising the Decade Capacity Development Facility by leveraging expertise, and existing capacity development investments from UN agencies and entities based on the mapping exercise to address priority technical, institutional and community needs.
- vi. Develop and implement a UN system-wide communication action plan to sustain collaborative efforts over the next five years, ensuring continuity beyond individual roles or organizational changes, to enhance the visibility of the Ocean Decade and increase engagement with stakeholders.

**Recommendation 3: Put in place a comprehensive resource mobilization framework to ensure sustainable funding for the coordination of the Decade and to strengthen the enabling environment for funding and supporting Decade Actions.**

**Basis:** All conclusions related to resource constraints and mobilization challenges, funding gaps and the need to strengthen existing mechanisms, including the Foundations Dialogue and Ocean Decade Alliance.

**Lead and contributors:** DCU Resource Mobilization and Partnership Team under the leadership of the DCU Coordinator, with the advisory guidance of DAB, in partnership with the UNESCO Bureau of Strategic Planning and in consultation with the

Foundations Dialogue, Ocean Decade Alliance and engagement of MDBs, the private sector, philanthropic partners and Member States.

**Suggested timeframe:** To be completed by December 2025

**Possible ways forward:**

- i. Develop and implement a comprehensive Resource Mobilization Strategy and Action Plan, leveraging existing expertise within UNESCO and other UN agencies on the subject. Ensure results-oriented mechanisms, defined KPIs and targets, assigned responsibilities, and a timeline to enhance effectiveness.
- ii. Map funding sources, including private sector entities and MDBs, to identify opportunities for Ocean Decade initiatives collaborating with specialists in UNESCO and UN agencies. Develop tailored value propositions that align with funders' priorities, such as climate resilience, biodiversity and sustainable blue economies. Prepare and use case studies of Actions that achieved tangible impact through secured funding, supported by impact measurement frameworks to demonstrate value for money and long-term benefits.
- iii. Support the UNESCO-IOC Leadership and DAB in leading engagement with major funding sources, including MDBs and other IFIs, expanding initiatives like the Foundations Dialogue and Ocean Decade Alliance and coordinating resource mobilization efforts across UN agencies.
- iv. Advocate for the creation of pooled funding or a similar mechanism dedicated to supporting LDCs and SIDS, enabling streamlined financial support for their strategic priorities and enhancing equitable access to resources.
- v. Work with NDCs to develop and execute a targeted advocacy campaign urging national research and innovation agencies and relevant ministries to establish dedicated support programmes for collaborative ocean science and innovation projects. Facilitate policy dialogues and provide tailored guidance to align national funding priorities with Decade goals. For the implementation of this action, leverage existing structures of UNESCO and other UN agencies, including field offices as well as UNRCs.
- vi. Support the enhancement of the Ocean Matcher tool by expanding partner networks, encouraging voluntary sharing of allocation information and developing approaches for impact tracking, while respecting the autonomy and priorities of philanthropic actors.

**Recommendation 4: Strengthen national and regional engagement, with a focus on LDCs, SIDS and other under-represented regions, to facilitate more equitable participation and alignment with local and regional priorities.**

**Basis:** Conclusions related to regional disparities and coordination challenges, particularly regarding under-represented regions, LDCs and SIDS.

**Lead and contributors:** DCU Engagement and Inclusivity Team under the leadership of the DCU Coordinator, with the advisory guidance of DAB and in collaboration with UN-Oceans, UNESCO/LINKS, SIDS, MAB, PAX, Central Services, UNESCO's and IOC's field structures, UN RCOs and UN RCPs, DCCs, DCOs, NDCs and other regional and national structures.

**Suggested timeframe:** To be completed by February 2026

**Possible ways forward:**

- i. Strengthen DCOs as regional coordination hubs in under-represented regions by substantially enhancing their resources and capacities through EESM, while at the same time reinforcing their links with UNESCO and other UN field structures.
- ii. Establish a DCC Sustainability Framework that includes:
  - updated and clarified operational and financial sustainability criteria
  - regular reviews of DCC health and sustainability, including self-assessment checks
  - support mechanisms, such as systematic coaching and dialogue with decision-makers, to prevent abrupt closures
  - structured transition protocols for at-risk DCCs
  - guidelines for maintaining continuity of Actions during transitions.
- iii. Understand the strengths and challenges in each NDC and take steps to strengthen or revive those in under-resourced countries through targeted actions, including capacity development measures, a mentoring mechanism connecting low-performing NDCs with stronger counterparts and increasing the participation of experienced ECOPs in committees.

- iv. Develop and implement action plans for the existing Africa Roadmap and the recently developed TAC Roadmap, ensuring that each plan includes clear steps, assigned responsibilities, measurable indicators, targets, timelines, and potential resources. For the Africa Roadmap, first conduct a review to assess progress since 2021 before formulating the action plan. Establish task forces and create roadmaps supported with action plans for other underrepresented regions.
- v. Establish formal interaction protocols and regular consultation mechanisms between DAB, decentralized coordination structures and organizations leading Decade Actions to ensure strategic alignment and effective knowledge sharing.
- vi. Implement a dedicated technical assistance mechanism, as part of the Capacity Development Facility, for LDCs and SIDS, in collaboration with UNESCO and relevant UN agencies and field structures, including targeted capacity development programmes, facilitated procedures for action submission and access to a pooled or similar funding mechanism proposed in Recommendation 3, ensuring that these under-resourced and vulnerable countries receive tailored support, as is common in similar interventions.

**Recommendation 5: Enhance the mainstreaming of inclusivity, diversity, and equity to ensure that all voices, particularly those of marginalized and under-represented groups, are meaningfully included and benefit from the Decade.**

**Basis:** Conclusions related to the need for enhanced inclusivity, diversity and equity considerations.

**Lead and contributors:** DCU Engagement and Inclusivity Team under the leadership of the DCU Coordinator, with the advisory guidance of DAB and in collaboration with UN-Oceans, UNESCO/LINKS, SIDS, MAB, PAX, Central Services, UNESCO's and IOC's field structures, UN RCOs and UN RCPs, DCCs, DCOs, NDCs and other regional and national structures.

**Suggested timeframe:** To be completed by February 2026

**Possible ways forward:**

- i. Implement a multilingual communication strategy complemented by region-specific outreach plans and tailored tools.
- ii. Put in place structured mechanisms to effectively engage with alternative knowledge systems and their holders (including Indigenous, local, and traditional knowledge) in systematic collaboration with UNESCO/LINKS.
- iii. Develop targeted programmes to support ECOPs from under-represented regions, with a focus on mentorship, career and funding opportunities, leveraging partnerships within UNESCO, the broader UN system, universities, research institutes, NGOs, and the private sector in developed countries to maximize impact.

**Recommendation 6: Strengthen the strategic focus and impact of the UN Ocean Decade Actions to enhance alignment with global and national priorities, promote innovation, support knowledge use and ensure practical application for tangible benefits to Member States and the ecosystem.**

**Basis:** Conclusions regarding the strategic direction of Ocean Decade Actions and the need for stronger implementation mechanisms.

**Lead and contributors:** DCU Action Management Team under the oversight of the DCU Coordinator, with the advisory guidance of DAB and in consultation with decentralized coordination structures.

**Suggested timeframe:** To be completed by March 2026

**Possible ways forward:**

- i. Reinforce the existing Actions Management System with the following features to enable regular portfolio reviews, cross-programme coordination, and risk mitigation for both existing and new Actions. Given the importance of this initiative, consider allocating coordination funding for its development or establish an in-kind partnership with a company, university/research centre, or partner agency to provide IT and analytical support for its development and maintenance.

- A systematic overlap detection and management mechanism incorporating regular portfolio reviews, risk mitigation protocols, and automated alerts.
  - A centralized database with ongoing status monitoring or up-to-date tracking of Action progress.
  - Interactive dashboards for monitoring impact and facilitating cross-programme coordination.
  - Advanced search and filtering functionality, integrated with the Decade website, tailored to the needs of various stakeholders, including scientists, policymakers, and potential users and collaborators.
  - Customizable reporting tools to generate tailored reports for UNESCO-IOC management, DAB, and other stakeholders such as policymakers, scientists, NDCs, and donors.
- ii. Regularly review and identify Actions that can establish synergies based on findings from the overlap analysis and management system and facilitate collaboration among them where relevant.
  - iii. Strengthen and diversify mechanisms for knowledge exchange and collaboration around key thematic areas, including social science integration, to enhance the understanding of societal drivers, equity and policy impacts in Decade Actions. Reinforce CoPs through coaching and mentoring while also exploring complementary mechanisms such as structured peer-learning initiatives and targeted expert networks to improve engagement and impact.
  - iv. Create standardized protocols for Action submission and review, incorporating systematic checks for potential overlaps and synergies, preferably integrating automated processes, subject to available funding and technical capacity. Facilitate the Action submission process for LDCs and SIDS with support from NDCs, UNESCO field offices, other UN structures and regional organizations, and science networks, as well as mentoring initiatives and other capacity development measures.
  - v. Implement a structured framework with measurable indicators to understand and strengthen science-policy interfaces. Incorporate data-driven methodologies, such as policy uptake tracking and stakeholder perception analysis, and integrate social science approaches to ensure that policy decisions reflect diverse perspectives and real-world needs.
  - vi. Establish a structured collaboration framework with MDBs to not only identify financing opportunities but also integrate ocean science into national and regional

development planning. Facilitate targeted dialogues between the IOC, Member States, and MDBs (e.g., World Bank, ADB, AfDB, IDB, IsDB, EBRD) to align priorities on ocean science, blue economies and climate resilience. In collaboration with UNESCO, the UN system and DCU structures, support Member States in accessing demand-driven funding by aligning ocean-related proposals with MDB financing frameworks. Ensure that Decade-backed research and innovations inform MDB-funded project design and implementation, embedding ocean science into broader sustainable development strategies.

- vii. Amplify targeted calls with dedicated funding opportunities, aligned with the Vision 2030 targets and supporting the participation of SIDS, LDCs and developing regions.
- viii. Make open science principles more explicit and visible within the Decade in alignment with the 2021 UNESCO Open Science Recommendation. Ensure that existing principles in the Ocean Decade criteria and Data and Information Strategy are actively promoted, accessible and integrated into Action design and reporting. Strengthen awareness through targeted communication, incentives and capacity-building efforts, benefiting in particular LDCs and SIDS.
- ix. In collaboration with stakeholders experienced in Knowledge and Technology Transfer (KTT) (e.g. competent technology transfer offices of universities and research centres, innovation hubs, industry associations, and science parks), put in place a KTT mechanism that systematically identifies, adapts, and deploys relevant Decade outputs to end-users. This mechanism could prioritize:
  - Promoting frugal innovation principles in Decade Actions by prioritizing low-cost, scalable and context-appropriate solutions to make ocean science and technology more accessible to vulnerable and resource-constrained regions and users.
  - Leveraging existing Decade structures, networks and partnerships to facilitate the transfer of knowledge and scientific outputs from Actions to regions, countries and communities in need, including UN-level collaboration, in particular with the agencies (such as UNEP, UNDP, UNFCCC) having Technology Needs Assessment efforts as well as other international organizations such as the Joint Research Centre of the European Commission that prepares Science, Technology and Innovation for SDGs Roadmaps.
  - Establishing processes to match Decade outputs with identified and unsolicited demands from LDCs, SIDS and disadvantaged communities, ensuring equitable access.

- Incorporating social science insights to ensure that transferred knowledge and technologies are culturally relevant, socially equitable and designed to address community needs.
- Streamlining pathways to make Decade-generated knowledge and technologies accessible, actionable and impactful for all stakeholders.
- Designing scaling mechanisms for successful Actions based on documented impact metrics, enabling the broader dissemination and replication of proven solutions.
- x. Develop and implement an outcomes-driven framework to align Decade Actions with Member States' priorities, building on existing consultations (e.g., IOC and Future of the Ocean consultation) but ensuring that concrete steps are taken to address unmet needs. This could include:
  - conducting consultations with Member States to identify their most pressing needs and priority areas for sustainable development
  - defining measurable indicators that illustrate how Decade Actions contribute to economic, societal, and environmental priorities, such as blue economy development, food security, and sustainable livelihoods, to provide a basis for effective communication, attract investment, and strengthen engagement from policymakers and funding institutions
  - developing an 'Impact Visibility Report' (or structured impact reporting process) that systematically tracks and synthesizes measurable indicators of Decade Actions' contributions to economic, societal and environmental priorities. This report will provide evidence-based insights to inform decision-making, attract investment and enhance stakeholder alignment with Member States' priorities.

**Recommendation 7: Enhance the existing monitoring and evaluation (M&E) framework to transform it into a monitoring, evaluation and learning (MEL) system.**

**Basis:** Conclusions regarding MEL framework limitations and the need for enhanced tracking of results and impact during the second half of the Decade.



**Lead and contributors:** A dedicated MEL specialist (engaged through secondment or the EESM) or a small team of MEL experts convened as a panel from UNESCO and relevant UN agencies, under the guidance of the DCU Coordinator in collaboration with the UNESCO Internal Oversight Service and UN evaluation offices.

**Suggested timeframe:** To be completed by December 2025

**Possible ways forward:**

- i. Implement an enhanced MEL framework by addressing gaps in indicators, processes, resources, and responsibilities at the Challenge level, building on existing structures such as Decade Action indicators and State of the Ocean Report. Ensure alignment with the Decade's strategic documents (e.g., Vision 2030, White Papers) and M&E frameworks of UNESCO, IOC, and relevant UN agencies. Create robust indicators and SMART targets to track progress at both the Decade and Action levels by leveraging existing UN frameworks such as FAO, WMO and SDG indicators. Ensure that indicators are technically measurable and relevant and require minimal primary data collection. Include specific objectives and indicators to evaluate the performance of the Decade coordination structures, establishing a foundation for effective MEL tools, such as periodic self-assessments, structured feedback mechanisms, and reporting templates to track coordination efficiency and impact.
- ii. Create user-friendly reporting templates and tools that balance data needs with accessibility and ease of use.
- iii. Implement a digital MEL platform integrated with UNESCO/IOC systems to enable real-time data collection, analysis and visualization. Ensure alignment and interoperability with the Actions Management System proposed under Recommendation 5 to centralize data tracking, avoid redundancy and enhance overall efficiency.
- iv. Establish regular review cycles with feedback mechanisms to inform stakeholders and support the adaptive management of the Decade at large, ensuring continuous learning and improvement across Actions.
- v. Ensure that stakeholders providing monitoring data and information are explicitly informed that their inputs will be systematically integrated into progress reports and other relevant documents and materials. Disseminate progress reports widely, prioritizing those who provide input, to enhance transparency, accountability and stakeholder engagement.

- vi. Develop targeted capacity-building programmes to support MEL implementation, ensuring that all users have the necessary expertise to apply MEL frameworks consistently and effectively. This way, aim to help bridge capacity gaps, particularly between developed and developing countries, to promote equitable participation in MEL processes.
- vii. Maintain a "Knowledge Management System" (KMS) to systematically capture, analyze, and share lessons learned from Decade Actions, MEL reports, and stakeholder feedback. This KMS will facilitate the exchange of best practices, challenges and policy insights to support evidence-based decision-making and continuous improvement across the Decade. It will also serve as a knowledge repository for informing strategies, policies, and actions beyond 2030, ensuring that the Decade's legacy contributes to long-term ocean sustainability.

**Recommendation 8: Systematically leverage the Decade to shape UNESCO-IOC's post-2030 agenda and amplify the impact of its programmes.**

**Basis:** Conclusions regarding the strategic positioning of IOC beyond 2030, the untapped potential of IOC programmes, and the need for a structured approach to align the Ocean Decade's achievements with UNESCO's next Medium-Term Strategy (2029-2037).

**Lead and contributors:** Under the leadership of the UNESCO-IOC Executive Secretary and the DCU Coordinator, in consultation with UNESCO-IOC Governing Bodies, in collaboration with DAB, IOC Sections, UNESCO Programme Sectors, UN-Oceans, teams at IOC and BSP responsible for the development of UNESCO's Medium-Term Strategy, key Decade stakeholders and Member States.

**Suggested timeframe:** To be completed by December 2028

**Possible ways forward:**

- i. Formulate a high-level blueprint guided by scenario planning and foresight to ensure the Ocean Decade's achievements inform the IOC's post-2030 role. Align it with global ocean governance needs and UNESCO's next Medium-Term Strategy (2029-2037). Implement a participatory process to capture diverse perspectives and foster broad stakeholder ownership.

- ii. Support this process with the following mechanisms, considering that the blueprint should be a living document, regularly updated to reflect new developments, emerging challenges, and evolving priorities:
  - Establish a structured coordination mechanism to ensure that Decade insights continuously inform IOC's evolving strategic priorities and are systematically incorporated into the blueprint by
    - Holding targeted consultations among IOC leadership, the DCU, the DAB, and other Decade structures.
    - Conducting regular regional or thematic policy dialogues involving science, industry, civil society, and Indigenous/local knowledge leaders to reinforce the alignment between Decade achievements and IOC's long-term role.
    - Systematically integrating resulting insights into IOC Governing Body deliberations to maintain an evidence-based, inclusive evolution.
  - Enhance the Strategic Foresight and Transformation Function, led by IOC's Ocean Science Section as part of the Medium-Term Strategy, to ensure that emerging ocean science and governance trends inform the Decade Call for Actions and other key Decade processes, while also integrating insights from Decade Actions into IOC's strategic planning, policy frameworks, programmatic priorities, and the blueprint for IOC's post-2030 role. This could include:
    - Establishing a dedicated staff or specialized working group to track emerging challenges (e.g., ocean acidification, deep-sea mining) and cutting-edge solutions (e.g., AI-driven analytics) to inform both Decade priorities and IOC strategy.
    - Strengthening coordination with UNESCO and UN-Oceans foresight teams to ensure ocean-specific innovations influence broader IOC, UNESCO, and UN planning processes while also channelling Decade-generated insights into global policy frameworks.
- iii. Leverage existing IOC-led initiatives using flagship programmes (e.g., GOOS, CoastPredict, Ocean Literacy) to enhance interdisciplinary research, capacity development, and science-informed policy. Wherever possible, encourage interactions between these programmes and Decade Actions, ensuring that insights and innovations from Actions, particularly in areas like ocean observations, tsunami warning, and literacy, contribute to the transformation and long-term evolution of IOC programmes. This approach aims to reinforce IOC's leadership in ocean science while ensuring its programmes remain responsive to emerging global priorities. Putting in place an annual "reflection" exercise on selected insights and innovations from Actions that were documented (exercise could be facilitated by a MEL officer and involve IOC leadership). This could inform programming adjustments during IOC planning phases/processes.
- iv. Enhance the IOC's role in science-policy engagement by establishing or strengthening a structured knowledge transfer and policy integration mechanism within the IOC. This mechanism should be designed to complement existing efforts and avoid duplication if the integration of IPOS is found feasible (see iv. below). This could:
  - Ensure Decade-generated knowledge informs decisions at national, regional and international levels.
  - Facilitate engagement between policymakers, IOC regional bodies, and Decade-endorsed initiatives.
  - Integrate ocean science into key processes such as global development planning, climate adaptation, and ocean governance frameworks.
- v. Examine the technical and financial feasibility of integrating IPOS within the Ocean Decade and, eventually, IOC as a science-policy service, ensuring it provides demand-driven, scientific support to governments, UN agencies, and regional institutions.
- vi. Expand IOC's role in UN-wide ocean initiatives by leveraging Decade partnerships to deepen IOC's engagement in high-impact areas, such as climate adaptation, biodiversity conservation, blue economy policies, and digital ocean solutions, reinforcing the IOC's leadership in evidence-based ocean governance.
- vii. Develop a strategic communication action plan to showcase how the Ocean Decade's successes support IOC's long-term impact and global priorities (e.g., the UN Ocean Conference, the High-Level Panel for a Sustainable Ocean Economy, and SDG 14). Emphasize case studies, data, and outcomes that illustrate the Decade's added value and future relevance.
- viii. Deepen IOC's engagement with key UN partners (e.g., FAO, ISA, UNEP, UNDP) so that Decade and IOC science outputs can inform broader development agendas, including SDGs and BBNJ, by establishing dedicated planning sessions, preparing joint policy briefs and project proposals, organizing co-branded events, expanding mutual data-sharing platforms and establishing staff exchange schemes as well as through EESM.

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# Annex 6.

## Brief Biographies of the INOMER Evaluation Team Members

### Team member and role

### Qualifications



**Ms. Sirin Elci,**  
**Team Leader**

*Design & management of all evaluation phases, team supervision & guidance, analysis, triangulation.*

34 years of professional experience, including 29 years in project/programme evaluation, with extensive experience and knowledge in designing, conducting, and leading evaluations of complex multistakeholder programmes and initiatives. Proven experience in working with UNESCO and in the UN system with good knowledge of institutions and partners engaged in ocean science and research and a strong understanding of the UN system (e.g. Team Leader of the Evaluation of the UNESCO/Government of Flanders Innovation Fund (FUST) for the support of UNESCO activities in the field of science for the period 2019-2023 (2023)).



**Ms. Alix Willemez,**  
**Senior Evaluator**

*Data collection & analysis, including document review, interviews, surveys & case studies.*

19 years of experience with multilaterals, national organizations (e.g., African Development Bank, Crédit Agricole), governments (e.g., France, New Zealand, Germany, New Caledonia), NGOs (e.g., WWF, ICUN), international organizations (e.g., GEF, UNIDO, EU, IRENA), and academic institutions (e.g., Institute for Regional Maritime Security of West Africa). Expertise in sustainable fisheries, marine pollution reduction, climate change, land degradation, and biodiversity. Evaluator for INOMER's FUST and IAF evaluations. Member of World Commission on Environmental Law and other key advisory roles. PhD in Law on sustainable exploitation of marine resources.



**Mr. Jerome Helfft,**  
**Project Coordinator**  
**and Senior Evaluator**

*Managing team communications, data collection and contributing to qualitative analysis.*

Over 22 years of experience, including 17 years in monitoring and evaluation expertise in poverty reduction, peacebuilding, science, technology, innovation, environmental sustainability. Experienced in designing evaluation processes and monitoring systems, particularly using results-based approaches. Conducted or managed over 45 evaluations and research studies. Recent roles include evaluations of FUST, IAF, and other projects for UNDP, UNOPS, and the World Bank.





**Mr. Manuel Ricardo  
Galindo Moreno,  
Evaluator and Data Analyst**

*Data collection, desk review and  
quantitative analysis.*

17 years of experience, including over 9 years in policy research, programme evaluation, data extraction, analysis, and visualization. Coordinated complex INOMER projects such as the evaluation of FUST, MOPAN assessments of ILO and EBRD, and capacity development for the Peruvian Government. Previously worked with UNESCO's Natural Sciences Sector, conducting assessments and contributing to Science and Technology Policy databases.



**Ms. Gulenay Dogan,  
Statistician  
and Data Analyst**

*Designing and managing online  
surveys, conducting statistical analysis  
of datasets*

More than 10 years of experience in implementing primary and secondary data collection and conducting statistical analyses for complex evaluation projects. Skilled in utilizing statistical tools and data analysis platforms to generate evidence-based insights that inform evaluation conclusions and recommendations. Extensive experience in regional and global evaluations for UN agencies and international organizations, including UNESCO, the World Bank, the European Commission, and the OECD.



**Ms. Catherine Ward,  
Subject Matter Expert**

*Specific insights in sectoral & thematic  
areas, supporting the core group  
in tools, interviews, preparation of  
detailed case studies, contribution  
to analysis and recommendation  
formulation.*

10 years of professional experience in fisheries, agriculture, natural resource management, and climate change. PhD in Environmental and Geographical Sciences. Expertise in environmental monitoring frameworks, fieldwork surveys, and data quality assessments. Currently supports MEL activities under the UK's Ocean Country Partnership Programme. Extensive research experience in social-ecological issues and small-scale fisheries in Africa and Southeast Asia.



**Ms. Celia Murcia,  
Subject Matter Expert**

*Specific insights in sectoral & thematic areas, supporting the core group in tools, interviews, preparation of detailed case studies, contribution to analysis and recommendation formulation.*

Blue Economy specialist with over 11 years of experience across private, public, and intergovernmental sectors. Expertise in European maritime strategies, stakeholder engagement, and programme evaluation. Coordinated the Assistance Mechanism for the WestMED Initiative and contributed to evaluations for CINEA Blue Skills call, Interreg NEXT MED, and other blue economy initiatives.



**Mr. David Michael Adams,  
Strategic/Quality Advisor**

*Providing strategic guidance to the team and reviewing the tools and deliverables.*

43 years of experience in Blue Economy finance and investment advisory. Founder of Ocean Assets Group, specializing in responsible investment in blue economy sectors. Led high-profile projects with UNEP-FI, European Commission, and international finance organizations. Recognised for contributions to sustainable finance in maritime sectors.



**Ms. Yesim Baykal,  
Strategic/Quality Advisor**

*Providing strategic guidance to the team and reviewing the tools and deliverables.*

Over 30 years professional experience in international law, sustainable development, technology transfer and innovation with 15 years in the UN system, including roles with the UN Technology Bank and WIPO. Expertise in outreach, funding, and STI needs of LDCs, linking UNTB with International Seabed Authority for ocean-related challenges. Previous work includes legal counsel on Law of the Sea issues at the Turkish Mission to the UN in New York.



**DIVISION OF  
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Evaluation Office

## Mid-term Evaluation of the UN Ocean Decade

### **Annexes**

**April 2025**

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## Annex 1. Terms of Reference

### Background

#### Brief description of the UN Ocean Decade

1. In December 2017, the United Nations General Assembly (UNGA) proclaimed the United Nations Decade of Ocean Science for Sustainable Development (2021-2030) (hereafter, the Ocean Decade). The Ocean Decade aims to facilitate a transition from the ‘ocean we have’ to the ‘ocean we want’ with a vision of ‘the science we need for the ocean we want’. The mission of the Ocean Decade is ‘to catalyse transformative ocean science solutions for sustainable development, connecting people and our ocean’. As per its [Implementation Plan](#), the Ocean Decade has seven outcomes, three objectives and aims to respond to ten challenges as shown in the figure below.

Figure 1: Overview of Ocean Decade Implementation Framework



2. The Ocean Decade implementation framework was recently updated with the Vision 2030 process that culminated in the Ocean Decade Conference in Barcelona in April 2024. The process aimed to establish a tailored and specific strategic ambition or ‘end goal’, along with associated milestones for each Ocean Decade Challenge. It further aimed at identifying future priorities for the Decade in terms of science, knowledge, capacity, resources, or infrastructure that are needed to fulfil each Ocean Decade Challenge, as well as considering the needs to strengthen linkages across Challenges. As a result, a Series of ten [White Papers](#) were published along with the [Barcelona Statement](#) and [Vision 2030 Outcomes Report](#).
3. The Ocean Decade Challenges are fed by [Decade Actions](#), which are the initiatives carried out across the globe over the ten years to fulfil the Decade vision. The Actions are divided into programmes, projects, activities and contributions (see Figure 2 below). As this evaluation was starting, UNESCO-IOC was in the process of administering the seventh call for Actions. The database shows 558

Endorsed Actions so far with 56 programmes, 442 projects and 104 contributions and 24 United Nations Actions (led by UN entities including the UNESCO-IOC).<sup>1</sup>

Figure 2: Typology of Ocean Decade Actions

A **Decade programme** is typically global or regional in scale and will contribute to the achievement of one or more of the Ocean Decade Challenges. It is long-term (multi-year), interdisciplinary and will consist of component projects and potentially enabling activities.

A **Decade project** is a discrete and focused undertaking. It may be regional, national or subnational and it will typically contribute to an identified Ocean Decade programme.

A **Decade activity** is a one-off standalone initiative (such as an awareness-raising event, a scientific workshop or a training opportunity). It will enable a programme or project or directly contribute to an Ocean Decade Challenge.

A **Decade contribution** supports the Ocean Decade through provision of a necessary resource (e.g. funding or an in-kind contribution). A contribution can support either the implementation of an Ocean Decade Action or the coordination costs of the Ocean Decade.

4. The [Monitoring and Evaluation \(M&E\) Framework for the Ocean Decade](#) guides the predefined reporting outputs and mechanisms. Information for this framework is collected annually and reported through several publications as outlined in the Implementation Plan, namely: the Annual Progress Report, the Resource Needs Assessment, the Mid-term Review (this process), and the State of the Ocean Report. The M&E Framework divides monitoring of Decade progress into three categories: (1) impact is measured for Outcomes and Challenges; while the (2) operational level is measured for the various structures, actions, and initiatives; and (3) the enabling environment is measured in terms of capacity development and behaviour change; engagement and outreach; and resource mobilisation. The M&E Framework is complemented by additional indicators from the White Papers.
5. As capacity development plays a fundamental role in the success of Ocean Decade Actions, in 2023, the Ocean Decade launched its [Capacity Development Facility](#), which works to identify and address capacity development needs of stakeholders involved in ongoing and future Decade Actions. The Capacity Development Facility aims to build connections between experts from around the world and Small Island Developing States, Least Developed Countries, and Early Career Ocean Professionals. The Capacity Development Facility established a platform to host cross-disciplinary knowledge exchanges between experts and users. Over its first two-years of existence, the facility will implement a set of training activities and mobilize in-kind and financial support to strengthen existing national and regional resources and networks. The facility is funded by the Flanders Fund-in-Trust (FUST) and has received [1,089,109 USD](#) as of 2023.
6. The Intergovernmental Oceanographic Commission of UNESCO (hereafter, UNESCO-IOC) has been mandated to coordinate the implementation of the Ocean Decade. However, the UNGA invited “UN-Oceans and its participants to collaborate with the Intergovernmental Oceanographic Commission on the United Nations Decade of Ocean Science.” (in paragraph 295 of A/RES/72/73). United Nations organizations have a variety of frameworks and mandates related to marine scientific research<sup>2</sup>, which provide for a variety of opportunities for collaboration.

## Overview of key stakeholders involved in the Decade

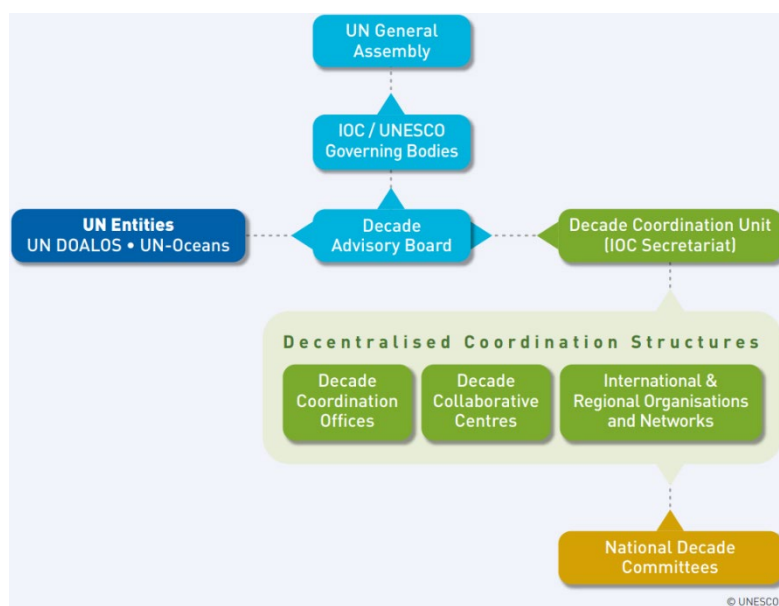
7. Since its inception in 2021, the Ocean Decade has drawn on a diverse and intricate network of national, regional, and international partners and stakeholders. These collaborators are engaged in

<sup>1</sup> As of 1 August 2024.

<sup>2</sup> These include: United Nations Convention for the Law of the Sea (UNCLOS), United Nations Convention on the Law of the Sea on the conservation and sustainable use of marine biological diversity of areas beyond national jurisdiction (BBNJ), Convention on Biological Diversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC)

Decade Actions, supporting coordination, offering in-kind or financial resources, and participating in various initiatives and activities.

**Figure 3: Global and decentralised governance and coordination mechanisms of the UN-Oceans Decade**



8. The UN Ocean Decade relies on global and decentralised coordination mechanisms (see Figure 3). The **Decade Coordination Unit (DCU)** within UNESCO-IOC oversees the Ocean Decade. The DCU consults with UN-Oceans and the Decade Advisory Board (DAB). **UN-Oceans** is an inter-agency (more than 30 members) coordination mechanism focusing on ocean and coastal issues. The **Decade Advisory Board** is comprised of 15 individual experts from governments, the private sector, philanthropic organizations, civil society and the scientific community, as well as five representatives of UN agencies. The

Board provides strategic advice to the IOC, which includes offering feedback on the Ocean Decade's approach to resource mobilisation, engagement with under-represented groups (e.g. SIDS and LDCs), monitoring and evaluation framework as well as on data stewardship strategies. The Board also advises on programme endorsements and Ocean Decade Actions through their biannual review processes. Finally, the IOC Governing Bodies (Assembly and Executive Council) provide general oversight on the implementation of the Decade. A standing Decade agenda item is included in the meetings of these bodies for this purpose.

9. The governance framework of the Decade adopts a decentralised coordination structure building on:
  - (i) IOC Regional Sub-Commissions such as for the Western Pacific (**WESTPAC**), Africa and the Adjacent Island States (**IOCAFRICA**) and the Caribbean (**IOCARIBE**), both of which have yet to be established, that host **Decade Coordination Offices** (regional coordination hubs), a role that they play in addition to their programmatic responsibilities to help define regional priorities, develop and co-ordinate programmes and activities, and make recommendations to the governing bodies on policy matters. At the regional level, the Sub-commissions liaise with the DCU and Ocean Decade regional taskforces on regional interests and needs, with the goal of strengthening regional capacities and outputs.
  - (ii) Three additional thematic **Decade Coordination Offices**<sup>3</sup> (hosted by regional UNESCO offices and IOC central programmes) coordinate portfolios of Ocean Decade Actions and specific thematic initiatives, namely on Ocean Observation (Challenge 7), Ocean Data (Challenge 8), and Ocean Literacy (Challenge 10).

<sup>3</sup> Thematic Decade Coordination Offices: IODE Programme Office acting as DCO for Ocean Data Sharing; GOOS Project Office acting as DCO for Ocean Observations; and UNESCO Regional Bureau for Science and Culture in Europe, acting as a DCO for Connecting People and Ocean

(iii) Eight **Decade Collaboration Centres**<sup>4</sup> (hosted by national bodies) support the initiation of Ocean Decade Actions at regional and thematic levels by providing technical, logistical, and assistance in resource mobilisation.

The roles of DCOs and DCCs are similar, although tailored to the expertise of each host organization, and include scientific coordination and planning, identifying collaboration opportunities, enhancing communication and awareness, supporting resource mobilisation engaging stakeholders, and building technical and scientific capacities.

(iv) **International and regional organizations** and networks acting as Decade Implementing Partners (DIP) are responsible for convening and engaging stakeholders, identifying regional and thematic science and capacity development priorities, and ensuring alignment with ongoing and planned regional initiatives.

(v) **National Decade Committees** (there are currently 39) aim to facilitate national contributions to the Decade and work to translate the global priorities of the Decade to the national level. They engage with stakeholders and enhance access to Decade benefits, such as data, forecasts, science-based decision support tools, and capacity development opportunities.

10. According to the Ocean Decade's [Implementation Plan](#), other key stakeholders include:

(i) **Scientists, Research Institutions, and Universities** benefit from recognition of ocean science's role in sustainable development, and access to resources for inter- and transdisciplinary research and co-design.

(ii) **Local and Indigenous Knowledge Holders** contribute valuable knowledge to Ocean Decade Actions through co-development, co-design, and co-delivery.

(iii) **Early Career Ocean Professionals (ECOPs)** are significant contributors to Ocean Decade Actions and governance, benefiting from professional development, networking, and leadership opportunities.

(iv) **UN Entities and Intergovernmental Organizations (IGOs)** are essential at various stages of the ocean science value chain, contributing to and benefiting from Ocean Decade Actions and resources to fulfil their mandates.

(v) **Regional Organizations** play a crucial role in translating global priorities into actionable initiatives, coordinating actions, promoting transboundary cooperation, and leading regional capacity development and data management efforts.

(vi) **National Governments** are key funders and coordinators of ocean science, benefiting from increased interaction with ocean scientists and other actors to co-design and co-deliver relevant science, services, and technology for policy and decision-making.

(vii) **Subnational Governments** are the interface between local communities and policy development, contributing to and benefiting from interactions with scientists to co-design and co-deliver knowledge and services.

(viii) **Local Coastal Communities** are vital stakeholders holding essential ocean knowledge, most vulnerable to changes, and key beneficiaries of the Ocean Decade's vision.

(ix) **Business and Private Sector Stakeholders** are primary ocean users contributing resources and partnerships, driving technological innovation, and benefiting from enhanced scientific knowledge to reduce risks and create sustainable development opportunities.

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<sup>4</sup> Decade Collaborative Centers: Coastal Resilience, Ocean Prediction, Ocean-Climate Nexus and Coordination Amongst Decade Implementing Partners in P. R. China, Ocean-Climate Solutions, Northeast Pacific Ocean, Indian Ocean Region, Southern Ocean Region, Pacific Islands Region of the Pacific Ocean

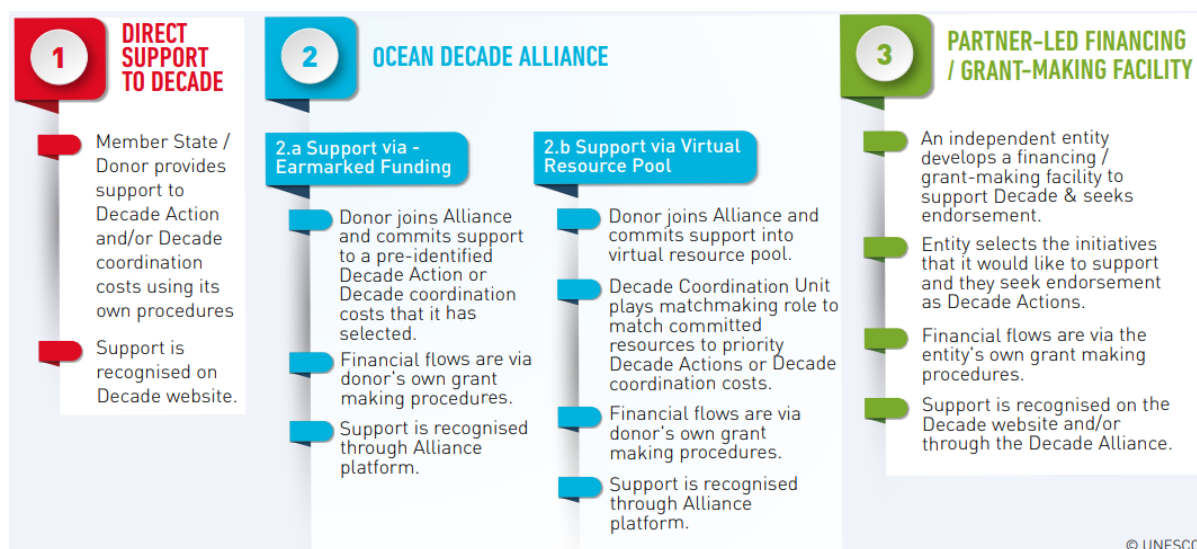


- (x) **Technology and Innovation Hubs** identify, develop, pilot, and test new technologies to improve ocean science and contribute to sustainable development, playing a key role in advocating and co-delivering innovative ocean science.
- (xi) **Professional Societies** engage large numbers of individuals, including scientists and industry professionals, in Ocean Decade initiatives.
- (xii) **Philanthropic Foundations and Science Funding Agencies** provide resources, outreach, advocacy, and support for Ocean Decade priorities, benefiting from a common set of priorities for resource allocation and engagement opportunities. A strong network of philanthropic organizations participates in the Ocean Decade Foundations Dialogue that meets annually.
- (xiii) **NGOs and Civil Society** play diverse roles in science generation, advocacy, education, and outreach, benefiting from resources, partnerships, and improved access to data and knowledge.
- (xiv) **Aquarium, Zoo, and Museum Operators** communicate the ocean's importance to sustainable development through innovative campaigns as part of outreach and ocean literacy activities.
- (xv) **Children, Youth, School Students, and Educators** are targeted to increase interest in ocean-related careers, influencing public opinion on global issues, with ocean literacy initiatives focusing on this group.
- (xvi) **The General Public** is engaged through culturally, linguistically, and geographically adapted communications and ocean literacy activities, contributing to the Ocean Decade via crowdfunding and community-led science initiatives and benefiting from improved coastal resource management and a healthier ocean.

## Resourcing the Ocean Decade

11. The Decade Coordination Unit (DCU) is located within the Marine Policy and Regional Coordination Section of the UNESCO-IOC and has 11 personnel. Only two personnel (Ocean Decade Coordinator a.i. and Programme Specialist) are fixed-term UNESCO-IOC staff although their role in the Decade is currently part-time; two staff are seconded from Ocean Decade partners; and the remaining personnel hold project appointments, service contracts, or individual consultant contracts. A Director of the Decade Coordination Unit will be recruited soon as a fixed-term (D-1) position. There are several other vacant posts in the DCU including consultant and project appointment positions in Coordination, Science & Operations, Capacity Development Facility, Communications and Administration. Personnel from other UNESCO-IOC sections (Ocean science, Tsunami, Ocean observations, Data / capacity development), as well as from the offices in Bangkok, Nairobi and Cartagena are leading or participating in Decade Actions and provide further support to Decade-related coordination and initiatives.
12. The DCU's regular programme budget is very limited (for the [2022-2024 biennium](#), the Ocean Decade received 20,000 USD in regular budget allotment), and it relies extensively on the mobilization of extrabudgetary resources. According to the Decade's latest [Progress Report](#), DCCs, DCOs and DIPs invested nearly 2.7 million USD in their operations and mobilized approximately 11 million USD in in-kind and financial resources for Decade Actions from 2022 to 2023. It is worth noting that the Ocean Decade is not a financing mechanism, and instead works as a "matchmaker" to link Decade Actions with potential funders. Still, the [report to the IOC Council from June 2024](#) indicates that for the next 12-month period, approximately USD 32 million has been secured, while an additional USD 43 million is required for full implementation over the next 12 months representing a resourcing gap of 54%. It is with this in mind that the Ocean Decade Alliance was created.
13. An overview of the Ocean Decade financing mechanisms that were identified during the Implementation Plan can be seen in Figure 4.

**Figure 4: Mechanisms for financing the Ocean Decade**



14. To support the ambitious global ocean science agenda, the [Ocean Decade Alliance](#) (the Alliance) was established to amplify financial and in-kind resource commitments towards the Decade. The Alliance seeks to create a network of influential partners who can lead by example, driving support for the Decade through targeted resource mobilization, networking, and advocacy. Membership in the Alliance is by invitation, based on a demonstrated and sustained commitment to the Decade's vision, alignment with its resource provision strategies, and significant in-kind or financial support for Decade Actions or coordination costs. Currently, the Ocean Decade Alliance comprises 11 patrons and 17 institutional members.
15. Key partners providing financial and in-kind support include private entities like Fugro, HUB Ocean and Rev Ocean alongside governments of Canada, Flanders, France, Germany, Ireland, Japan, Korea, Norway, Portugal and Sweden.

### Purpose and Use

16. The year 2025 marks the mid-point of the implementation of the Ocean Decade and a mid-term evaluation is being launched to “review the structures, processes, partnerships, and resources that underpin the delivery of the Ocean Decade and make recommendations to optimise the impact of the Ocean Decade.” (IOC/EC-57/4.7.Doc(2))
17. The IOC Executive Council requested UNESCO’s Division for Internal Oversight Services (UNESCO-IOIS) to carry out the mid-term evaluation of the Ocean Decade at its 57<sup>th</sup> session in June 2024 (Decision 4.7). This evaluation will be both summative and formative, as it shall focus on the exploration of both causes and solutions to issues that are identified as hindering implementation and delivery of the Decade. The evaluation will build on the quantitative data on Ocean Decade implementation that has been collected through the Ocean Decade Monitoring and Evaluation Framework.
18. The primary users of the mid-term evaluation shall be the global and decentralised coordination and governance structures, namely the Decade Coordination Unit within UNESCO-IOC, UN-Oceans members, IOC Governing Bodies, the Decade Advisory Board, Decade Coordination Offices, Decade Collaborative Centres, etc. Secondary users shall include national entities such as National Decade Committees and other relevant bodies of UN Member States, plus the focal points of the Endorsed Decade Actions and all other actors involved in Decade initiatives.
19. The mid-term evaluation will be presented to the IOC General Assembly in June 2025.

## Objectives and Scope

20. The scoping for this evaluation was conducted through consultations with the Decade Coordination Unit and other IOC staff working on the Decade, as well as with external partners (Decade Coordination Centres and UN-Oceans members) and the Decade Advisory Board. IOC Member States' views on the scope of the evaluation were noted during discussions on item 4.7 at the IOC Executive Council in June 2024 and integrated into these Terms of Reference.
21. The timeframe covered by the evaluation will include the first half of the Ocean Decade, since its start on 1 January 2021 to early 2025. It shall include Decade Actions launched up to 31 August 2024.
22. The following are five priority issues along with sub-issues that were presented to the IOC Council in June 2024. The evaluation questions presented under each issue were developed based on document review, consultations with the DCU and scoping interviews with 25 persons.<sup>5</sup> The questions aim to further deepen inquiry on the issue and cover all the standard evaluation criteria (relevance, coherence, effectiveness, efficiency, sustainability and pathways towards impact). They may be further adjusted and prioritized during the inception phase of the evaluation.

<b>Governance and coordination:</b>	
a.	<p>Role, resourcing, and effectiveness of <u>global</u> governance and coordination structures including the Decade Coordination Unit and the Decade Advisory Board.</p> <p>How sustainable is the organizational structure, staffing (including contract), and resourcing of the Decade Coordination Unit for the successful coordination of the second half of the Ocean Decade?</p> <p>How does the DCU work with other sections of IOC on the Decade? How does it collaborate with other UNESCO Programme Sectors on the Decade? To what extent do UNESCO Central Services such as communications, media relations, resource mobilization, partnership building, gender equality, priority Africa, etc. support the IOC in its coordination and implementation of the Ocean Decade?</p> <p>What should be the role of the Decade Advisory Board during the second half of the Ocean Decade?</p>
b.	<p>Role, resourcing, and effectiveness of <u>decentralised</u> governance and coordination structures including Decade Coordination Offices, Decade Collaborative Centres, Decade Implementing Partners, Decade programmes, regional taskforces, and National Decade Committees.</p> <p>How do global governance and coordination mechanisms engage with the decentralised mechanisms, including at the national level?</p> <p>How effectively do the various decentralised structures interact with Decade Actions, National Decade Committees and amongst themselves?</p> <p>How is the Ocean Decade engaging institutions (scientific as well as those with a policy/management focus) at the national level and what impacts have National Decade Committees in furthering the Ocean Decade's vision within countries?</p>
<b>Resource mobilisation:</b>	
c.	<p>Identification of priority existing and potential resourcing and financing partners, analysis of engagement and approaches to increase engagement including the roles and responsibilities of different Decade groups and structures in achieving this (e.g. DCU, decentralised coordination structures, Ocean Decade Alliance, Foundations Dialogue, Member States, UN-Oceans members).</p>

<sup>5</sup> Scoping interviews were held with the Assistant-Director-General for the UNESCO-IOC, all DCU and IOC staff involved in the Decade, select UN-Oceans members and external partners.

<p>This should include consideration of the resourcing needs for both coordination and Decade Actions.</p> <p>How effective have resource mobilization mechanisms been so far in raising funds for the Decade (Actions and coordination)?</p> <p>What are the gaps, priority targets, and priority areas of focus for the mobilization of resources?</p> <p>What are new opportunities for the mobilization of resources for the Decade, including with new actors (e.g. private sector, institutions from the finance sector, international financing institutions) and potential modalities required?</p>
<p><b>Science and knowledge delivery:</b></p>
<p>d. Processes and effectiveness of soliciting Decade Actions to fulfil priority gaps and needs identified through Decade and partner-led priority setting processes.</p> <p>What mechanisms have been put in place to identify gaps and priorities in ocean science and knowledge including Member States' needs and to scope the corresponding calls for Actions?</p> <p>How can the Decade encourage more partners to see the benefits in registering their ongoing Actions?</p>
<p>e. Progress and achievements of endorsed Ocean Decade Actions in generating and delivering relevant and transformative ocean science and knowledge to inform global, regional, and national policy and decision making in the public and private sector.</p> <p>How are Member States taking into consideration Decade challenges into their national development plans, national commitments under global policy instruments (e.g. national climate strategies, Nationally Determined Contributions, National Adaptation Plans, National Biodiversity Strategy and Action Plans) and their ocean plans?</p> <p>To what extent has the Decade Actions succeeded in mobilizing policy makers and other users of ocean science, including industry, and making them pay attention to ocean science?</p>
<p>f. Progress of Ocean Decade Actions in supporting relevant United Nations global policy frameworks and targets and contributing to the mandates of members of UN-Oceans. This should include consideration of the engagement of UN-Oceans members in the Ocean Decade.</p> <p>How effectively has the Decade's global governance engaged with UN-Oceans and its members? What are opportunities for strengthening UN-Oceans' members' contribution to the Decade?</p> <p>How do Decade Actions support UN global policy frameworks and normative instruments (UNCLOS, UNFCCC, UNCBD, BBNJ, etc.)?</p> <p>What are incentives to connect other UN-Oceans members' initiatives to Decade Actions?</p>
<p><b>Tracking Progress, Engagement, Inclusivity and Outreach</b></p>
<p>g. Effectiveness of the Ocean Decade Monitoring and Evaluation Framework in tracking progress and impact.</p> <p>To what extent does the M&amp;E Framework provide relevant and timely data on the implementation of the Ocean Decade?</p> <p>How does the M&amp;E Framework work in practice both for implementers of Decade Actions and for the end users?</p> <p>How is the Ocean Decade M&amp;E Framework connected with other M&amp;E frameworks, such as of those of the IOC and UNESCO programmes, as well as initiatives of other UN-Oceans members?</p>



<p>h. Progress in achieving inclusivity, diversity and equity in the Ocean Decade including across gender, geography, and generations and in embracing all forms of ocean knowledge.</p> <p>What mechanisms have been put in place by the Ocean Decade for mainstreaming gender in Decade Actions and governance and coordination structures?</p> <p>What can be done to further engage stakeholders from countries that have been less engaged in the Ocean Decade to date?</p> <p>To what extent have Early Career Ocean Professionals been given opportunities to meaningfully participate in the Ocean Decade?</p> <p>To what extent has the Ocean Decade focused on UNESCO's Global Priority Africa, as well as other priority groups such as Least Developed Countries (LDCs), Small Island Developing States (SIDS), youth, indigenous peoples, etc.?</p> <p>To what extent has the Ocean Decade developed and operationalised processes to include alternative knowledge systems and holders (Indigenous and local knowledge, traditional knowledge) in governance and coordination structures and Decade Actions?</p>
<p>i. Process and results of communicating the goals and actions of the Decade and measuring the results of communication and outreach with key targeted stakeholders.</p> <p>What communication and outreach channels have been the most relevant and successful in promoting the Decade goals? What other channels need to be explored?</p> <p>What other groups of partners could support the amplification of Ocean Decade communications and outreach? To what extent have communication and outreach efforts reached diverse audiences (age, gender, geography, etc.)?</p> <p>What improvements can be made to communication and outreach efforts for the increased visibility of the Decade including via the Ocean Decade Strategic Communications Group and infrastructures such as the Ocean Decade Network?</p>
<p><b>Leveraging of Ocean Decade to Contribute to IOC Vision and Evolution:</b></p>
<p>j. Sustainability and impact of IOC-led Ocean Decade initiatives as a means of contributing to achievement of IOC High Level Objectives and in catalysing new partnerships, activities or resource mobilisation to support future evolution of IOC, including post-2030.</p> <p>How can the Ocean Decade contribute to defining the future role for the IOC in the post-2030 Agenda, including in UNESCO's next Medium-Term Strategy (2029-2037)?</p> <p>What untapped opportunities exist to increase the impact of IOC programmes through the Decade to achieve their transformation (more sustainable, with a focus on informing policy and ocean management)?</p>

## Methodology

23. The evaluation shall utilize a mixed method approach drawing on qualitative and quantitative data. All findings will be triangulated from multiple data sources. Triangulation facilitates data validation through cross verification and implies that all evaluation findings must be supported by at least three distinct data sources.
24. While the bidding evaluation team is free to propose their own methodologies, it is important that they be appropriate to answer the above-mentioned questions. It is expected that the overall design will include several of the suggested methods of data collection below:

- a. Desk Study: Strategies (Decade Implementation Plan, Vision 2030, White Papers, Africa Roadmap, Data Implementation Plan, Data and Information Strategy...), Governance (UNGA and UNSG reports on Decade, IOC Assembly and Council reports on Decade, Reports of IOCARIBE, WESTPAC, IOC Africa...), Decade Actions (Calls for Actions, Progress reports, monitoring reports...), National Decade Committee reports, Decade Advisory Body meeting reports, Project documents and progress reports of UNESCO-IOC as well as other UNESCO Sectors on the Decade, Publications (Global Ocean Science Report, World Ocean Assessment...), other UN agencies' reports on contributions to the Decade
- b. Assessment of Decade M&E Framework and related forms and manuals, and of other tools and frameworks such as the State of the Ocean Report 2024
- c. Key Informant Interviews with a sample of representatives of priority stakeholder groups amongst those outlined in these Terms of Reference (see Background for an overview)
- d. Online surveys, focus groups, and webinars with Decade Actions Focal Points, Decentralised Coordination Structures, Member States, partners, etc. in English, French and Spanish (and other languages as needed)
- e. Participation in meetings / discussions with key groups including the Decade Advisory Board, Foundations Dialogue and Ocean Decade Alliance
- f. Observation of conferences / events (in-person and/or online) (see list in Annex)
- g. Case studies on Decade programmes, Decentralised Coordination Structures, partnerships etc. to draw lessons learned
- h. Assessment of outreach and communication efforts, including online communities and the effectiveness of the Ocean Decade Network, social media and press coverage of the Ocean Decade
- i. Mapping and assessment of current and potential partnerships and funding sources
- j. Participatory workshops to discuss preliminary evaluation findings and recommendations, at least one of which shall be in person at UNESCO Headquarters in Paris (see timeline in Section 6).

## **Roles and Responsibilities**

25. The mid-term evaluation will be managed by the [Evaluation Office of the Division of Internal Oversight Services \(IOS\)](#) of UNESCO that will be responsible for the overall quality assurance of the evaluation process and products. It will be conducted by a team of external evaluation experts that will be selected through an open international competition. The evaluation shall comply with UNESCO's [Evaluation Policy](#). The evaluation team will develop a detailed evaluation methodology including an evaluation matrix and data collection tools, to enable data collection and analysis and prepare the draft and final reports and communication products in English.
26. An Evaluation Reference Group (ERG) will be established to provide input into the evaluation process and further ensure the quality of associated deliverables. The group will be composed of the IOS Evaluation Office, the Decade Coordination Unit, UNESCO-IOC Executive Office, representatives of select Decade Coordination Offices, Decade Collaborative Centres, the Decade Advisory Board and the UN Division for Ocean Affairs and the Law of the Sea (DOALOS) in its role as Secretariat to UN-Oceans. More specifically the role of the ERG is to:
  - Provide feedback on the different evaluation products (draft evaluation Terms of Reference, Draft Inception Report and Draft Evaluation Report)
  - Provide relevant information to the evaluation team e.g. suggestions for stakeholders to be consulted, documents, etc.

- Participate in the evaluation inception and debriefing workshop and contribute to the discussions
- Provide support to the follow-up of the evaluation by facilitating the implementation of recommendations.

## Deliverables and Timeline

27. The evaluation is taking place between October 2024 and April 2025, with a presentation to the IOC General Assembly in June 2025.

## Deliverables

28. Inception report, which should be presented at an inception workshop with the Evaluation Reference Group. This report will outline the detailed methodological approach for the assignment and when and how the activities for this will be undertaken (work-plan) (max. 15 pp. excluding annexes).
29. Draft evaluation report: The draft evaluation report should be written in English, be comprised of no more than 30 pages (excluding annexes) and follow the IOS Evaluation Office template as contained in Guidance 12 of the [UNESCO Evaluation Manual](#). The draft report will be shared with the Evaluation Reference Group and other relevant stakeholders for their input.
30. Final evaluation report: The final evaluation report should incorporate comments provided by the Evaluation Reference Group without exceeding 30 pages (excluding Annexes). It should also include an Executive Summary and Annexes (these may allow for more in-depth analysis of certain issues). The final report must comply with the [UNEG Evaluation Norms and Standards](#) and will be assessed against the UNESCO Evaluation Report Quality Checklist as contained in Guidance 13 of the [UNESCO Evaluation Manual](#) by an external reviewer. The evaluation shall also refer to the [UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation](#).
31. Communication outputs: The evaluation team shall prepare communication products in English targeting different users:
- Presentation of Inception Report for Evaluation Reference Group
  - Presentation of evaluation findings and recommendations at an Evaluation Workshop for the Evaluation Reference Group and Decade Advisory Board
  - Summary of evaluation findings and recommendations for presentation to the 33<sup>rd</sup> Session of the IOC General Assembly
  - Standalone summary of evaluation findings for broad dissemination with Ocean Decade partners
  - Other communication products may be identified during the evaluation process.

## Schedule

Activity / Deliverable	Date
Draft scoping framework for ocean decade mid-term evaluation presented and discussed at 57th Session of IOC Executive Council	June 2024
Desk study and scoping interviews conducted by IOS Evaluation office	July - August
<b>Draft Terms of Reference</b>	Early August
Draft Terms of Reference shared with Evaluation Reference Group and Decade Advisory Board for comments	August
<b>Final Terms of Reference</b>	End August
Procurement process, selection of evaluation team, contracting	End August – End September
Start of mid-term evaluation	1 October 2024

<b>Inception Report</b>	<b>1 November</b>
Data Collection	October – January
<b>Draft Evaluation Report</b>	<b>31 Jan 2025</b>
Presentation of evaluation findings to Decade Advisory Board	March
Management response to evaluation recommendations	End March
Final Evaluation Report	Mid-April
Final documentation available for 33 <sup>rd</sup> Session of the IOC Assembly	April
Presentation of evaluation findings to 33 <sup>rd</sup> Session of the IOC Assembly	June

### Qualifications for external evaluation team

32. The evaluation foresees a level of effort of around 90 - 100 professional working days. Applicants should be aware of potential travel requirements for data collection and presentation of findings at UNESCO Headquarters in Paris (Ocean Decade events presented in a table below).
33. The recommended composition of the evaluation team includes at least two core members, i.e., one team leader and/or a senior evaluator and a subject matter expert. Note that alternative and larger team compositions will also be considered.
34. None of the proposed team members should have any previous involvement in the implementation of Ocean Decade activities under review (occasional attendance of events or meetings may be accepted but should be disclosed in the bid). Members of Decade governance or coordination structures (including current or former members of the Decade Advisory Board or the former Executive Planning Group), and staff or members of any decentralised coordination structures (Decade Coordination Centres, National Decade Committees, etc.) may not apply to be members of the evaluation team.

### Mandatory qualifications

35. Given the specific and technical nature of the evaluation, external expertise in evaluating multistakeholder global programmes / initiatives, ocean science, and partnerships development / resource mobilization is requested. Proposals are sought from companies with the following qualifications:
36. The applicant(s) should possess the following mandatory qualifications and experience. Not meeting these mandatory criteria will disqualify a proposal.

#### The firm /legal entity:

- must have been registered as a company for at least three years.
- must have at least three previous contracts/references.

#### Team Leader and/or Senior evaluator:

- An advanced University degree at master's level or equivalent in evaluation, political science, social sciences, economics, public administration, or any field related to the topic of the evaluation.
- Broad expertise in project/programme evaluation, with a minimum of 10 years of professional experience in this field demonstrating a strong record in designing, conducting and leading evaluations, particularly of complex multistakeholder programmes or initiatives.
- Good knowledge of institutions and partners engaged in ocean science and research and a strong understanding of the UN system.
- At least 7 years of working experience acquired at the international level or in an international setting.



- Excellent oral communication skills in English.
- Analytical and demonstrated excellent drafting skills in English (demonstrated in a sample of work).

**Subject matter expert(s):**

- An advanced University degree at master's level or equivalent in areas relevant to the topic of the evaluation such as oceanography, marine biology or any related field.
- At least 7 years of professional experience in ocean science.
- Good knowledge of institutions and partners engaged in ocean science and research and a strong understanding of the UN system.
- At least 7 years of professional experience working with multistakeholder partnerships / resource mobilization.
- Excellent oral communication in English.
- Demonstrated excellent report writing skills in English.

37. The proposed team members should collectively have the following mandatory qualifications:

- At least three examples of conducting assignments for the UN.
- Working knowledge of French and Spanish.
- Examples of work demonstrating understanding and application of UN mandates in Human Rights and Gender Equality and/or of gender- and culturally sensitive approaches in evaluation.

**Desirable qualifications**

38. The following qualifications collectively across all team members will be considered an advantage:

- Work experience(s) leading studies, research and/or evaluations in ocean sciences.
- Knowledge of UNESCO-IOC and UN-Oceans' members thematic areas of work.
- Working knowledge of other UN languages (Russian, Arabic, Chinese).

39. Within the framework of the UN Sustainability Management Strategy (2020-2030), UNESCO has committed to promote and apply sustainable considerations in all its operations, including those related to the procurement of goods, works and services. Therefore, Bidders are strongly encouraged to comply with the following Sustainability Criteria (Environmental/ Social/ Economic) and provide proof of evidence on their commitment and capacity to respond positively to the below set of Criteria:

- Prevention of Pollution: Bidders are encouraged to demonstrate a corporate environmental policy or an environmental management system (ISO 14001 or equivalent).
- Climate change mitigation and adaptation: Bidders are encouraged to demonstrate the use of energy-efficient and clean transportation and logistics arrangements. Bidders are encouraged to demonstrate commitment to corporate social responsibility criteria for digital sobriety.
- Inclusion of gender and persons with disabilities: Bidders are encouraged to demonstrate commitment to integrate gender mainstreaming in the project's approach and personnel structure. Bidders are encouraged to demonstrate to be disability-inclusive.
- Promoting sustainability throughout the supply chain: Bidders are encouraged to demonstrate to source responsible suppliers, specify more sustainable production and process methods,

conduct background-check of potential suppliers for their record of social and environmental responsibility.

40. Firms/institutions are required to provide evidence that demonstrates that the mandatory and relevant desirable criteria are met. According to the evaluation grid, proposals with additional references/proof of evidence to the minimum requirements shall receive higher scores.
41. Verification of these qualifications will be based on the provided curriculum vitae and may include a reference check. Names, titles and contact details of three references should be provided as well as a web link or an electronic copy of one recently completed report with relevance to the assignment. Candidates are also encouraged to submit additional references such as research papers or articles of relevance. Teams that meet all technical requirements may also be interviewed as part of the selection process.
42. If there are several team members, preference will be given to a gender-balanced and culturally diverse team. The evaluator(s) should make use of collaboration with national and / or regional evaluation experts where possible and appropriate, in particular for country case studies and/or in-county data collection.
43. Proposals should consist of a technical and a financial proposal to be submitted as separate documents, as per the instructions in the Solicitation Documents.

#### **Key Resources**

##### **Documents on Evaluation**

- UNESCO [Evaluation Policy 2022-29](#)
- UNESCO [Evaluation Manual](#) (2023)
- UNEG (2008) [Ethical Guidelines for Evaluation](#)
- UNEG (2017) [Norms and Standards for Evaluation](#)

##### **Documents on Ocean Decade**

- UNESCO [Medium-Term Strategy for 2022-2029 \(41 C/4\)](#)
  - [Ocean Decade Website](#)
  - [Ocean Decade Monitoring and Evaluation Framework](#)
  - [Ocean Decade Implementation Plan](#)
  - [Vision 2030 Outcome Report and White Papers](#)
  - [2024 Ocean Decade Conference 'Barcelona Statement'](#)
  - [Ocean Decade Progress Report 2022-2023](#)
  - [Ocean Decade Progress Report 2021-2022](#)
  - [UN-Oceans Website](#)
  - [Terms of Reference of the Decade Advisory Board](#)
  - [Meeting reports of the Decade Advisory Board](#)
  - [Foundations Dialogue 2023 Monaco Statement](#)
44. Additional resources in the form of internal reports and grey literature will be provided to the evaluation team.

## Annex 2. Theory of Change for the UN Ocean Decade

Impact	A healthy, resilient, sustainable ocean supporting global well-being, livelihoods and SDGs, driven by transformative ocean science and knowledge solutions																		
Long-Term Outcomes Post-2030	Clean ocean with reduced or removed pollution	Healthy & resilient ocean with protected, restored, and managed ecosystems		Productive ocean supporting sustainable food supply and economy		Predictable ocean with societal understanding of changing conditions		Safe ocean with protection from ocean-related hazards		Accessible ocean with open and equitable access to data, technology & innovation		Valued ocean with societal recognition of its role in wellbeing & sustainable development		Well-governed ocean with strong frameworks and mechanisms to advance sustainability					
Intermediate (medium-term) Outcomes 2027-2030	A comprehensive and accessible body of ocean knowledge and tools			Established, inclusive, and sustainable cross-sectoral partnerships		Enhanced capacity and empowered communities in SIDS, LDCs, and ECOPs		Evidence-based policies and governance frameworks		Sustained behavioral change and civic engagement		Robust and innovative funding mechanisms		Scientific and technological innovation for sustainability		Inclusive and equitable ocean science			
Immediate (short-term) Outcomes 2025 - 2027	Improved skills and knowledge among stakeholders in SIDS, LDCs, and ECOPs			Increased and sustained resourcing for Decade Actions and coordination			Heightened public awareness and engagement			Accelerated dissemination of actionable scientific knowledge			Improved access to ocean data, tools, and technologies for stakeholders			Enhanced understanding and processes to integrate diverse knowledge systems			
Outputs	Advanced ocean knowledge and accessible research infrastructure			Strengthened capacity and inclusive knowledge sharing		Enhanced governance and policy frameworks		Improved coordination and resource sharing mechanisms			Secured financial commitments and innovative funding models			Increased public awareness and engaged stakeholders			Produced outputs from monitoring, evaluation, and adaptive management systems		
Activities	Facilitating generation and deployment of scientific knowledge		Developing capacity and sharing knowledge	Strengthening governance (IOC, UNESCO, UN-Oceans, UN system, DAB)		Strengthening coordination (DCU, DCOs, DCCs, NDCs) and collaboration with institutions		Mobilizing financial and in-kind resources for coordination and Actions		Communication, outreach and raising public awareness for behavioural change			Monitoring, Evaluation, and Learning (MEL) and adaptive management		Informing policy and decision-making		Enabling equity, inclusion and diversity		
Inputs	Governance structure	Coordination structures	Operational Guidelines  MEL & Reporting Manual	Interagency & Multilateral Collaboration Guidelines  Risk Mng. Framework	Resource Mobilization Manual  Decade Actions Manual	Stakeholder Management Manual  Co-design & Co-delivery Guidelines	Inclusivity, Diversity and Equity Guidelines  Communication Strategy & Action Plan	A well-maintained database for contacts & Actions linked w/website	Financial and in-kind resources  Scientific expertise	Global, regional & national institutional policies, frameworks & agreements	Data and technological infrastructure  Cutting-edge technologies	Existing research outputs and innovations							

## Annex 3. Bibliography

### UNESCO and IOC

- Activities Guidance Note (June 2024)
- Call for Actions
- Collection of Latest Decade Actions
- Endorsed Ocean Decade Actions (July 2024)
- Global Ocean Science Reports
- Final Version of the guidance Note CFDA No. 07 (July 2024)
- Ocean Decade Progress Report
- Ocean Decade and the Convention on Biological Diversity
- Strategies and Outcomes of the Ocean Panel
- UNESCO Ocean Programmes
- Working Groups
- Organizational Chart of the Intergovernmental Oceanographic Commission (January 2024)
- Contact List for the Mid-Term Evaluation
- 2022-2023 Monitoring and Evaluation Progress Report – Data Analysis
- 2023-2024 Monitoring and Evaluation Data Analysis – Progress Report
- INOMER, Ocean Decade Mid-Term Evaluation Inception Reports (2024)
- INOMER, Theory of Change (2024)
- Ocean Decade Meetings and Events Calendar
- State of the Ocean Report (2024)
- Organizational Chart (June 2024)
- United Nations Evaluation Group, Integrating Human Rights and Gender Equality in Evaluations (2024)
- DCC-DCO-DIP Report
- Decade Actions Form
- Ocean Decade Monitoring and Evaluation Framework Implementation Manual (2023)
- NDC Report
- Reporting Form for 2022-2023 Contributions
- Reporting Form for 2022-2023 Projects
- Monitoring and Evaluation Progress Reporting and Key Performance Indicators
- Ocean Decade Endorsed Actions Related to Challenge 6 (ARAV2)
- Introduction to the Ocean Decade Tsunami Programme (2024)
- Research, Development, and Implementation Plan for the Ocean Decade Tsunami Programme–IOC Technical Series (2023)
- 2021-2022 Progress Report
- 2022-2023 Progress Report
- 2023-2024 Progress Report
- Data Implementation Plan
- Data and Information Strategy
- Final Outcomes Report
- Implementation Guidelines
- Ocean Decade Endorsed Actions Related to Challenge 6 (ARAV2)
- Ocean Decade Implementation Plan
- Summary of the Ocean Decade Implementation Plan
- Resource Mobilization Strategy
- Full Draft of the Vision 2030 Outcomes Report (April 2024)
- 2022-2025 IOC Executive Council Draft Budget
- International Platform for Ocean Sustainability (IPOS) 2025 – Draft report – January 2025
- Ocean Decade Communications Webpage
- Report on the Thirtieth Session of the Assembly – Paris, 26 June – 4 July 2019
- Update of IOC Contributions to the Ocean Decade and resource needs, 29 May 2023
- IOC Resolution A-32/4 – Adopted by the IOC Assembly at its 31st session, 14–25 June 2021
- IOC Resolution A-31/2 – Adopted by the IOC Assembly at its 32nd session, 21–30 June 2023
- DAB Meeting Reports (2021-2024)
- Draft Final Report on the UN-Oceans and Ocean Decade Summary Report and Recommendations



- Ocean Decade Vision2030 Public Webinar (2023)
- Presentation on Ocean Decade (27 June 2024)
- Summary of Feedback from Germany-Based Ocean Decade Programmes, Projects and Contributions, November 2024
- SK ODTP SC Presentation (January 2025)
- Three IOS Evaluation of IOC (2021)
- Proposed Action Plan of IOS Recommendations
- IOC Report: Co-designing the science we need for the ocean we want: guidance and recommendations for collaborative approaches to designing & implementing decade actions, IOC/2021/ODS/29 (2021). Available at <https://unesdoc.unesco.org/ark:/48223/pf00000379563>.
- IOC Report: Best Practice Manual for National Decade Committees IOC/2023/ODS/43 Rev (2023). Available at <https://unesdoc.unesco.org/ark:/48223/pf00000385533>
- Call for Decade Action No. 06/2023 (2023). Available at <https://oceandecade.org/news/ocean-decade-launches-new-cfda6-co-design-decade-actions-africa-caribbean-sids/>
- Vision 2030 White Papers (2024)
- List of the Member States and the Associate Members of UNESCO
- Definition of regions, UNESCO (Definition of regions with a view to the execution by the Organization of regional activities | UNESCO)
- List of SIDS, United Nations (UN), Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (List of SIDS | Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States)
- List of LDCs, United Nations (UN), Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (List of LDCs | Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States)
- UNESCO Evaluation Policy 2022-29
- UNESCO Evaluation Manual (2023)
- UNEG (2008) Ethical Guidelines for Evaluation
- UNEG (2017) Norms and Standards for Evaluation

#### **IODE**

- IOC-IODE Committee Report – XXV Session (2019)
- IOC-IODE Committee Report – XXVII Session (2021)
- IOC-IODE Committee Report – XXVI Session (2023)
- Associate Data Unit
- Associate Information Unit
- 2023–2029 IOC Strategic Plan for Ocean Data and Information Management
- National Coordinators for Data Management
- National Coordinators for Marine Life
- Ocean Decade Data and Information Strategy
- OceanExpert National Oceanographic Data Centres (NODCs)

#### **WESTPAC**

- Action – Capacity Development
- Action – Marine Spatial Planning
- Action – Plastic Emissions
- Action – Study of the Kuroshio Current
- Scientific Sessions and Special Forums
- Towards Co-Designing and Delivering Ocean Science Solutions

#### **IOCARIBE**

- Building a TAC UN Ocean Decade Roadmap
- TAC Ocean Decade Roadmap Draft Version
- Summary Report of Workshop Series led by Edgar Cabrera (2021)
- IOCARIBE Strategic Communications Plan (2023)
- IOCARIBE Medium-Term Strategic Science Plan (2024)
- Executive Summary of IOCARIBE Kick-Off Conference (January 2022)
- Version 5.4 of the updated Terms of Reference for IOCARIBE Task Force

- Ocean Decade at IOCARIBE
- Scoping Study for an Ocean Decade Coordination Office – Executive Summary
- Stakeholders for IOC Evaluation
- Videos – Shortcut – Link to IOCARIBE videos

#### **Africa**

- African Union, Africa's Integrated Maritime Strategy - 2050 AIM Strategy (2012)
- African Union, Agenda 2063(2015)
- IOC Agenda 2063 (2024)
- Regional Developments IOCAFRICA Report (2023)
- Africa Taskforce Meeting: Final Meeting Report (April 2023)
- Africa Taskforce Meeting: Final Meeting Report (February 2024)
- IOCAFRICA GOOS: GRA Background Report
- Group Meeting Reports: Online Group
- Ocean Decade Africa Roadmap
- Revised IOCAFRICA Report

#### **WIOMSA**

- Newsbrief – April 2022
- Newsbrief – December 2022
- Article: Kick-Off to Improve Knowledge of Ocean Resources in the Western Indian Ocean (2022)
- Scientific Storytelling (2022)
- Updates from WIO-ECSN (2024)
- Celebrating Women in STEM: Success Story of Miss Nancy Iraba (2024)
- News and Events (2024)

## Annex 4. List of Evaluation Participants

	Name	Organization/Ocean Decade Structure	Country	Region <sup>6</sup>	Gender
<b>Interview participants</b>					
1	Francois Jean Michel Wibaux	UNESCO - CPE Press Unit	France	Europe and North America	M
2	Matthieu Guevel	UNESCO – CPE / Strategic Communication Group	France	Europe and North America	M
3	Julien Pellaux	UNESCO - (BSP) Resource Mobilization	France	Europe and North America	M
4	Nigel Crawhall	UNESCO – (SC) Local and Indigenous Knowledge Systems (LINKS)	France	Europe and North America	M
5	Zulmira Rodrigues	UNESCO - (SC) SIDS	France	Europe and North America	F
6	Fanny Douvere	UNESCO - (CLT) World Heritage Marine / UN-Oceans Member	France	Europe and North America	F
7	Hans Thulstrup	UNESCO - (SC) Man & Biosphere	France	Europe and North America	M
8	Bernardo Aliaga	IOC Tsunami	France	Europe and North America	M
9	Kristen Isensee	IOC Ocean Sciences	France	Europe and North America	F
10	Joanna Post	IOC Ocean Observations	France	Europe and North America	F
11	Ulrike Guerin	UNESCO Convention of the Protection of Underwater Heritage / UN-Oceans Member	France	Europe and North America	F
12	Joseph Appiott	UN / UN-Oceans Member	Canada	Europe and North America	M
13	Joana Akrofi	UNEP/ Data Coordination Group	Kenya	Africa	F
14	Stavros Antoniadis	CITES	Greece	Europe and North America	M
15	Fredrik Haag	IMO / UN-Oceans Member	Sweden	Europe and North America	M
16	Celine Tiffay	FAO	Italy	Europe and North America	F
17	Joseph Zelasney	FAO/ UN-Oceans Member	Italy	Europe and North America	M
18	Marie Bourrel-McKinnon	ISA / UN-Oceans Member	Jamaica	Latin America and the Caribbean	F
19	Johan Stander	WMO / UN-Oceans Member	Switzerland	Europe and North America	M
20	Adnan Awad	UNDP / UN-Oceans Member	South Africa	Africa	M
21	Julien Marie Francois Million	World Bank / UN-Oceans Member	USA	Europe and North America	M

<sup>6</sup> Regions for each respondent were determined based on their primary work location rather than their place of origin, as this better reflects their professional engagement and contributions to the UN Ocean Decade.

22	Michele Sylvia Diez	World Bank	USA	Europe and North America	F
23	Jasdeep Randhawa	UNFCCC / UN-Oceans Member	Germany	Europe and North America	F
24	Michelle Heupel	University of Tasmania / Decade Advisory Board	Australia	Asia and the Pacific	F
25	Charlotte Hudson	Pew Charitable Trusts / Decade Advisory Board	USA	Europe and North America	F
26	Pierre-Yves Charpentier	The Pacific Community Centre for Ocean Science (PCCOS) / Decade Collaboration Centre	New Caledonia	Asia and the Pacific	M
27	Tata Sudhakar	Indian National Centre for Ocean Information Services (INCOIS) / Decade Collaboration Centre/ National Decade Committee	India	Asia and the Pacific	M
28	Uday Bhaskar	Indian National Centre for Ocean Information Services (INCOIS) / Data Coordination Group	India	Asia and the Pacific	M
29	Nimit Kumar	Indian National Centre for Ocean Information Services / DCC Indian Ocean	India	Asia and the Pacific	M
30	Nadia Pinardi	University of Bologna / Decade Collaboration Centre	Italy	Europe and North America	F
31	Wenxi Zhu	IOC WESTPAC / DCO Western Pacific	Thailand	Asia and the Pacific	M
32	Edwin Mwashinga	IOC AFRICA / DCO for Africa	Kenya	Africa	M
33	Lorna Veronica Inniss	IOC CARIBE / DCO for Tropical Americas and Caribbean	Colombia	Latin America and the Caribbean	F
34	Zacharie Sohoun	Ministry for the Environment and Transport/ National Decade Committee	Benin	Africa	M
35	Fiona Grant	Marine Institute Foras na Mara / National Decade Committee	Ireland	Europe and North America	F
36	Linda Faulkner	Chair of the New Zealand NDC / Decade Advisory Board	New Zealand	Asia and the Pacific	F
37	Khurshed Alam	Ministry Of Foreign Affairs / National Decade Committee	Bangladesh	Asia and the Pacific	M
38	Silke Bieda	New Zealand National Development Committee	New Zealand	Asia and the Pacific	F
39	Sara Granchinho	EurOcean / Decade Implementing Partner	Portugal	Europe and North America	F
40	Sheila JJ Heymans	European Marine Board / Decade Implementing Partner	Belgium	Europe and North America	F
41	Balgis Osman-Elasha	African Development Bank (AfDB)/ Africa Task Force	Sudan	Africa	F
42	Arthur Tuda	Western Indian Ocean Marine Science Association (WIOMSA) / Africa Task Force	Zanzibar / Tanzania	Africa	M
43	Sandra Grant	Caribbean Regional Fisheries Mechanism (CRFM) / Tropical	Belize	Latin America and the Caribbean	F



		Americas and Caribbean Task Force			
44	Ann-Katrien Lescrauwaet	Flanders Marine Institute (VLIZ) / Decade Implementing Partner	Belgium	Europe and North America	F
45	Juana Jimenez	Flanders Marine Institute (VLIZ) / Decade Implementing Partner	Belgium	Europe and North America	F
46	Pauline Mwangi	Early Career Ocean Professionals (ECOP) & Kenya Marine and Fisheries Research Institute	Kenya	Africa	F
47	Evonne Tan	Early Career Ocean Professionals (ECOP)	Malaysia	Asia and the Pacific	F
48	Jyotika Virmani	Schmidt Ocean Institute / Ocean Decade Alliance	USA	Europe and North America	F
49	Ralph Rayner	London School of Economics and Political Science (LSE) / Technology and Innovation Group	UK	Europe and North America	M
50	Edward Armstrong	NASA / Data Coordination Group	USA	Europe and North America	M
51	Taco De Bruin	Royal Netherlands Institute for Sea Research / Data Coordination Group	Netherlands	Europe and North America	M
52	Jesus Olomo Nguema	Ocean Expert	Equatorial Guinea	Africa	M
53	Venugopalan Pallayil	National University of Singapore / Technology and Innovation Group	Singapour	Asia and the Pacific	M
54	Arran McPherson	Fisheries and Oceans Canada (DFO) / Ocean Decade Alliance	Canada	Europe and North America	F
55	Kim Jun Hyung (Joe)	Korea Institute of Ocean Science and Technology (KIOST) / Ocean Decade Alliance	Korea	Asia and the Pacific	M
56	Luis Menezes Pinheiro	University of Aveiro / National Decade Committee	Portugal	Europe and North America	M
57	Mette Mila	The Research Council of Norway (RCN) / Strategic Communications Group	Norway	Europe and North America	F
58	Gert Verreet	Government of Flanders- Department of Economy, Science & Innovation / Donor	Belgium	Europe and North America	M
59	John Hanus	European Commission (EC)	Belgium	Europe and North America	M
60	Nicolas Segebarth	European Commission (EC) / Data Coordination Group	Belgium	Europe and North America	M
61	James Mwaluma	Kenya Marine and Fisheries Research Institute / Ocean Decade Alliance	Kenya	Africa	M
62	Emily Nocito	National Oceanic and Atmospheric Administration (NOAA)	USA	Europe and North America	F
63	Madysen Miller	National Oceanic and Atmospheric Administration (NOAA)	USA	Europe and North America	F

64	Patrick Gorringe	Swedish Meteorological and Hydrological Institute (SMHI)	Sweden	Europe and North America	M
65	Eloi Astier	AXA Research Fund / Foundations Dialogue	France	Europe and North America	M
66	Isabelle Bergeron	AXA Research Fund / Foundations Dialogue	France	Europe and North America	F
67	Ayman Cherkaoui	Mohammed VI Foundation for Environmental Protection / Foundations Dialogue	Morocco	Arab States	M
68	Kenza Khallafi	Mohammed VI Foundation for Environmental Protection / Africa Task Force	Morocco	Arab States	F
69	Ayoub Achbaro	Mohammed VI Foundation for Environmental Protection	Morocco	Arab States	M
70	Naomi Bastin	Great Barrier Reef Foundation / Strategic Communication Group	Australia	Asia and the Pacific	F
71	Raymundo Santisteban	Ocean World of Sound / NGO Task Group	Mexico	Latin America and the Caribbean	M
72	Vivienne Solis Rivera	CoopeSoliDar R.L / NGO Task Group	Costa Rica	Latin America and the Caribbean	F
73	Sophie Seeyave	Partnership for Observation of the Global Ocean (POGO)	UK	Europe and North America	F
74	David Millar	FUGRO / Ocean Decade Alliance	USA	Europe and North America	M
75	Rennie Meyers	Ørsted / Corporate Data Group	Denmark	Europe and North America	F
76	Takeshi Okhi	SENSYN ROBOTICS, Inc. / Corporate Data Group	Japan	Asia and the Pacific	M
77	Arne Myhrvold	Equinor / Corporate Data Group	Norway	Europe and North America	M
78	Sophie Biro	Adelwise/ Seageneration	France	Europe and North America	F
79	Sebastian Manes	Harper Collective	UK	Europe and North America	M
80	Blessing Charuka	Africa Centre of Excellence in Coastal Resilience (ACECoR) / Strategic Communication Group	Ghana	Africa	M
81	Swayam Das	Development Alternatives / Strategic Communication Group	India	Asia and the Pacific	F
82	Yuntao Wang	Ministry of Natural Resources / Strategic Communications Group	China	Asia and the Pacific	M
83	Christophe Assogba	SciDev.Net / Strategic Communication Group	Benin	Africa	M
84	Vidar Helgesen	IOC-UNESCO Executive Secretary/ADG	France	Europe and North America	M
85	Kostianaia, Evgeniia	IOC-UNESCO – ECOP Program Coordinator	Russia	Europe and North America	F
86	Aya Khalil	IOC-UNESCO – DCU	France	Europe and North America	F

87	Alison Clausen	IOC-UNESCO - DCU	France	Europe and North America	F
88	Julian Barbieri	IOC-UNESCO - DCU	France	Europe and North America	M
89	Bipendra Prakash	Secretariat of the Pacific Community (SPC)	Fiji	Asia and the Pacific	M
90	David Smith	Smith Warner International Limited	Jamaica	Latin America and the Caribbean	M
91	Elsie Gabriel	Young Environmentalists Programme Trust	India	Asia and the Pacific	F
92	Adewale Temitope	University of Cape Coast	Ghana	Africa	F
93	Kipkorir Sigi Lang'at	External reviewer of Ocean Decade Actions	Kenya	Africa	M
94	Marjo Vierros	External assessor of UN-Oceans engagement	Canada	Europe and North America	F
95	Angelique Pouponneau	Alliance of Small Island States (AOSIS) / Decade Advisory Board	Seychelles	Africa	F
96	Julie Reimer	Fisheries and Ocean Canada / DAB Member	Canada	Europe and North America	F
97	Vera Agostini	The Food and Agriculture Organization (FAO) / Decade Advisory Board	Italy	Europe and North America	F
98	Jeffrey Bernus	Caribbean Cetacean Society (CCS)	Martinique	Latin America and the Caribbean	M
99	Mariana Andrade	ECOP / Tropical Americas and Caribbean Task Force	Brazil	Latin America and the Caribbean	F
100	Kareem Sabir	CARICOM	Guyana	Latin America and the Caribbean	M
101	Abdoulaye Ibrahim	UNESCO PAX	France	Europe and North America	M
102	Aina le Don	Western Indian Ocean Marine Science Association (WIOMSA)	Madagascar	Africa	M
103	Amrikha Sing	Caribbean Community (CARICOM)	Guyana	Latin America and the Caribbean	F
104	Ewube Egbe	ECOP	Cameroon	Africa	F
105	Jacqueline Uku	Kenya Marine and Fisheries Research Institute	Kenya	Africa	F
106	James Kairo	Kenya Marine and Fisheries Research Institute	Kenya	Africa	M
107	Harrison Onganda	Kenya Marine and Fisheries Research Institute	Kenya	Africa	M
108	Joseph Kamau	Kenya Marine and Fisheries Research Institute	Kenya	Africa	M
109	Marta Monaco	Prada	Italy	Europe and North America	F
<b>Participants of Case Study Interviews</b>					

1	David O'Sullivan	Marine Institute Foras na Mara	Ireland	Europe and North America	M
2	Kneyone Murray	Blue Planet Alliance	Canada	Europe and North America	M
3	Franck Mirobo	Western Indian Ocean Early Career Scientists Network	Zanzibar/Tanzania	Africa	M
4	Ocal Necmioglu	IOC-UNESCO Tsunami Programme	France	Europe and North America	M
<b>FGDs participants</b>					
1	Alexandra Dempsey	Khaled bin Sultan Living Oceans Foundation / Foundations Dialogue	USA/Middle East	Europe and North America	F
2	Edwin Mwashinga	IOC AFRICA / DCO for Africa	Kenya	Africa	M
3	Emily Nocito	National Oceanic and Atmospheric Administration (NOAA)	USA	Europe and North America	F
4	Ewube Egbe	ECOP	Cameroon	Africa	F
5	Fredrik Haag	IMO /UN-Oceans Member/ Decade Advisory Board	UK	Europe and North America	M
6	Juana Jimenez	Flanders Marine Institute (VLIZ) / Decade Implementing Partner	Belgium	Europe and North America	F
7	Jyotika Virmani	Schmidt Ocean Institute / Ocean Decade Alliance	USA	Europe and North America	F
8	Kim Jun Hyung (Joe)	Korea Institute of Ocean Science and Technology (KIOST) / Ocean Decade Alliance	Korea	Asia and the Pacific	M
9	Luis Menezes Pinheiro	University of Aveiro / National Decade Committee	Portugal	Europe and North America	M
10	Mariana Andrade	ECOP / Tropical Americas and Caribbean Task Force	Brazil	Latin America and the Caribbean	F
11	Nigel Crawhall	UNESCO - Petites Iles et Savoirs Autochtones (SC/PCB/SII)	France	Europe and North America	M
12	Nimit Kumar	Indian National Centre for Ocean Information Services / DCC Indian Ocean	India	Asia and the Pacific	M
13	Noémie Wouters	ISA	Jamaica	Latin America and the Caribbean	F
14	Pauline Mwangi	ECOP & Kenya Marine and Fisheries Research Institute	Kenya	Africa	F
15	Raymundo Santisteban	Ocean World of Sound / NGO Task Group	Mexico	Latin America and the Caribbean	M
16	Sheila JJ Heymans	European Marine Board / Decade Implementing Partner	Belgium	Europe and North America	F
17	Swayam Das	Development Alternatives / UNDP/ Strategic Communication Group	India	Asia and the Pacific	F



18	Syarifah Dalimunte	National Committee for IOC-UNESCO Program / National Decade Committee	Indonesia	Asia and the Pacific	F
19	Teresa Kennedy	International Council of Associations for Science Education / NGO Task Group	USA	Europe and North America	F
20	Valeria Tapia	National Decade Committee	Chile	Latin America and the Caribbean	F
21	Wahyu W. Pandoe	National Committee for IOC-UNESCO Program / National Decade Committee	Indonesia	Asia and the Pacific	M
22	Yuntao Wang	Ministry of Natural Resources / Strategic Communications Group	China	Asia and the Pacific	M
23	Zulmira Rodrigues	UNESCO - (SC) SIDS	France	Europe and North America	F

## Annex 5. Stakeholder Survey Analysis

## Introduction

The Evaluation Team, in collaboration with IOS, launched the online survey on 28 November 2024, and it was closed on 20 December 2024. The survey was implemented on the SurveyMonkey platform in English, French, and Spanish. The survey data was analysed using SPSS.

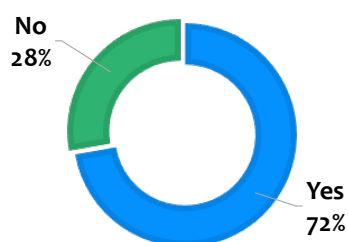
A total of 1,205 respondents participated in the survey, of whom 870 had engaged in an Ocean Decade governance or coordination structure, activity, or event. Among respondents, 86% took the survey in English, 6% in Spanish, and 8% in French.

To maximize responses from underrepresented groups, the Evaluation Team closely monitored survey data and issued reminders to ensure balanced representation across stakeholder groups and regions. Special attention was given to increasing participation among women, youth, Small Island Developing States (SIDS), Least Developed Countries (LDCs), and indigenous communities. Representation from all these groups was achieved.

The following sections present the detailed analysis of the survey data. Given the high response rate and the potential for demographic variations to provide valuable insights, a detailed cross-tabulation analysis was also conducted for the majority of the survey questions. This approach allowed for a deeper understanding of differences across respondent groups and enhanced the robustness of the findings.

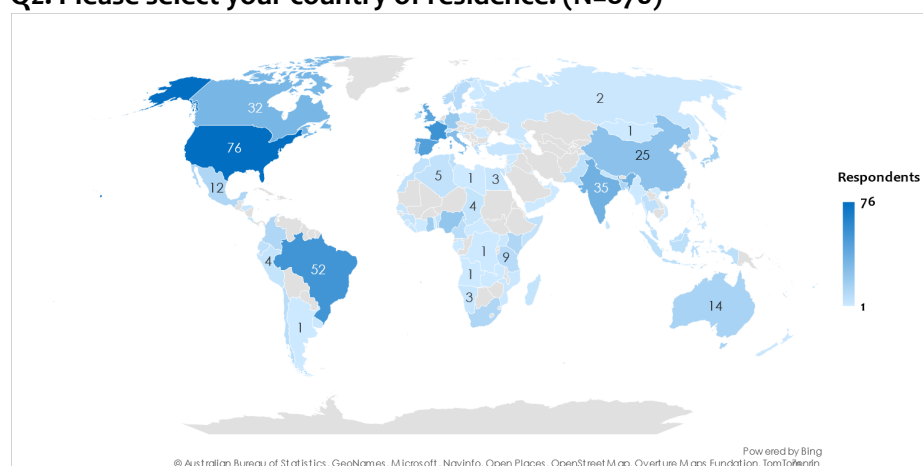
## Survey Analysis

**Q1: Have you been involved in any Ocean Decade governance or coordination structures, activities, or events? (N=1205)**



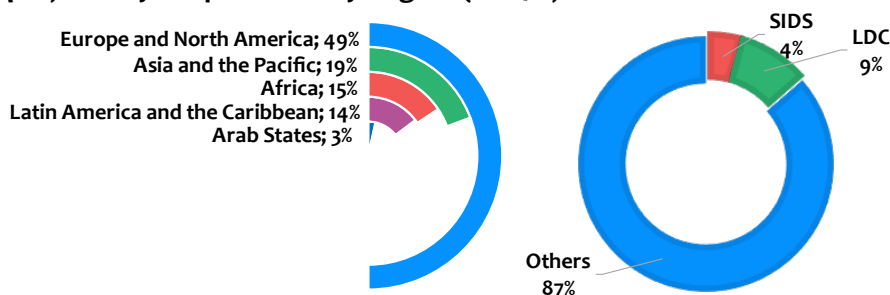
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q2: Please select your country of residence. (N=870)**



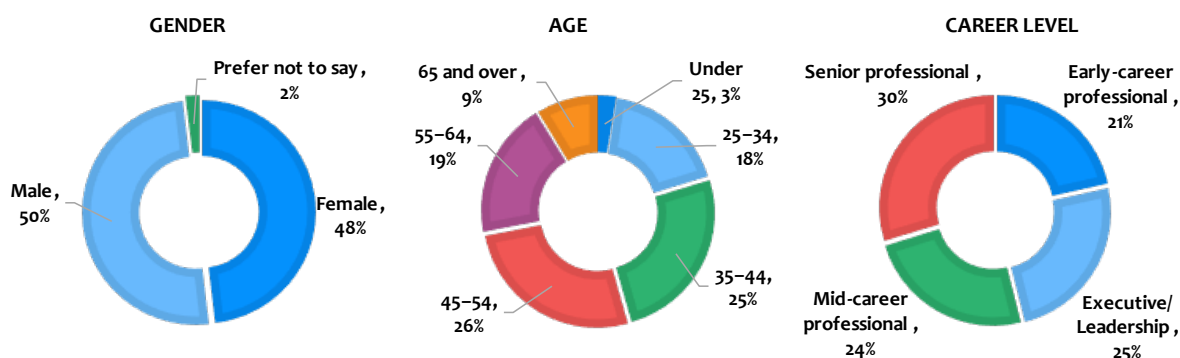
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

## Q2.a) Survey Respondents by Region (N=870)



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

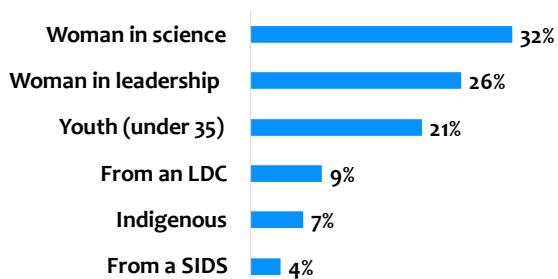
## Q3: Please select your gender, Q4: Please select your age group, Q5: Please select the option that best describes your career level. (N=870)



INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

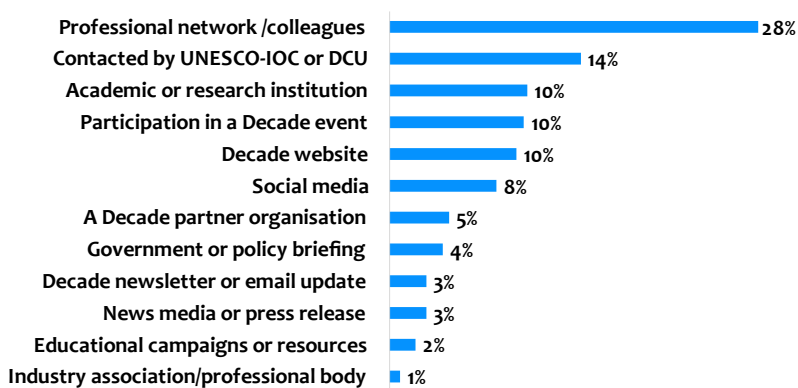
Source:

## Q6: Do any of the following apply to you? (N=823)



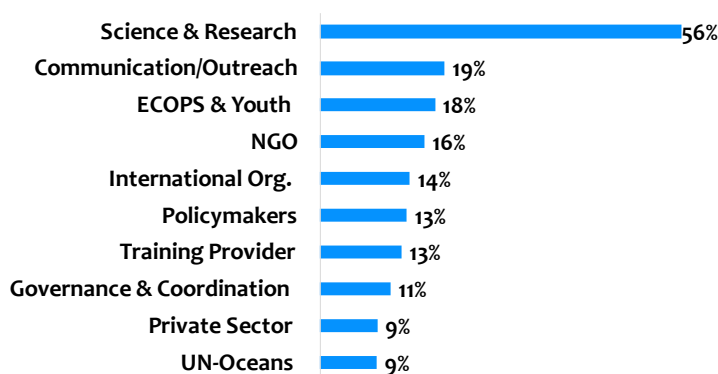
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

## Q7: How did you first learn about the Ocean Decade? (N=863)



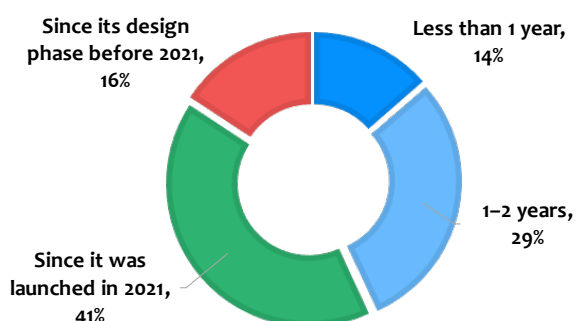
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q8: What best describes your primary affiliation or involvement with the Ocean Decade? (Select up to 3 options). (N=870)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q9: How long have you been engaged with the Ocean Decade? (N=870)**



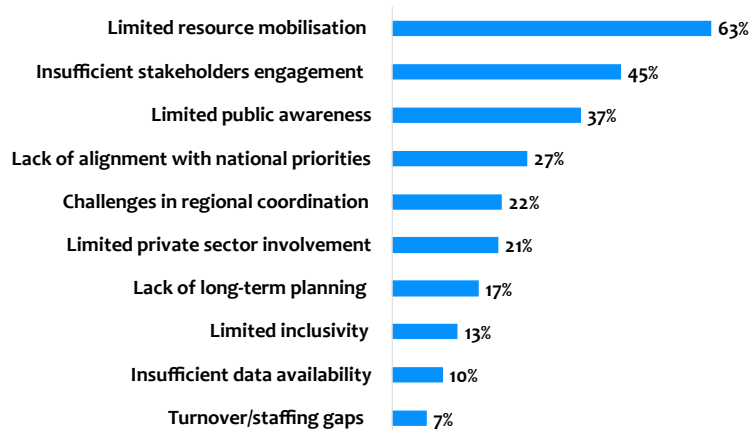
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10: How would you rate the Ocean Decade's overall progress toward achieving its objectives? (N=866)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

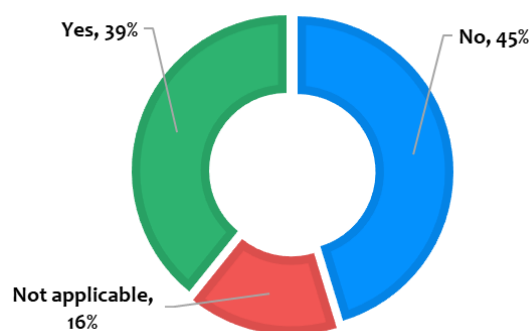
**Q11: Which of the following factors do you believe have most negatively affected the Ocean Decade's progress toward achieving its objectives? (Select up to 3 options). (N=437)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

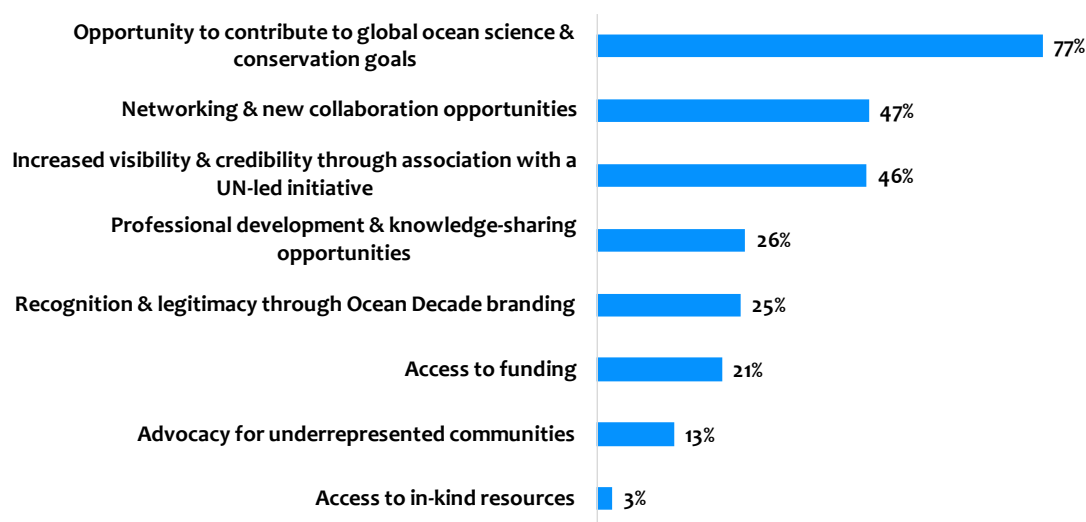


**Q12: Have you submitted an Ocean Decade Action for endorsement? (N=870)**



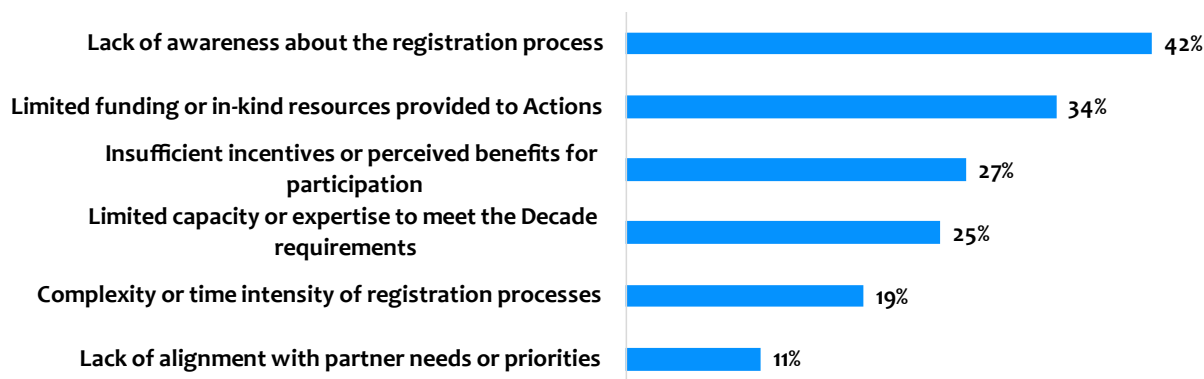
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q13: What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options). (N=341)**



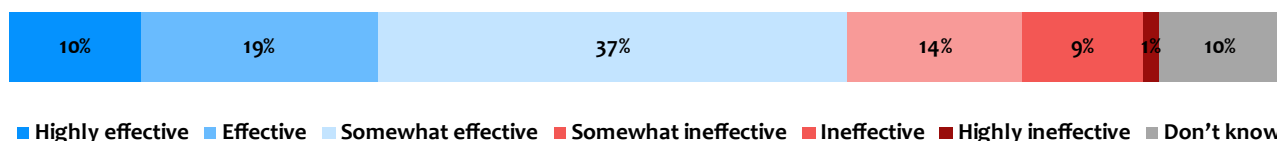
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q14: What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options). (N=390)**



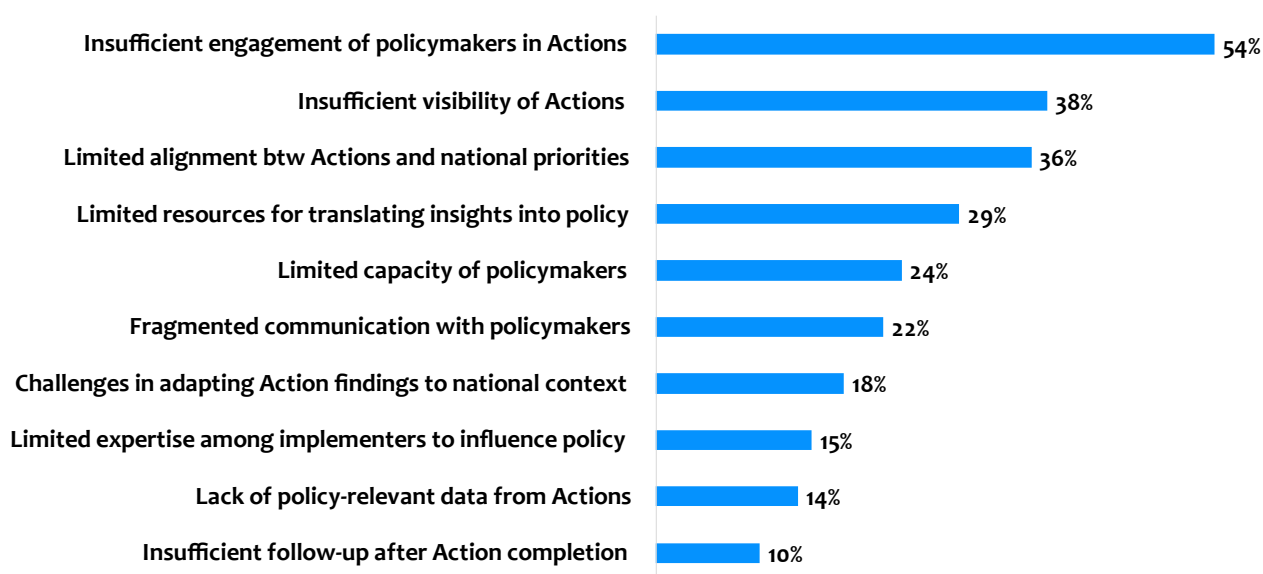
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15: How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making? (N=861)**



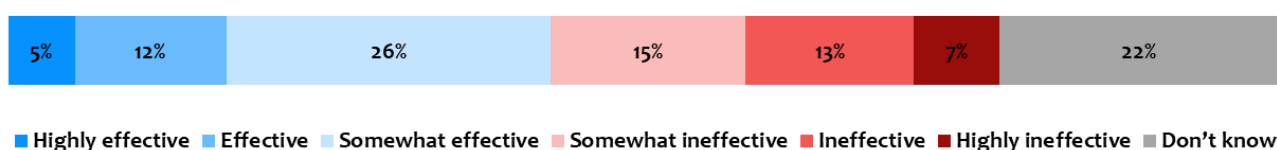
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16: What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options). (N=520)**



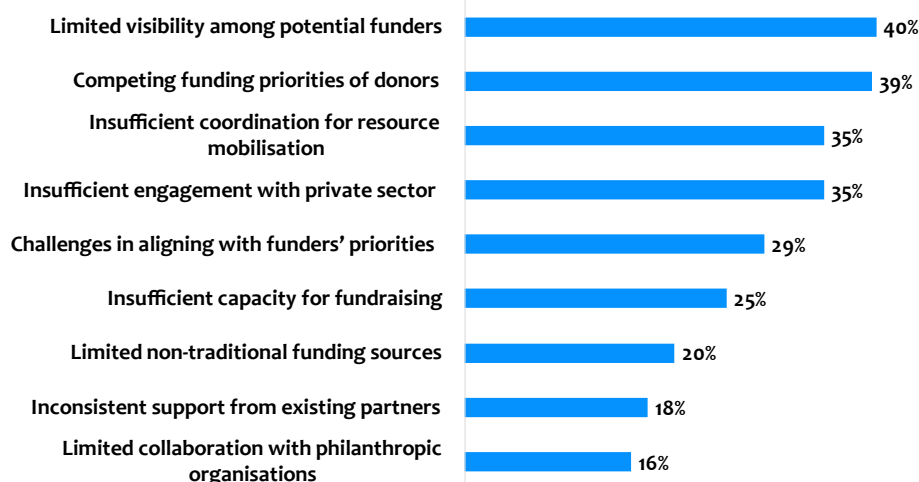
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q18: How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade? (N=838)**



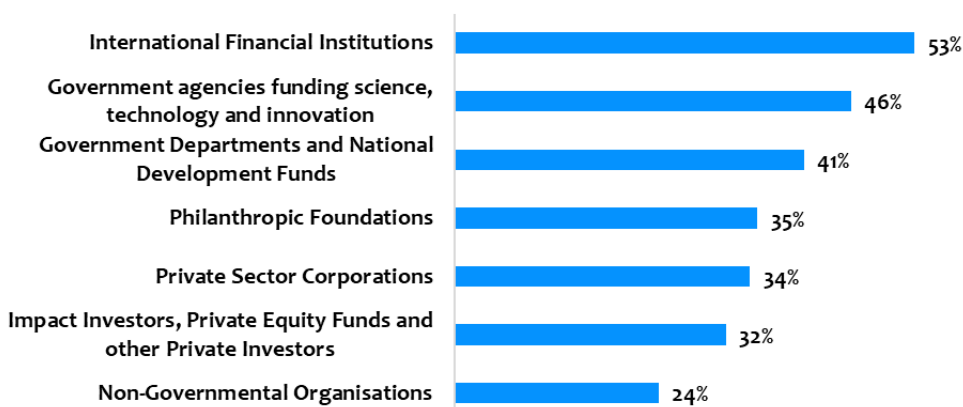
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q19: In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade? (Select up to 3 options). (N=501)**



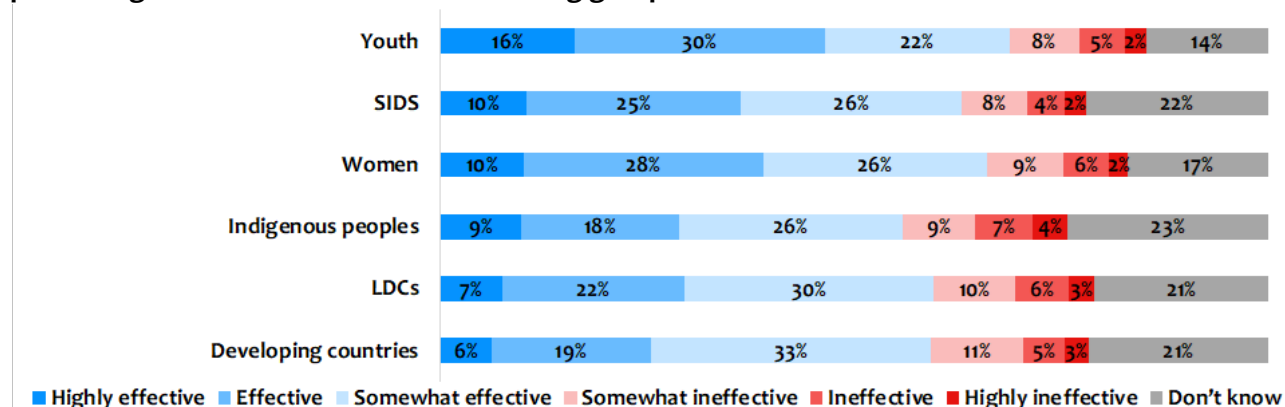
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20: Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade? (Select up to 3 options). (N=825)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q23: In your view, to what extent do you think the Ocean Decade Actions have been effective in promoting inclusion for each of the following groups?**



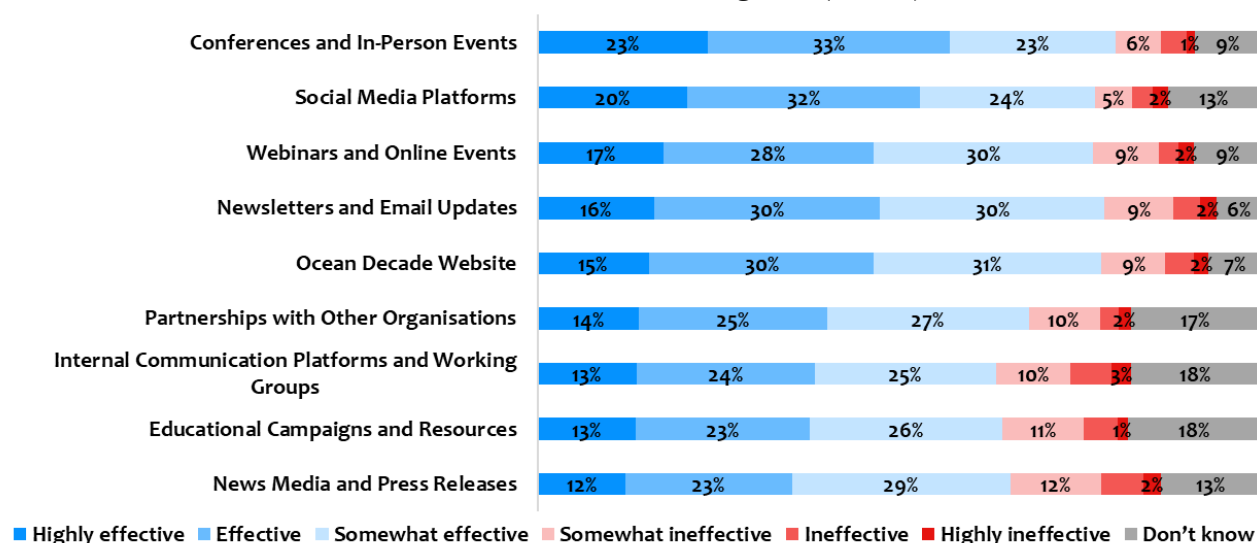
Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q24: Open-ended question: Key barriers to achieving inclusivity in the Ocean Decade (N=142)

Theme	Description	Frequency
Lack of Funding and Resources	Inadequate financial resources for marginalized groups (LDCs, Indigenous peoples, etc.) to fully participate in Ocean Decade initiatives.	26%
Structural issues	Initiatives are predominantly led by institutions from wealthier countries, with limited opportunities to incorporate perspectives from developing and underrepresented regions. Bureaucratic and exclusive systems further restrict the participation of marginalized groups.	26%
Gaps in Local Engagement and Equitable Research Practices	Insufficient involvement of local coastal communities, small-scale fishers, and grassroots organizations in Ocean Decade initiatives, alongside research practices that often exclude or fail to benefit local researchers and communities.	25%
Barriers to Inclusive and Multilingual Communication	Limited dissemination of Ocean Decade information to marginalized communities and developing regions, with a need for expanded multilingual outreach and communication tailored to diverse audiences.	25%
Representation and Decision-Making Gaps	Limited representation of women, youth, Indigenous peoples, and local communities in leadership and decision-making processes, including insufficient support for their active engagement.	21%
Capacity-Building Gaps	Limited training, mentorship, and capacity-building initiatives to empower marginalized groups to lead or participate effectively in Ocean Decade activities.	9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

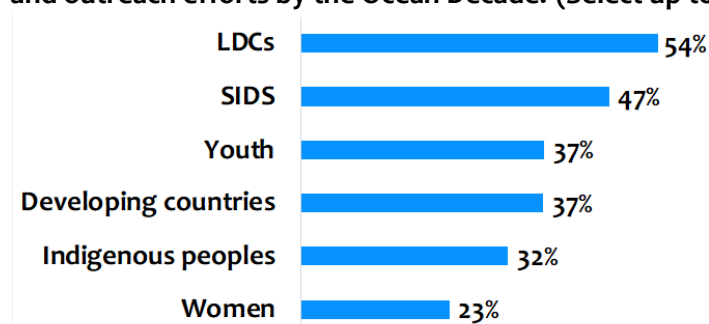
#### Q25: How effective have the following communication channels been in raising awareness and calling for Ocean Decade Actions across different audiences and regions? (N=698)



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



**Q26: In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade? (Select up to 3 options) (N=725)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q27: Barriers to Reaching Underrepresented Groups in the Ocean Decade's Communication and Outreach Efforts (N=148)**

Barrier	Details	Frequency
Limited access to internet and technology	Poor digital infrastructure in many regions restricts access to online communication, webinars, and resources.	20%
Language barriers	Most communication materials are in English or French, excluding local and vernacular languages, making them inaccessible to many.	18%
Insufficient funding for outreach	Lack of resources to create localized materials, host events, or engage marginalized groups through communication efforts.	18%
Marginalization in outreach efforts	Groups like Indigenous peoples and women are often overlooked or excluded from tailored outreach campaigns.	13%
Lack of culturally sensitive communication	Outreach strategies fail to respect cultural contexts or integrate traditional knowledge, especially for Indigenous peoples.	12%
Limited engagement with local stakeholders	Poor collaboration with grassroots organizations, community leaders, and NGOs weakens outreach impact.	11%
Poor use of modern social media platforms	Limited adoption of platforms like TikTok, Instagram, and podcasts reduces engagement with youth and broader audiences.	9%
Geographic isolation	Remoteness of some communities (e.g., Indigenous or rural populations) limits their access to communication efforts.	7%
Messaging not engaging or relatable	Communication is overly technical, abstract, or lengthy, failing to connect emotionally with target audiences.	5%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

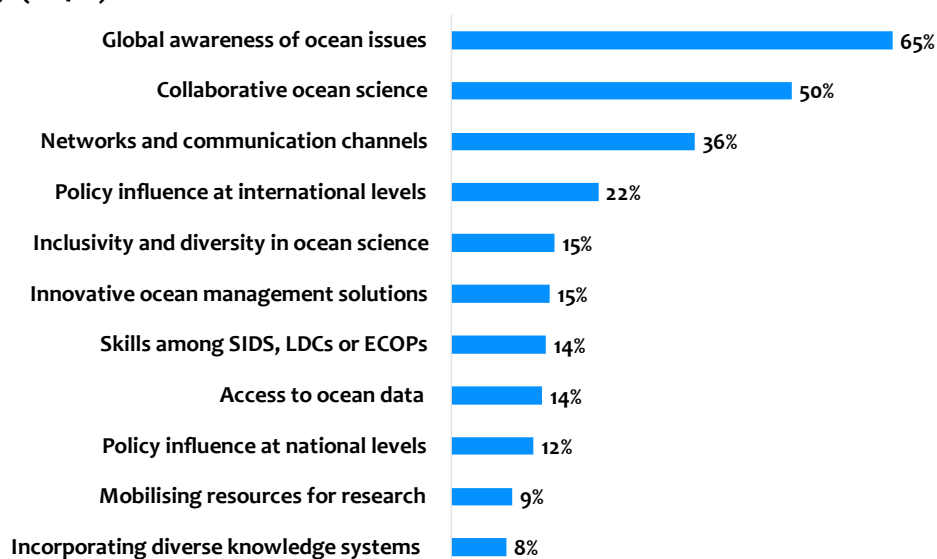
**Proposed Solutions for Reaching Underrepresented Groups through the Ocean Decade's Communication and Outreach Efforts (N=148)**

Proposed Solution	Details	Frequency
Develop multilingual materials	Translate materials into local, Indigenous, and regional languages to improve accessibility.	19%
Utilize low-tech communication methods	Use radio, SMS, and printed materials to reach areas with limited internet access or technology.	17%
Provide targeted funding	Allocate resources to develop localized communication strategies and support grassroots outreach initiatives.	16%
Collaborate with local NGOs and leaders	Partner with grassroots organizations, community leaders, and regional stakeholders to improve outreach impact.	14%
Design culturally sensitive campaigns	Tailor communication efforts to respect cultural contexts and incorporate traditional knowledge.	12%
Expand use of social media platforms	Leverage modern platforms like TikTok, Instagram, and podcasts to engage youth and broader audiences.	10%

Host localized workshops and events	Organize in-person events in communities to build trust, increase engagement, and share Ocean Decade initiatives.	9%
Focus on participatory co-design	Involve Indigenous peoples, youth, and women directly in designing communication strategies.	8%
Simplify messaging	Use simpler, concise language and engaging storytelling to make communication relatable and impactful.	7%
Engage schools and universities	Create programs and clubs in educational institutions to involve youth in Ocean Decade initiatives.	5%
Create recognition programs	Develop awards, grants, or public acknowledgment to incentivize participation and contributions.	4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q28: What do you consider the Ocean Decade's most significant achievements to date? (Select up to 3 options). (N=711)**



Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q29: What challenges could prevent the Ocean Decade from achieving its goals in the long term?**

Challenge Theme	Details and Examples	Frequency
Funding Limitations	Insufficient, short-term, or unequal financial resources; overdependence on philanthropy.	32%
Inequality in Access to Resources	Barriers to ocean data, tools, and technologies, particularly for LDCs, SIDS, and marginalized communities.	18%
Public Awareness and Engagement	Insufficient outreach to the general public, poor understanding of the importance of the Ocean Decade.	17%
Climate Change Impacts	Accelerating ocean acidification, sea-level rise, and extreme weather events affecting mitigation efforts.	15%
Lack of Inclusivity and Diversity	Gender, age, and representation gaps; underrepresentation of Indigenous peoples and local communities.	14%
Governance and Institutional Challenges	Complex, siloed governance structures; limited inter-agency coordination; unclear monitoring frameworks.	14%
Fragmentation of Efforts	Duplication of efforts, lack of stakeholder coordination, and misaligned goals between nations.	13%
Lack of Policy Implementation	Gaps between scientific knowledge and actionable policies; weak political will.	12%
Technological and Capacity Gaps	Lack of infrastructure and training, especially in developing regions, impeding research and innovation.	11%

Economic and Commercial Pressures	Overexploitation of marine resources driven by industries, resistance to adopting sustainable practices.	10%
Geopolitical Tensions	Maritime boundary disputes, unequal power dynamics in negotiations, and conflicts hindering cooperation.	9%
Short-term Focus and Issue Fatigue	Lack of focus on deliverables, "shotgun" approach to goals, and overlapping international initiatives.	8%
Inadequate Integration of Knowledge	Underutilization of Indigenous/local knowledge and overreliance on Western science frameworks.	8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q30: What specific recommendations do you have to ensure that Ocean Decade Actions have a lasting impact beyond 2030? (N=275)**

Theme	Key Ideas/Examples	Frequency
Funding and Sustainability	Establish long-term funding mechanisms (e.g., public-private partnerships, grants, endowments); regular funding for Global South; align with international funding agencies (e.g., GEF, WB, IADB).	31%
Ocean Literacy and Education	Integrate ocean literacy into curricula; engage youth, early career professionals, and local communities; build awareness through campaigns and media; support outreach and capacity building.	26%
Governance and Policy Integration	Embed Ocean Decade principles into national and international policies; align actions with SDGs, Paris Agreement; foster transparent governance and accountability mechanisms; establish post-2030 committees.	24%
Capacity Building and Knowledge Sharing	Develop training programs; ensure open-access data platforms; North-South/South-South partnerships; mentoring for ECOPs; integrate Indigenous knowledge.	22%
Collaboration and Partnerships	Strengthen international and regional partnerships; engage private sector and NGOs; connect endorsed actions globally; improve synergy among existing programs and networks.	21%
Youth and Gender Inclusion	Prioritize engagement with youth and women; offer scholarships, internships, and career opportunities in ocean sciences; promote diversity in leadership roles.	19%
Monitoring and Evaluation	Establish monitoring frameworks; conduct mid-term evaluations; track progress of Ocean Decade Actions; ensure accountability and adaptive management strategies.	18%
Innovation and Technology	Invest in marine innovation hubs; advance ocean observations, carbon capture, marine biotechnology; promote research infrastructure in developing nations; ensure technology transfer.	17%
Public Engagement and Awareness	Use media, grassroots efforts, and cultural institutions to raise awareness; connect ocean conservation to daily life; involve citizens in ocean initiatives.	17%
Alignment with Global Agreements	Align actions with UNFCCC, SDG14, High Seas Treaty, BBNJ, and other international frameworks; foster coherence with other global environmental fora.	16%
Support for Indigenous and Local Communities	Engage Indigenous groups and coastal communities in decision-making; integrate traditional knowledge; fundraise for Indigenous-led projects.	14%
Blue Economy Development	Promote sustainable ocean-based industries (e.g., eco-tourism, renewable energy, seaweed farming); balance conservation with economic development.	13%
Continuation of Decade Actions	Extend Decade activities beyond 2030; institutionalize Ocean Decade frameworks; transition programs into permanent structures; ensure continuity of networks and resources.	13%

Focus and Prioritization	Narrow down Ocean Decade priorities; focus on impactful and measurable goals; avoid duplicative or fragmented actions; integrate interdisciplinary solutions.	12%
Social Justice and Equity	Promote inclusivity for LDCs, SIDS, and marginalized communities; advocate for equitable access to resources and opportunities.	11%
Science-Policy Interface	Strengthen science-based decision-making; communicate research effectively to policymakers; involve scientists in policy development.	10%
Data and Knowledge Accessibility	Enhance data sharing and interoperability; build global data repositories; ensure FAIR and CARE principles; develop accessible tools for policymakers and the public.	9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q31: Emerging issues the Ocean Decade address in its second half (N=240)

Thematic Category	Most Cited Examples	Frequency (Mentions)
Climate change	Ocean warming, acidification, sea level rise, biodiversity loss, extreme weather events, and the need for adaptation strategies, particularly in SIDS and LDCs.	37%
Marine pollution	Persistent plastic pollution (including microplastics), emerging pollutants (e.g., pharmaceuticals), land-based runoff, and inadequate waste management affecting marine ecosystems.	32%
Deep-sea mining and ocean exploitation	Risks of unregulated resource extraction (e.g., deep-sea mining, offshore wind), potential damage to deep-sea ecosystems, and the need for strict regulations.	25%
Governance, policy, and equity gaps	Weak collaboration among nations, geopolitical conflicts, lack of inclusion of Indigenous and marginalized voices, and insufficient enforcement of international agreements.	23%
Data, Technology, and Knowledge Sharing	Gaps in ocean monitoring, inequitable access to data in LDCs, lack of open data-sharing frameworks, and limited investment in technological innovations like AI and big data.	10%
Human Well-being and Ocean Health Nexus	Links between ocean health and human well-being, including food insecurity, disaster resilience, and the effects of pollution on community health.	5%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q31: Emerging opportunities the Ocean Decade address in its second half (N=240)


Thematic Category	Most Cited Examples of Opportunities	Frequency
Funding and Resource Mobilization	Increasing accessibility to international funding mechanisms (e.g., blue bonds), fostering innovative financing solutions, and ensuring equitable distribution of resources.	17%
Governance, Policy, and Equity	Strengthening regional and global collaboration, integrating Indigenous knowledge into governance, and aligning efforts with international sustainability agreements (e.g., SDGs, BBNJ treaty).	12%
Data, Technology, and Knowledge Sharing	Expanding the use of AI, big data, and autonomous systems for monitoring and decision-making; improving access to ocean data for LDCs.	10%
Ocean Literacy, Youth, and Engagement	Promoting youth leadership, Indigenous-led research, broad public awareness, and inclusive community engagement.	9%
Blue Economy and Innovation	Developing sustainable aquaculture, marine renewable energy (e.g., offshore wind), blue carbon initiatives, and eco-tourism to boost economic growth.	8%





Marine Biodiversity Conservation	Advancing "30 by 30" conservation targets, restoring habitats, and mitigating invasive species' impacts to protect biodiversity hotspots.	8%
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Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



## Annex 6. Brief Biographies of the INOMER Evaluation Team Members

Team member and role	Qualifications
 <p>Ms. Sirin Elci, Team Leader</p> <p><i>Design &amp; management of all evaluation phases, team supervision &amp; guidance, analysis, triangulation.</i></p>	<p>34 years of professional experience, including 29 years in project/programme evaluation, with extensive experience and knowledge in designing, conducting, and leading evaluations of complex multistakeholder programmes and initiatives. Proven experience in working with UNESCO and in the UN system with good knowledge of institutions and partners engaged in ocean science and research and a strong understanding of the UN system (e.g. Team Leader of the Evaluation of the UNESCO/Government of Flanders Innovation Fund (FUST) for the support of UNESCO activities in the field of science for the period 2019-2023 (2023)).</p>
 <p>Ms. Alix Willemez, Senior Evaluator</p> <p><i>Data collection &amp; analysis, including document review, interviews, surveys &amp; case studies.</i></p>	<p>19 years of experience with multilaterals, national organizations (e.g., African Development Bank, Crédit Agricole), governments (e.g., France, New Zealand, Germany, New Caledonia), NGOs (e.g., WWF, ICUN), international organizations (e.g., GEF, UNIDO, EU, IRENA), and academic institutions (e.g., Institute for Regional Maritime Security of West Africa). Expertise in sustainable fisheries, marine pollution reduction, climate change, land degradation, and biodiversity. Evaluator for INOMER's FUST and IAF evaluations. Member of World Commission on Environmental Law and other key advisory roles. PhD in Law on sustainable exploitation of marine resources.</p>
 <p>Mr. Jerome Helfft, Project Coordinator and Senior Evaluator</p> <p><i>Managing team communications, data collection and contributing to qualitative analysis.</i></p>	<p>Over 22 years of experience, including 17 years in monitoring and evaluation expertise in poverty reduction, peacebuilding, science, technology, innovation, environmental sustainability. Experienced in designing evaluation processes and monitoring systems, particularly using results-based approaches. Conducted or managed over 45 evaluations and research studies. Recent roles include evaluations of FUST, IAF, and other projects for UNDP, UNOPS, and the World Bank.</p>
 <p>Mr. Manuel Ricardo Galindo Moreno, Evaluator and Data Analyst</p> <p><i>Data collection, desk review and quantitative analysis.</i></p>	<p>17 years of experience, including over 9 years in policy research, programme evaluation, data extraction, analysis, and visualization. Coordinated complex INOMER projects such as the evaluation of FUST, MOPAN assessments of ILO and EBRD, and capacity development for the Peruvian Government. Previously worked with UNESCO's Natural Sciences Sector, conducting assessments and contributing to Science and Technology Policy databases.</p>

 <p>Ms. Gulenay Dogan, Statistician and Data Analyst</p> <p><i>Designing and managing online surveys, conducting statistical analysis of datasets</i></p>	<p>More than 10 years of experience in implementing primary and secondary data collection and conducting statistical analyses for complex evaluation projects. Skilled in utilizing statistical tools and data analysis platforms to generate evidence-based insights that inform evaluation conclusions and recommendations. Extensive experience in regional and global evaluations for UN agencies and international organizations, including UNESCO, the World Bank, the European Commission, and the OECD.</p>
 <p>Ms. Catherine Ward, Subject Matter Expert</p> <p><i>Specific insights in sectoral &amp; thematic areas, supporting the core group in tools, interviews, preparation of detailed case studies, contribution to analysis and recommendation formulation.</i></p>	<p>10 years of professional experience in fisheries, agriculture, natural resource management, and climate change. PhD in Environmental and Geographical Sciences. Expertise in environmental monitoring frameworks, fieldwork surveys, and data quality assessments. Currently supports MEL activities under the UK's Ocean Country Partnership Programme. Extensive research experience in social-ecological issues and small-scale fisheries in Africa and Southeast Asia.</p>
 <p>Ms. Celia Murcia, Subject Matter Expert</p> <p><i>Specific insights in sectoral &amp; thematic areas, supporting the core group in tools, interviews, preparation of detailed case studies, contribution to analysis and recommendation formulation.</i></p>	<p>Blue Economy specialist with over 11 years of experience across private, public, and intergovernmental sectors. Expertise in European maritime strategies, stakeholder engagement, and programme evaluation. Coordinated the Assistance Mechanism for the WestMED Initiative and contributed to evaluations for CINEA Blue Skills call, Interreg NEXT MED, and other blue economy initiatives.</p>
 <p>Mr. David Michael Adams, Strategic/Quality Advisor</p> <p><i>Providing strategic guidance to the team and reviewing the tools and deliverables.</i></p>	<p>43 years of experience in Blue Economy finance and investment advisory. Founder of Ocean Assets Group, specializing in responsible investment in blue economy sectors. Led high-profile projects with UNEP-FI, European Commission, and international finance organizations. Recognised for contributions to sustainable finance in maritime sectors.</p>



Ms. Yesim Baykal

Strategic/Quality Advisor

*Providing strategic guidance to the team and reviewing the tools and deliverables.*

Over 30 years professional experience in international law, sustainable development, technology transfer and innovation with 15 years in the UN system, including roles with the UN Technology Bank and WIPO. Expertise in outreach, funding, and STI needs of LDCs, linking UNTB with International Seabed Authority for ocean-related challenges. Previous work includes legal counsel on Law of the Sea issues at the Turkish Mission to the UN in New York.

## Annex 7. Overview of the UN Ocean Decade Governance and Coordination

The coordination of the UN Ocean Decade relies on the following architecture:

**IOC Secretariat:** The Secretariat of the [Intergovernmental Oceanographic Commission \(IOC\) of UNESCO](#) has been mandated by the UN General Assembly to coordinate the overall work of the Ocean Decade. The IOC Governing Bodies, Assembly and Executive Council, provide general oversight on the implementation of the Decade. A standing Decade agenda item is included in the meetings of these bodies for this purpose.

**Decade Coordination Unit (DCU):** within the UNESCO-IOC Secretariat, the DCU is the central entity that oversees the implementation of the Decade globally and manages day-to-day operations. The DCU consults with UN-Oceans and the Decade Advisory Board.

**Decade Advisory Board (DAB):** The [Decade Advisory Board](#) provides strategic technical advice on the implementation of the Decade, including recommendations on resource mobilization and engagement. The DAB also advises on the endorsement of Decade Actions through the It is composed of a group of 15 experts, from governments, philanthropic organizations, the private sector, civil society and the scientific community, as well as five representatives of UN agencies.

**Decade Collaborative Centres (DCC) and Decade Coordination Offices (DCO):** DCOs and DCCs are decentralized structures that provide targeted support to the Ocean Decade through a coordination and catalysis role for Decade Actions. They help to coordinate Decade Actions at the regional (i.e. around major Ocean basins) or thematic (i.e. around Decade Challenges) levels. They support them with capacity development, communications, tracking of progress and resource mobilisation, as well as fostering new partnerships and initiatives. DCOs are hosted by UN entities, while DCCs are hosted by international or regional institutions, and are equipped with a small team of dedicated staff and operational resources. Their roles are tailored to the expertise of each host organisation. They work directly with the DCU, relevant National Decade Committees and Decade Implementing partners. There are, as of January 2025, four DCOs: DCO Western Pacific hosted by the IOC Regional Sub-Commission in the region (WESTPAC), DCO Connecting People and Ocean, DCO Ocean Data Sharing, DCO Ocean Observing. The Decade also relies on six DCCs: Indian Ocean Region, Pacific Island Region, Southern Ocean, Northeast Pacific Ocean, Coastal Resilience, Ocean Climate Nexus, Ocean Prediction. (The DCC Ocean-Climate Solutions and Innovation ceased its operation as of 31 December 2024).

**Decade Implementing Partners (DIPs):** [DIPs](#) are non-UN regional or international stakeholder organizations that sit outside formal governance and coordination structures of the Ocean Decade, while providing targeted support to the Decade Coordination Unit and decentralized coordination structures – including Decade Coordination Offices and Decade Collaborative Centres.

**National Decade Committees (NDC):** [NDCs](#) aim to facilitate national contributions to the Decade and work to translate the global priorities of the Decade to the national level. They engage with stakeholders and enhance access to Decade benefits, such as data, forecasts, science-based decision support tools, and capacity development opportunities. To date, 39 countries have established an NDC.

## Annex 8. Detailed Theory of Change for the UN Ocean Decade

The following ToC was developed by the Evaluation Team with input from the DCU and the ERG, along with insights from interviews conducted during the Inception Phase. The Team revisited and refined the ToC at the conclusion of the data collection process, incorporating broad-based inputs from a diverse range of stakeholders. A simplified visual representation of the ToC is provided below in this annex.

**Overall Goal:** To transition from “the ocean we have” to “the ocean we want” by generating transformative ocean science solutions for sustainable development, connecting people and the ocean.

<b>Impact</b> <i>(Overarching change contributed to by the Decade’s long-term outcomes.)</i>	A healthy, resilient, and sustainable ocean that supports global well-being, livelihoods, and sustainable development by driving progress toward the SDGs through transformative ocean science and knowledge solutions.
<b>Long-Term Outcomes</b>	A clean ocean where sources of pollution are identified and reduced or removed. A healthy and resilient ocean where marine ecosystems are understood, protected, restored and managed.
<b>Post-2030</b>  <i>(Broad, lasting changes resulting from medium-term outcomes (e.g., systemic improvements in ocean sustainability, resilience, and governance, etc.)</i>	A productive ocean supporting sustainable food supply and a sustainable ocean economy. A predictable ocean where society understands and can respond to changing ocean conditions. A safe ocean where life and livelihoods are protected from ocean-related hazards. An accessible ocean with open and equitable access to data, information and technology and innovation. An inspiring and engaging ocean where society understands and values the ocean in relation to human wellbeing and sustainable development. An ocean governed by established frameworks and cooperative mechanisms that advance ocean sustainability.
<b>Intermediate (medium-term) Outcomes</b>	<b>A comprehensive and accessible body of ocean knowledge and tools</b> , addressing both emerging issues and long-standing gaps, accessed and utilized by policymakers, industry, and the public to inform sustainable practices and solutions.
<b>2027-2030</b>  <i>(Mid-term effects stemming from immediate outcomes (e.g., changes in behaviour, policies, resource allocation, collaboration, etc. that are influenced by the immediate results.)</i>	<b>Established, inclusive, and sustainable cross-sectoral partnerships</b> , fostering co-design and co-delivery of ocean science and solutions, with equitable participation from SIDS, LDCs, Indigenous peoples, and ECOPs. <b>Enhanced capacity and empowered communities in SIDS, LDCs, and ECOPs</b> , equipped with the knowledge, skills, and resources to address ocean challenges, with increased integration of Indigenous and local knowledge systems in science and governance. <b>Evidence-based policies and governance frameworks</b> , systematically informed by ocean science and knowledge, driving sustainable management, climate resilience, and equitable decision-making at global, regional, and national levels. <b>Sustained behavioural change and civic engagement</b> , supported by enhanced public awareness and scientific knowledge, leading to long-term action and commitment to ocean sustainability across individuals and institutions. <b>Robust and innovative funding mechanisms</b> , ensuring long-term financial and in-kind support for critical ocean science infrastructure and enabling sustained governance and knowledge generation efforts. <b>Scientific and technological innovation for sustainability</b> , delivering advanced tools and solutions to address ocean management, conservation, and climate challenges, with equitable access for developing regions. <b>Inclusive and equitable ocean science</b> , achieved through increased representation and meaningful participation of underrepresented groups, ensuring diversity and equity in ocean science and decision-making processes.



## Immediate (short-term) Outcomes

2025 - 2027

*(Short-term results of the outputs obtained (e.g., improvements in skills, capacities, knowledge, systems, etc. that enable mid-term benefits from Decade Actions.)*

### Outputs

*(Concrete, measurable “products” generated by the activities (e.g. research results, governance frameworks, funding mechanisms, knowledge products, etc., that drive Decade Actions forward and create tangible results.)*

**Improved skills and knowledge among stakeholders in SIDS, LDCs, and ECOPs**, enabling active participation in ocean governance, science, and sustainability initiatives.

**Increased and sustained resourcing for Decade Actions and coordination**, particularly in developing countries, SIDS, and LDCs, through expanded financial and in-kind commitments and partnerships.

**Heightened public awareness and engagement** in ocean-related initiatives, fostering local actions based on enhanced scientific knowledge.

**Accelerated dissemination of actionable scientific knowledge** to policymakers, practitioners, and stakeholders, improving evidence-based decision-making.

**Improved access to ocean data, tools, and technologies for stakeholders**, particularly in SIDS, LDCs, and developing regions, facilitating evidence-based ocean management.

**Enhanced understanding and processes to integrate diverse knowledge systems**, with particular emphasis on Indigenous knowledge and support for Indigenous-led research.

#### 1. Advanced Ocean Knowledge and Accessible Research Infrastructure

**Publicly available knowledge products**, such as white papers, policy briefs, and case studies, tailored to policymaking, industry, and public needs.

**Operational open science and innovation platforms**, ensuring equitable access to research outputs, particularly for LDCs and SIDS.

**Collaborative research mechanisms** established to address Ocean Decade challenges, including interdisciplinary and cross-sectoral partnerships.

**Incubation and acceleration programs** developed to stimulate ocean entrepreneurship and translate research outputs into real-world applications.

**Improved access to research infrastructure**, such as interoperable databases, research vessels, and labs, with prioritized access for LDCs, SIDS, and developing countries.

**Synthesized reviews** integrating innovations and best practices into Decade Actions.

#### 2. Strengthened Capacity and Inclusive Knowledge Sharing

**Capacity development programs and fellowships** implemented, tailored to the specific needs of SIDS, LDCs, and ECOPs.

**Knowledge-sharing frameworks** established, integrating Indigenous and local knowledge systems into Decade governance and actions.

**Digital learning platforms** and tools created to deliver resources to remote and underserved regions.

**South-South and North-South collaboration mechanisms** established to foster mutual learning and capacity exchange.

#### 3. Enhanced Governance and Policy Frameworks

**Governance frameworks and strategies** developed, aligning Decade priorities with global ocean-related goals and SDGs.

**Effectively functioning structured stakeholder engagement frameworks** ensuring national and regional contributions inform global strategies

**Facilitated joint dialogues** between science, policy, and society, linking the Decade with other UN initiatives and global frameworks.

#### 4. Improved Coordination and Resource Sharing Mechanisms

**Streamlined reporting and communication mechanisms**, improving coordination across global, regional, and thematic structures.

**A resource-sharing platform** established to enhance technical and in-kind support across coordination entities.

**Standardized reporting systems** implemented for consistent data sharing and responsiveness.

**New regional and international partnerships** initiated to address region-specific challenges effectively.

#### 5. Secured Financial Commitments and Innovative Funding Models

**Increased funding and in-kind commitments** secured through expanded platforms like the Ocean Decade Alliance and Foundations Dialogue and tools like Ocean Matcher.

**Innovative financing mechanisms**, such as blue bonds, biodiversity credits, and sustainability-linked investments, implemented.

**National funding programs** for ocean science developed and operationalized.

**CSR contributions and private-sector partnerships** mobilized to support Decade Actions.

## **6. Increased Public Awareness and Engaged Stakeholders**

**Tailored and multilingual communication materials and resources** developed and disseminated to engage diverse audiences, including non-scientific, underrepresented groups, creating awareness and encouraging behaviour change toward ocean sustainability.

**Ocean literacy programs** implemented through schools, museums, and community outreach initiatives, enhancing public understanding and participation in ocean-related challenges.

**Regional and national stakeholders** empowered with communication strategies to act as multipliers and implementers of inclusive messaging.

**Interactive tools**, such as gamified apps and digital platforms, created to engage youth and ECOPs in Decade activities.

## **7. Produced Outputs from Monitoring, Evaluation, and Adaptive Management Systems**

**Comprehensive progress reports and performance dashboards** based on MEL data, providing actionable insights for decision-makers.

**Published case studies, lessons learned, and best practices** to drive innovation and enhance global learning

**Improved data accessibility** through regularly updated repositories and summaries tailored to diverse stakeholder needs.

### **Activities**

*(Specific tasks, projects, actions and initiatives implemented to achieve objectives (e.g. capacity-building, research collaboration, policy development, public engagement, and resource mobilization efforts, etc. that directly contribute to producing outputs.)*

### **1. Facilitating Generation and Deployment of Scientific Knowledge**

Stimulating knowledge creation to advance **ocean science, technology and innovation** while ensuring their accessibility for broader use.

Implementing systematic mechanisms for **knowledge and technology transfer** through North-South and South-South collaborations with a focus on LDCs and SIDS.

Promoting **open science and innovation** by developing platforms to share research outputs and implementing open licensing models.

Facilitating **collaborative research and frugal innovation** to address the 10 Ocean Decade challenges, with a focus on actionable and affordable outcomes for real-world application. Ensuring equitable access to **ocean-related research infrastructure** (e.g., data, labs, vessels) for researchers from LDCs, SIDS, and developing countries.

Facilitating **mechanisms such as incubators and accelerators** to foster ocean entrepreneurship, translate research outputs into real-world applications, and provide ECOPs in developing countries, LDCs, and SIDS with opportunities to contribute meaningfully to sustaining the Decade's ambitions.

Conducting **syntheses of existing knowledge** to integrate innovations and best practices into Decade Actions.

### **2. Developing Capacity and Sharing Knowledge**

Implementing a **Capacity Development Facility** to support SIDS, LDCs, and ECOPs.

Facilitating collaboration across **diverse knowledge systems**, including Indigenous and local knowledge.

Implementing **sustainable, regionally tailored capacity development programs**, including **digital tools and platforms** to deliver resources to remote regions.

Facilitating **international collaboration**, with a focus on LDCs and SIDS.

### **3. Strengthening governance**

Enhancing **strategic oversight** by the DAB to align Decade priorities with global ocean-related goals and SDGs.

Strengthening **high-level decision-making** and **implementation-level collaboration** processes with IOC, UNESCO, and UN-Oceans and other UN bodies, including field structures.

Establishing a **structured framework for stakeholder engagement** to ensure national and regional input shapes Decade strategies.

Facilitating **joint science-policy dialogues** with other UN Decades and global initiatives.

#### **4. Strengthening coordination and collaboration**

**Streamlining the coordination system** to optimize resource use and enhance results.

**Implementing mechanisms for improved communication and collaboration** between global, decentralized, and thematic structures to align priorities, address challenges effectively and facilitate mutual learning and knowledge transfer.

Developing a **resource-sharing platform** to streamline technical and in-kind support across coordination entities.

Implementing a **standardized reporting system** for consistent data sharing and responsiveness.

Initiating **targeted collaborations** to support region-specific ocean challenges through national, regional and international partnerships.

#### **5. Mobilizing Financial and In-kind Resources**

**Increasing resources for the DCU** by ensuring adequate human and financial support, including mid-level staff and secondments from UN agencies.

**Securing higher resources** for the governance and coordination system, including DAB and other strategic structures.

Expanding platforms like the Ocean Decade Alliance and Foundations Dialogue with **MDB, new philanthropy and private sector participation**, and the **Ocean Matcher Tool** to enhance resource mobilization and connect all types of funders with ocean science projects and programs.

Promoting innovative funding models, such as **blue bonds, biodiversity credits, and sustainability-linked investments**.

Raising awareness about the **return on investment** in ocean science.

Encouraging **private-sector involvement** through CSR contributions, in-kind data sharing, and blue economy initiatives.

Promoting the creation of **national funding programs** for ocean science and innovation.

#### **6. Communication, Outreach and Raising Public Awareness for Behavioural Change**

Leading **public awareness campaigns** and targeted outreach to non-scientific audiences.

Promoting **ocean literacy** through schools, museums, and outreach programs.

Implementing tailored communication strategies and channels to engage **underserved groups**, including SIDS, LDCs, Indigenous peoples and non-coastal communities.

Developing **interactive tools**, such as apps and gamified content, to engage youth and ECOPs.

#### **7. Monitoring, Evaluation, and Learning (MEL)**

Implementing a **MEL framework** to assess progress, challenges, and impact.

Operationalizing **feedback loops** for adaptive management and real-time improvements.

Sharing **results, success stories, and lessons learned** to inspire innovation, especially in underrepresented regions.

#### **8. Informing Policy and Decision-Making**

Strengthening the **science-policy interface** to translate research into actionable policy.

Establishing **sustainable partnerships** with regional and national UNESCO and UN agency offices, and UNRCOs to leverage their linkages with relevant ministries (e.g., finance, research, industry, education, agriculture).

Creating **policy learning networks** for sharing best practices among scientists, policymakers, and practitioners.

Implementing mechanisms for **needs and priority identification and policy co-design** with local authorities and communities.

Disseminating **scientific outputs and policy inputs to inform decision-making** at all levels.

**Providing technical assistance** to governments and organizations to strengthen policy frameworks for sustainable ocean management.

#### **9. Enabling Equity, Inclusion and Diversity**

## Inputs

*(Resources and conditions required to initiate and carry out activities (e.g. financial resources, scientific expertise, partnerships, data infrastructure, and existing knowledge bases, etc. that collectively enable Decade Actions to move forward.)*

Encouraging **multidisciplinary teams** that prioritize participation from SIDS, LDCs, Indigenous groups, youth and women.

Implementing targeted strategies for **marginalized communities**, ensuring their active participation in planning and implementation.

**Governance structure** (IOC, UN, UNESCO, DAB) and their human resources

**Coordination structures** (e.g. DCU, DCOs, NDCs) and their human resources

**Operational Guidelines** establishing criteria, processes, and templates for creating, modifying, or dissolving structures, alongside standardized operating procedures, tools and learning and adaptation processes.

**Monitoring, Evaluation, Learning (MEL) and Reporting Manual**, informed by the ToC, with indicators, targets, processes, and standardized templates for tracking, assessing and improving Decade progress.

**Risk Management and Mitigation framework** for identifying, assessing, and addressing risks, including contingency plans, crisis communication protocols, and strategies to mitigate governance, funding, and stakeholder engagement challenges.

**Decade Actions Manual** defining procedures and processes for calls, submission, evaluation, endorsement, and monitoring of projects and programs, including templates, criteria, and forms.

**Interagency and Multilateral Collaboration Guidelines** for effective collaboration with UN-Oceans member, UNRCOs and other UN bodies to pool resources and align efforts.

**Resource Mobilization Manual** with clear processes, procedures, roles, responsibilities and categorized and prioritized list of resources for coordination and Actions.

**Stakeholder Management Manual** defining processes, strategies, and tools for identifying, engaging, coordinating, and monitoring stakeholders across Ocean Decade initiatives, including guidelines for inclusivity, communication and capacity building.

**Action Co-design and Co-delivery Guidelines**, including processes and tools for needs assessment, co-design, co-delivery, and knowledge-sharing, with details to inform policies and translate research outputs into practical applications.

**Inclusivity, Diversity and Equity Guidelines** to mainstream gender, youth, Africa Priority, LDCs, SIDS, ECOPs, and Indigenous participation in governance and Actions.

**Communication Strategy and Action Plan** outlining messaging, processes, procedures, roles, responsibilities, and tailored tools and channels, based on a mapping of target audiences at global, regional, and local levels for the Decade and its Actions.

**A reliable, well-maintained database for Decade contacts and Actions**, supporting time series analysis, progress tracking, and decision-making.

**An interactive website** integrated with the database for advanced search and filtering function for Actions, multilingual support, and engagement tools, alongside an enhanced Ocean Decade Network with improved navigation, collaboration features, and dynamic content sharing.

**Financial and in-kind resources** allocated from public, private, international, and regional organizations, UN entities, and philanthropic sectors.

**Scientific expertise** in the form of contributions from ocean science researchers, ECOPs, and Indigenous knowledge holders.

**Global, regional and national institutional policies, frameworks and agreements** (e.g., UNESCO strategies, IOC mandates, 2030 Sustainable Development Agenda, Paris Agreement, UNCLOS) to guide and align efforts.

**Data and technological infrastructure** providing access to interoperable data repositories and ocean observation technologies.

**Cutting-edge technologies** such as big data, AI, machine learning, remote sensing, and automation to improve ocean data collection, analysis, and decision-making processes.

**Existing research outputs and innovations** from global knowledge base (e.g., open science outputs, publications, patents and other IP).

<b>Assumptions</b> <i>“Conditions for success”</i>	<b>Risks:</b> <i>“Threats to these conditions”</i>
<p><b>1. Enabling governance and coordination</b></p> <ul style="list-style-type: none"> <li>The UN Ocean Decade will have a high-level oversight mechanism to provide strategic direction and enhance coordination, in partnership with UN-Oceans members and the broader UN system.</li> <li>The DCU will have sufficient resources and operational capacity to effectively oversee and coordinate the Decade.</li> <li>UNESCO-IOC will effectively collaborate with UN-Oceans and other UN entities to ensure synergy between Decade initiatives and broader UN ocean governance frameworks.</li> <li>Governance structures, including the DAB, DCCs, and DCOs, will function efficiently and in a complementary manner, with the DAB fulfilling its role as a strategic advisory body to guide the Decade’s direction and priorities.</li> <li>National governments and international organizations will align their ocean science policies and funding priorities with the Decade’s goals.</li> </ul> <p><b>2. Science-policy uptake and impact</b></p> <ul style="list-style-type: none"> <li>Scientific outputs generated by Decade Actions will be policy-relevant, timely, and accessible to decision-makers.</li> <li>Policymakers will have the willingness and capacity to integrate ocean science into governance and decision-making processes.</li> <li>Mechanisms such as UN-Oceans and regional policy forums will facilitate science-to-policy translation and ensure international collaboration.</li> </ul> <p><b>3. Financial sustainability and resource mobilization</b></p> <ul style="list-style-type: none"> <li>Funding commitments from governments, international organizations, and private sector partners will be sustained and scaled up.</li> <li>The Ocean Decade Alliance and Foundations Dialogue will successfully engage high-level funding partners and ensure long-term investment in Decade initiatives.</li> <li>Innovative financing mechanisms (e.g., blue bonds, public-private partnerships) will be effectively leveraged to support underfunded areas, especially in LDCs and SIDS.</li> </ul> <p><b>4. Inclusivity and capacity building</b></p> <ul style="list-style-type: none"> <li>Engagement strategies will successfully increase participation from underrepresented regions and groups, including LDCs, SIDS, Indigenous communities, and ECOPs.</li> <li>Gender equality and diversity initiatives will be effectively integrated across all Decade programs.</li> </ul>	<p><b>1. Governance, coordination and operational risks</b></p> <ul style="list-style-type: none"> <li>Lack of coordination between UNESCO-IOC, UN-Oceans, and other UN agencies may lead to duplication of efforts, missed opportunities for synergy, and inefficient use of resources.</li> <li>If DCU remains understaffed and underfunded, it may struggle to provide adequate oversight and coordination for Decade Actions.</li> <li>DCCs, DCOs, and NDCs may lack the financial and technical resources needed to function effectively in all regions.</li> <li>Without a robust IT-based system and advanced search/filtering tools, overlaps between Actions may occur, leading to inefficiencies and limiting synergies across initiatives.</li> <li>Shifts in government priorities or leadership changes at key institutions may reduce long-term commitment to the Decade’s objectives.</li> </ul> <p><b>2. Science-policy uptake risks</b></p> <ul style="list-style-type: none"> <li>Even when scientific evidence is available, policymakers may take years to translate ocean science into actionable policies due to bureaucratic hurdles, competing priorities, or lack of political will.</li> <li>If Decade-generated knowledge is too technical or inaccessible, it may not effectively inform governance.</li> <li>Some governments and regional bodies may not be sufficiently engaged in Decade Actions, reducing their potential impact.</li> </ul> <p><b>3. Financial and resource mobilization risks</b></p> <ul style="list-style-type: none"> <li>Many Decade Actions depend on short-term or project-based funding, leading to uncertainty in long-term implementation.</li> <li>Without targeted mechanisms, financial resources may continue to flow disproportionately to high-income regions, limiting the participation of LDCs, SIDS, and underrepresented groups.</li> <li>If businesses do not see clear incentives for engagement, investments in Decade-related science and sustainability projects may remain low.</li> <li>Many funding pledges are voluntary and may not materialize as expected, creating financial gaps.</li> </ul> <p><b>4. Inclusivity and capacity risks</b></p> <ul style="list-style-type: none"> <li>LDCs, SIDS, and the TAC region may struggle to fully engage due to financial, technical, capacity-related and logistical barriers.</li> <li>Challenges such as language, accessibility, and recognition of Indigenous knowledge systems may limit meaningful participation.</li> <li>Uneven gender and youth representation: While gender mainstreaming and youth engagement initiatives are growing, systemic barriers could still limit leadership opportunities for women and ECOPs.</li> </ul>



<ul style="list-style-type: none"> <li>• Language, technical, and financial barriers preventing participation from under-resourced stakeholders will be addressed.</li> </ul> <p><b>5. Open science, data, knowledge, and innovation</b></p> <ul style="list-style-type: none"> <li>• Open science and open access data-sharing mechanisms will be widely adopted and supported by participating organizations and governments.</li> <li>• Indigenous and local knowledge systems will be recognized, valued, and integrated alongside scientific research.</li> <li>• Emerging technologies (e.g., AI, remote sensing, ocean modelling) will be harnessed to accelerate innovation and expand the reach of ocean science.</li> <li>• Social and frugal innovation approaches will be adopted and promoted to ensure inclusive, cost-effective, and locally adaptable ocean solutions.</li> </ul> <p><b>6. Communication and outreach</b></p> <ul style="list-style-type: none"> <li>• Public awareness campaigns and media engagement will generate broad recognition of the Decade and its objectives.</li> <li>• The private sector, civil society, and youth networks will be effectively mobilized as ocean advocates.</li> <li>• The impact of Decade Actions will be communicated in a way that resonates with diverse stakeholders, from policymakers to the general public.</li> </ul> <p><b>7. Monitoring, Evaluation and Learning (MEL)</b></p> <ul style="list-style-type: none"> <li>• The MEL framework will capture meaningful, outcome-based indicators rather than just activity tracking.</li> <li>• Adaptive management processes will allow for real-time adjustments based on ongoing evaluations and stakeholder feedback.</li> <li>• Lessons learned from successful and unsuccessful initiatives will be used to refine strategies for the second half of the Decade.</li> </ul>	<p><b>5. Data, knowledge, and innovation risks</b></p> <ul style="list-style-type: none"> <li>• Some institutions and governments may restrict data availability, limiting knowledge exchange.</li> <li>• If social sciences, traditional knowledge, and Indigenous perspectives are not fully integrated, the Decade's impact on sustainability and governance may be incomplete.</li> <li>• Developing countries may lack access to advanced ocean observation technologies, creating an uneven playing field for scientific research.</li> </ul> <p><b>6. Communication and outreach risks</b></p> <ul style="list-style-type: none"> <li>• Inconsistent and insufficient engagement with industry leaders, financial institutions, and civil society may limit the Decade's ability to drive cross-sectoral collaboration and investment.</li> <li>• The predominance of English-language resources may limit accessibility for non-English-speaking regions, especially in LDCs and SIDS.</li> <li>• Raising awareness alone may not translate into behavioral or policy changes, which are essential for achieving long-term ocean sustainability.</li> </ul> <p><b>7. MEL Risks</b></p> <ul style="list-style-type: none"> <li>• If monitoring remains activity-based rather than focused on results, the Decade may struggle to demonstrate long-term impact.</li> <li>• Without systematic review and adaptation, ineffective structures and strategies may persist unchecked, limiting improvements and impact.</li> <li>• The diverse nature of Decade Actions may make it difficult to aggregate impact data across countries and sectors.</li> </ul>
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Impact	A healthy, resilient, sustainable ocean supporting global well-being, livelihoods and SDGs, driven by transformative ocean science and knowledge solutions																
Long-Term Outcomes Post-2030	Clean ocean with reduced or removed pollution	Healthy & resilient ocean with protected, restored, and managed ecosystems		Productive ocean supporting sustainable food supply and economy		Predictable ocean with societal understanding of changing conditions		Safe ocean with protection from ocean-related hazards		Accessible ocean with open and equitable access to data, technology & innovation		Valued ocean with societal recognition of its role in wellbeing & sustainable development		Well-governed ocean with strong frameworks and mechanisms to advance sustainability			
Intermediate (medium-term) Outcomes 2027-2030	A comprehensive and accessible body of ocean knowledge and tools		Established, inclusive, and sustainable cross-sectoral partnerships		Enhanced capacity and empowered communities in SIDS, LDCs, and ECOPs		Evidence-based policies and governance frameworks		Sustained behavioral change and civic engagement		Robust and innovative funding mechanisms		Scientific and technological innovation for sustainability		Inclusive and equitable ocean science		
Immediate (short-term) Outcomes 2025 - 2027	Improved skills and knowledge among stakeholders in SIDS, LDCs, and ECOPs			Increased and sustained resourcing for Decade Actions and coordination			Heightened public awareness and engagement			Accelerated dissemination of actionable scientific knowledge			Improved access to ocean data, tools, and technologies for stakeholders			Enhanced understanding and processes to integrate diverse knowledge systems	
Outputs	Advanced ocean knowledge and accessible research infrastructure		Strengthened capacity and inclusive knowledge sharing		Enhanced governance and policy frameworks		Improved coordination and resource sharing mechanisms		Secured financial commitments and innovative funding models			Increased public awareness and engaged stakeholders		Produced outputs from monitoring, evaluation, and adaptive management systems			
Activities	Facilitating generation and deployment of scientific knowledge		Developing capacity and sharing knowledge	Strengthening governance (IOC, UNESCO, UN-Oceans, UN system, DAB)		Strengthening coordination (DCU, DCOs, DCCs, NDCs) and collaboration with institutions		Mobilizing financial and in-kind resources for coordination and Actions		Communication, outreach and raising public awareness for behavioural change		Monitoring, Evaluation, and Learning (MEL) and adaptive management		Informing policy and decision-making		Enabling equity, inclusion and diversity	
Inputs	Governance structure	Coordination structures	Operational Guidelines  MEL & Reporting Manual	Interagency & Multilateral Collaboration Guidelines  Risk Mng. Framework	Resource Mobilization Manual  Decade Actions Manual	Stakeholder Management Manual  Co-design & Co-delivery Guidelines	Inclusivity, Diversity and Equity Guidelines  Communication Strategy & Action Plan	A well-maintained database for contacts & Actions linked w/website	Financial and in-kind resources  Scientific expertise	Global, regional & national institutional policies, frameworks & agreements	Data and technological infrastructure  Cutting-edge technologies	Existing research outputs and innovations					

## Annex 9. Evaluation methodology

### Sampling approach and population analysis

The stakeholders covered for primary data collection included the following groups:

1. **Global and Decentralised Governance Structures:** Members of the Decade Coordination Unit, Decade Advisory Board, Decade Coordination Offices, and National Decade Committees.
2. **UNESCO Central Services and Programme Sectors:** Staff from UNESCO Central Services (communications, media relations, resource mobilisation, partnership building, gender equality, etc.) and relevant Programme Sectors that support the Ocean Decade.
3. **UN-Oceans Members:** Representatives from UN-Oceans members who engage in the Ocean Decade or have roles potentially supporting its goals.
4. **Regional and International Organisations:** Representatives from regional bodies, international organisations, and Decade Implementing Partners involved in coordination and programme implementation.
5. **Scientific and Research Community:** Leading researchers, academic institutions, and scientific experts contributing to Decade Actions, including ECOPs.
6. **Governments and Policymakers:** Representatives from national and subnational government bodies involved in ocean-related policies and decision-making.
7. **Civil Society and Local Communities:** NGOs, indigenous knowledge holders, and community representatives, particularly from coastal and ocean-dependent areas.
8. **Private Sector and Innovation Hubs:** Business leaders, technology innovators, and stakeholders from hubs driving ocean-related technological and business innovation.
9. **Outreach and Public Engagement Stakeholders:** Communication professionals, media representatives, and public engagement specialists amplifying the Decade's message and goals.

The sampling approach ensured balanced representation across diverse stakeholder groups and regions, with particular inclusion of underrepresented groups, including women, SIDS, LDCs, youth, and indigenous communities. To achieve inclusivity, the sampling incorporated:

- **Regional and Thematic Distribution:** Representatives from SIDS, LDCs, high-income countries, and coastal communities.
- **Gender and Youth Representation:** Prioritisation of women in leadership roles and early-career professionals.
- **Indigenous and Community Voices:** Stakeholders from indigenous and coastal communities to reflect perspectives critical to the Decade's inclusivity goals.

**With 109 stakeholders interviewed, 870 valid survey respondents, and six focus groups comprising a total number of 23 participants, the evaluation achieved a high degree of data reliability.**

For interviews, a sample of interviewees was drawn from a list compiled during the inception phase, consisting of approximately 700 identified stakeholders selected to ensure representativeness across all available parameters (e.g., gender, location, organization, role in the UN Ocean Decade, and representation of SIDS, LDCs, ECOPs, and Indigenous groups).

For the survey, due to the lack or insufficiency of demographic data in the sample frame (about 700 primary stakeholders identified for interviews and the broader 15,600 individuals provided by the DCU Communications Team), a census approach was adopted. This involved distributing the survey to the entire population rather than to a sample subset, ensuring inclusivity and comprehensive coverage of all Decade stakeholders. Engaging the entire population within the Decade network helped capture the full diversity of perspectives and experiences necessary to avoid selection bias. This approach aligned with the evaluation's goals to represent a wide range of thematic and regional insights, supporting a robust and representative dataset for nuanced analysis of stakeholder perspectives on Decade progress and outcomes. Once finalized, the questionnaire was translated into French and Spanish, and its quality was verified by native-speaker Evaluation Team members before being designed for online distribution in

three languages. The survey was hosted on SurveyMonkey. A pilot survey was conducted in collaboration with IOS to gather initial feedback on clarity and usability. Based on the feedback, the Evaluation Team adjusted the survey design and then shared the link with IOS for broader dissemination.

#### Methodological tools

The data collection and analysis process commenced with an extensive **document review**. The evaluation team carried out an analysis of core documentation and data provided by IOS, along with publicly available sources. Document compilation and review continued throughout the data collection phase, drawing from more than 100 documented sources (Annex 5). The desk review also included a detailed assessment of the Decade's M&E Framework, including its data collection and reporting tools.

**Semi-structured interviews** were a key part of the data collection strategy, providing in-depth qualitative insights from a carefully selected sample of priority stakeholders.<sup>7</sup> Given the diverse range of stakeholders involved in the Decade, the Evaluation Team conducted 109 interviews, exceeding the initial plan of 65–75. Interviews were conducted in English, French and Spanish, based on interviewees' preferences. Efforts were made to engage stakeholders from SIDS, LDCs and other underrepresented groups. Of the 109 interviews, 27% were from Europe and North America, 16% each from Africa and Asia and the Pacific, 7% from Latin America and the Caribbean, 3% from Arab States and 32% from UN-Oceans members, UN agencies and other international organizations. In addition, 6% of interviews involved representatives from LDCs and 8% from SIDS. The gender distribution was 48% female and 52% male, with a balanced 50/50 split when excluding UN entities. Interviewees represented all Decade structures as well as ECOPs (List of stakeholders consulted and semi-structured interview guide are given in Annex 6 and 7, respectively).

Online **stakeholder surveys** in English, French and Spanish were conducted to gather quantitative and qualitative data from a broader group of stakeholders.<sup>8</sup> Due to insufficient demographic data in the sample frame, a census approach was adopted, distributing the survey to the entire population of Decade stakeholders provided by the DCU. The questionnaire was hosted on SurveyMonkey. The survey was distributed to 16,300 contacts registered with the Decade and received 1,205 responses, with 72% identifying themselves as active Decade participants. It achieved representation across geography, gender and age. Annex 8 and 9 includes the questionnaire, full analysis of responses and crosstabulation of results.

A separate online survey was conducted for **Social Network Analysis (SNA)** to assess the structure, dynamics and effectiveness of partnership networks within the Decade. It targeted 422 key stakeholders involved in Decade structures, based on contact lists provided by the DCU and received responses from 62 members of various Decade structures. Further details on the SNA, including comprehensive analysis and visualization of linkages, are provided in Annex 10.

The Evaluation Team also conducted a **Bibliometric Analysis, Policy Influence Analysis** and **Global Media Scan** in English, French and Spanish. The bibliometric analysis, using Lens.org, assessed the academic reach of key Ocean Decade publications. The policy influence analysis examined how Decade-related publications are cited in policy documents globally. Using Overton, it tracked references in documents from 188 countries, identifying the types of organizations referencing Decade materials. The global media scan assessed the Ocean Decade's visibility in public discourse by tracking news mentions and social media interactions on online platforms using Sprinklr. The results of these analyses are presented in Annexes 11, 12 and 13, respectively.

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<sup>7</sup> The sampling approach included representatives from the global and decentralized governance structures of the UN Ocean Decade, UNESCO Central Services and Programme Sectors, IOC sections, UN-Oceans members, regional and international organizations, the scientific and research community, governments and policymakers, civil society and local communities, the private sector and outreach and public engagement stakeholders. It ensured representation across diverse stakeholder groups and regions, with a particular focus on underrepresented groups, including women, SIDS, LDCs, youth and Indigenous communities. To enhance inclusivity, it incorporated regional and thematic distribution, gender and youth representation and Indigenous and community voices with a robust sample size and confidence level.

<sup>8</sup> In addition to the full list of stakeholders in the above groups, the DCU's contact list, involving XX individuals, received the survey.

The Evaluation Team developed five detailed and four brief **case studies** to provide in-depth, context-specific insights into the Ocean Decade's implementation across various themes, structures and partnerships. Each case was selected to highlight best practices, extract lessons and identify challenges, with concise versions presented in the findings section. The case study themes include Indigenous knowledge and bridging knowledge systems, regional and national coordination, resource mobilization, policy integration, global cooperation and community engagement, regional ECOP development in an LDC context and SIDS capacity development. In addition to their diverse thematic coverage, the case studies ensure geographical representation, featuring initiatives from Africa, Arab States, Asia and the Pacific, a TAC-Europe collaboration and a globally focused initiative. Case study inputs were gathered through interviews, desk research and survey responses to open-ended questions. Full write-ups of the detailed case studies are provided in Annex 14.

The Evaluation Team also conducted **observations** during the DAB meeting and a TAC Task Force meeting in December 2024 to gain insights into stakeholder engagement, interaction and decision-making practices.

As the final step of data collection, the Team held virtual **Focus Group Discussions** (FGDs) to validate and complement emerging findings from other sources while providing deeper, stakeholder-driven insights on key evaluation topics, including policy influence and science-policy interface, resource mobilization, diversity, equity and inclusivity, strategic direction of the Decade for the second half, collaboration and partnerships, knowledge transfer and capacity building and engagement of ECOPs and civil society.<sup>9</sup> Using purposive sampling, participants from key groups, such as ECOPs and UN-Oceans representatives, were invited to six sessions, scheduled based on their engagement with the Decade and different time zones. A total of 23 participants<sup>10</sup> took part in the FGDs, contributing valuable insights that informed the triangulated findings.

### Triangulation

The evaluation applied a rigorous triangulation strategy, integrating multiple qualitative and quantitative methods to enhance the credibility and depth of findings. The evaluation matrix demonstrates how various methods were systematically combined to provide a comprehensive assessment (Table 1). These methods were applied flexibly, with different combinations used depending on the evaluation question to ensure cross-validation and minimize bias. Each evaluation question was informed by at least three methods. The broad and complementary use of methods strengthened the robustness of conclusions, ensuring that findings were well-substantiated and reflective of the Ocean Decade's diverse implementation landscape.

**Table 1. Triangulation of methods used across key evaluation dimensions**

Evaluation dimension	Primary methods	Supporting methods
<b>1. Governance &amp; coordination</b>		
1.1 DCU sustainability	DR, SSI	FG, OS
1.2 DCU-IOC-UNESCO collaboration	DR, SSI, FGDs	CS, PIA
1.3 UNESCO central services support	DR, SSI	GMS
1.4 DAB future role	DR, SSI, FGDs, OoM	OS, SNA, GMS
1.5 Global-decentralized mechanism engagement	DR, SSI, FGDs, SNA	OS, SNA, OoM
1.6 Decentralized structure effectiveness	DR, SSI, FGDs, SNA	OS, SNA, OoM
1.7 National level engagement	DR, SSI, FGDs, SNA	PIA, OoM, BA
<b>2. Resource mobilization</b>		
2.1 Resource mobilization effectiveness	DR, SSI, OS, FGDs, SNA	SNA, OoM
2.2 Resource mobilization gaps and priorities	DR, SSI, OS, FGDs	PIA, OoM
2.3 Resource mobilization opportunities	DR, SSI, OS, FGDs	PIA
<b>3. Science &amp; knowledge delivery</b>		

<sup>9</sup> Based on emerging findings from other methods, FGD participants were selected from the following stakeholder groups: NDCs, UN representatives, DCCs, DCOs, DIPs, ECOPs, NGOs and members of the Decade Alliance and Foundations Dialogue through a representative sampling of gender and region, while also prioritizing underrepresented groups. The invitees included both stakeholders who participated in interviews and others, ensuring a diverse range of views and insights.

<sup>10</sup> A total of 64 individuals were invited to ensure a sufficient number of participants. This is higher than the originally planned minimum of 24 as a risk management measure, given the FGDs organized in the first half of January 2025 (also see Section 2.7).



3.1	Gap, priority and needs identification	DR, SSI, FGDs	OS, BA
3.2	Partner engagement for Action registration	DR, SSI, FGDs	OS, GMS
3.3	National policy integration	DR, SSI, FGDs, PIA, BA	OS
3.4	Policy-maker and other user engagement	DR, SSI, FGDs	OS, BA, PIA
3.5	UN-Oceans and members engagement	DR, SSI, FGDs	PIA
3.6	UN global policy framework support	DR, SSI, FGDs	PIA
3.7	UN initiative connection incentives	DR, SSI, FGDs	
<b>4. Tracking progress, inclusivity &amp; outreach</b>			
4.1	M&E framework relevance	DR, SSI, FGDs	OS
4.2	M&E implementation effectiveness	DR, SSI, FGDs	OS
4.3	M&E framework connections	DR, SSI, FGDs	OS
4.4	Gender mainstreaming	DR, SSI, OS, FGDs	
4.5	Attracting less-engaged countries	DR, SSI, OS, FGDs, CS	
4.6	ECOP participation	DR, SSI, OS, FGDs, CS	
4.7	Africa, LDC, SIDS, youth & Indigenous engagement	DR, SSI, OS, FGDs, CS	
4.8	Diverse knowledge systems integration	DR, SSI, FG, CS	OS
4.9	Communication channels effectiveness	DR, SSI, OS, FGDs, GMS	OS, SNA
4.10	Partner engagement & outreach expansion	DR, SSI, OS, FGDs, GMS	OS, SNA
4.11	Communication improvements	DR, SSI, OS, FGDs, GMS	OS, SNA
<b>5. IOC Evolution</b>			
5.1	Contribution to post-2030 IOC role	DR, SSI, FGDs, CS	OS, GMS, PIA
5.2	IOC programme opportunities	DR, SSI, FGDs, CS	OS, PIA

Legend: **DR:** Document Review, **SSI:** Semi-structured Interviews, **FGDs:** Focus Group Discussions, **SNA:** Social Network Analysis, **OS:** Online Survey, **GMS:** Global Media Scan, **BA:** Bibliometric Analysis, **PIA:** Policy Influence Analysis, **OoE:** Observation of Meeting, **CS:** Case Studies

## Annex 10. Generic Semi-Structured Interview Guide

(The guide will be customised by the interviewers for each stakeholder group with the selection of the most relevant questions before the interviews.)

### Stakeholder groups for interviews:

1. **Global and Decentralised Governance Structures:** Members of the Decade Coordination Unit, Decade Advisory Board, Decade Coordination Offices, and National Decade Committees.
2. **UNESCO Central Services and Programme Sectors:** Staff from UNESCO Central Services (communications, media relations, resource mobilisation, partnership building, gender equality, etc.) and relevant Programme Sectors that support the Ocean Decade.
3. **UN-Oceans Members:** Representatives from UN-Oceans members who engage in the Ocean Decade or have potential roles in supporting its goals.
4. **International and Regional Organisations:** Representatives from regional bodies, international organisations, and Decade Implementing Partners involved in coordination and programme implementation.
5. **Scientific and Research Community:** Leading researchers, academic institutions, and scientific experts contributing to Decade Actions.
6. **Governments and Policymakers:** Representatives from national and subnational government bodies involved in ocean-related policies and decision-making.
7. **Civil Society and Local Communities:** NGOs, indigenous knowledge holders, and community representatives, particularly from coastal and ocean-dependent areas.
8. **Private Sector and Technology / Innovation Hubs:** Business leaders, technology innovators, and stakeholders from hubs driving ocean-related technological and business innovation.
9. **Outreach and Public Engagement Stakeholders:** Communication professionals, media representatives, and public engagement specialists who amplify the Decade's message and goals.
10. **Early Career Ocean Professionals (ECOPs):** Emerging professionals actively engaged in the Decade's initiatives, reflecting perspectives of early-career leaders in ocean science.

Date of the interview	
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Interviewer name	
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Interviewee name(s)	
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### Introduction and purpose:

1. Brief introduction of the evaluator, and purpose and importance of the evaluation
2. Confirm consent for participation and emphasise the confidentiality of responses.
3. Outline the overall objectives of the interview: to assess the impact, effectiveness, and areas for improvement in the implementation of the Ocean Decade.
4. Ask for the consent of the interviewee to continue the interview

### Role and Engagement with the Ocean Decade

- a) Please briefly describe your role or your organization's involvement with the Ocean Decade, including how long you have been engaged and in what capacities?
- b) How frequently do you or your team engage with Decade governance structures or initiatives?

#### 1. Governance and Coordination

##### a. Global Governance and Coordination Structures

(Stakeholder Groups: 1, 2, 3, 6)

1. In your opinion, how effective are the Decade's global governance structures (Decade Coordination Unit, Decade Advisory Board) in their current form?

What improvements or changes, if any, do you think are needed in the Decade Advisory Board's role for the next five years of Decade?

2. What are your views about the sustainability of the organizational structure, staffing (including contract), and resourcing of the Decade Coordination Unit for the next five years of the Ocean Decade?

What improvements or changes, if any, do you think are needed?

3. How effective do you think the collaboration between the DCU and
  - a) other IOC sections?
  - b) other UNESCO programme sectors?
  - c) UNESCO central services?
  - d) UN-Oceans, both as a body and with its individual members?

How do you think they can be improved to better support DCU in Decade coordination and implementation?

## **b. Decentralised Governance and Coordination Structures**

*(Stakeholder Groups: 3, 4, 6, 7)*

1. In your opinion, how effective are the Decade's decentralised governance and coordination structures (Decade Coordination Offices, Decade Collaborative Centres, Decade Implementing Partners, Decade programmes, regional taskforces, and National Decade Committees) in their current form?

What improvements or changes do you think are needed, if any, in their roles and resources for the next five years of Decade?

2. How do the interactions between global governance mechanisms and decentralised structures take place? What improvements or changes, if any, do you think are needed in these approaches for the next five years of Decade?
3. What are your views about the effectiveness of decentralised structures interact with Decade Actions, National Decade Committees and amongst themselves? What are the areas that require enhancement?
4. In what ways are National Decade Committees are engaging with scientific and policymaking bodies in their countries? How impactful do you believe these engagements are in advancing the Decade's vision at the national level? What tangible results do you observe, if any, as a result of these interactions?

## **2. Resource Mobilisation**

*(Stakeholder Groups: 1, 2, 3, 6, 8)*

1. What are the most effective mechanisms for resource mobilisation in raising funds for both
  - a) Decade Actions and
  - b) Coordination?

How well do you think these mechanisms are currently established and implemented? What specific improvements or changes, if any, would you suggest for the design and implementation of these mechanisms in the second half of the Decade?

2. Which specific gaps, targets, or thematic areas do you think should be prioritised for resource mobilisation from now on?
3. Which new actors do you think (e.g., private sector, international finance institutions, private equity impact funds) should be focused on in the next period? Can you name any potential funders or in-kind support providers? What specific approaches or mechanisms do you think would be most effective in attracting and engaging these actors?

## **3. Science and Knowledge Delivery**

### **a. Priority Setting and Decade Actions**

*(Stakeholder Groups: 3, 4, 5, 6, 7)*

1. What were your primary reasons for engaging with the Ocean Decade?
2. In your view, what are the main incentives and disincentives for registering a Decade Action? Please elaborate on any specific motivations or challenges.

3. In your experience what are the key challenges Decade Actions, projects or programmes face in co-designing with applicants during their planning and implementation? What recommendations would you suggest to enhance this process and ensure meaningful engagement with applicants?
4. What are the mechanisms used for identifying gaps and priorities in ocean science and Member States' needs? How effective do you think these mechanisms are in translating identified gaps and needs into programs or projects that can respond to calls for Actions?
5. How can the endorsement process can be improved to minimise overlaps and foster cohesive support and collaboration? To that end, are there specific criteria or approaches that should be revised or added?
6. What could be the incentives to attract more partners to register their ongoing Actions as part of the Decade's efforts?

#### **b. Progress of Decade Actions**

*(Stakeholder Groups: 2, 3, 5, 6, 10)*

1. What evidence exists indicating Member States' taking into consideration Decade challenges into their national development plans, national commitments under global policy instruments (e.g. national climate strategies, Nationally Determined Contributions, National Adaptation Plans, National Biodiversity Strategy and Action Plans) and their ocean plans? Can you name country and policy/plan examples? How does this take place?
2. In your view, to what extent has the Decade succeeded in mobilizing the following groups to recognize the value of ocean science?
  - a) policy-makers,
  - b) industry,
  - c) other users of ocean science. If not, what were the barriers? What should be done in the next five years?

#### **c. Contribution to UN Frameworks and Engagement with UN-Oceans**

*(Stakeholder Groups: 2, 3, 6)*

1. What can your agency, as a UN-Oceans member, contribute to the Ocean Decade?
2. How can UNESCO-IOC, as the leading agency for the Decade, engage with your agency to encourage this contribution and strengthen collaboration?
3. How effectively do you feel the Decade's global governance has engaged with UN-Oceans members? What additional steps could enhance this engagement and ensure a more effective contribution from UN-Oceans members?
4. In your view, to what extent do Decade Actions support UN global policy frameworks and normative instruments such as UNCLOS, UNFCCC, UNCBD, and BBNJ? What factors facilitate this alignment, and what areas could be improved for stronger support?
5. What strategies or incentives do you think could encourage UN-Oceans members to connect their initiatives with Decade Actions?

### **4. Tracking Progress, Engagement, Inclusivity, and Outreach**

#### **a. Monitoring and Evaluation (M&E) Framework**

*(Stakeholder Groups: 1, 3, 5)*

1. What are your views about the effectiveness of the Ocean Decade Monitoring and Evaluation Framework in tracking progress and impact? To what extent do you feel it provides timely and relevant data for tracking the Ocean Decade's progress?
2. How is the M&E Framework used by those implementing Decade Actions and for end users of its insights? What could be improved?
3. How effectively is the M&E Framework linked with the M&E frameworks of IOC, UNESCO, and UN-Oceans members? In what areas could these linkages be strengthened?
4. How well do you think the Ocean Decade M&E Framework is aligned with the M&E frameworks of the individual Goals outlined in the ten White Papers? What could be done to better integrate these frameworks to ensure comprehensive tracking across all Goals?

## **b. Inclusivity, Diversity, and Equity**

*(Stakeholder Groups: 1, 3, 7, 10, 11)*

1. How does gender mainstreaming take place in Decade Actions, governance and coordination structures? What are the specific mechanisms or tools used for this purpose? What should be improved for a better mainstreaming?
2. How do you think engagement levels in countries could be increased and which geographies should be given the priority?
3. How successful has the Decade been in providing opportunities for Early Career Ocean Professionals? What should be done to increase such opportunities and their involvement in the next five years?
4. How successful has the Decade been in focusing on UNESCO's
  - a) Global priority Africa,
  - b) youth,
  - c) indigenous peoples,
  - d) LDCs
  - e) SIDS?

What should be done to enhance the focus for each one of them in the next five years?

5. How effectively has the Decade integrated diverse knowledge systems, including Indigenous and traditional knowledge, into its governance and Actions? What should be done to improve this integration in the second half of the Decade?

## **c. Communication and Outreach**

*(Stakeholder Groups: 1, 3, 7, 9, 10)*

1. To your knowledge, which communication channels used so far have proven most effective in spreading the Decade's message, and which new channels could be beneficial?
2. Do you think communication and outreach efforts have effectively engaged diverse audiences (age, gender, geography, etc.)? What worked well and what could have been done better?
3. What additional partner groups might enhance the reach of Decade communications?
4. What other steps and approaches do you recommend for enhanced visibility of the Decade in the next five years? How can Ocean Decade Strategic Communications Group and the Ocean Decade Network be better function in that sense?

## **5. Leveraging Ocean Decade for IOC Vision and Evolution**

*(Stakeholder Groups: 3, 4, 5, 8)*

1. How do you think the Decade could be used to define the IOC's role and focus in the post-2030 agenda, particularly for the next UNESCO's next Medium-Term Strategy covering period 2029-2037?
2. How do you think the impact of IOC-led Decade initiatives could be enhanced and become sustainable using Decade as a tool (e.g. establishing new partnerships, mobilising resources, etc.)? What could be the mechanisms to ensure IOC's programmes inform policy and ocean management?

## **6. Closure**

1. Do you have any additional comments or insights you'd like to share to improve the Decade's performance or impact for the next five years and beyond?



## Annex 11. Stakeholder Survey Questionnaire

The following questionnaire, prepared for distribution to Ocean Decade stakeholders following online design and pilot testing, includes 26 questions (eight of which are open-ended) in addition to demographic questions. Each closed-ended question includes an “Other” or “Don’t know” option allowing respondents to provide an open-ended answer or skip questions if they lack specific knowledge or experience on the topic.

### Mid-term Evaluation of Ocean Decade Stakeholder Survey

This survey seeks your feedback on key aspects of the UN Ocean Decade, such as governance, resources, science delivery, inclusivity, communication, and overall impact. It is part of the mid-term evaluation commissioned by UNESCO and conducted by INOMER.

Your input is vital, and we greatly value your participation. The survey, available in English, French, and Spanish, takes 10–15 minutes to complete, depending on your role in the Ocean Decade.

All responses will remain strictly confidential and will be analyzed in aggregated form. No data will be linked to individuals or organizations.

Click the button below to begin. You may exit at any time if you wish to withdraw. Please submit your responses by **20 December 2024**.

For questions, email [info@inomer.fr](mailto:info@inomer.fr).

Thank you for your support!

1. **Have you been involved in any Ocean Decade governance or coordination structures, activities, or events?**
  - a) Yes
  - b) No

If Yes, continue with the next section; if No, go to Section H. <sup>11</sup>

#### A. Respondent Information

2. **Please select your country of residence.**  
(Dropdown list of List of the Member States and the Associate Members of UNESCO<sup>12</sup>)
3. **Please select your gender.**
  - a) Female
  - b) Male
  - c) Other
  - d) Prefer not to say
4. **Please select your age group.**
  - a) Under 25
  - b) 25–34
  - c) 35–44
  - d) 45–54
  - e) 55–64

<sup>11</sup> Text highlighted in yellow are instructions for online design and will not be visible to the respondents.

<sup>12</sup> <https://pax.unesco.org/countries/ListeMS.html>

- f) 65 and over
- 5. Please select the option that best describes your career level.
  - a) Early-career professional
  - b) Mid-career professional
  - c) Senior professional
  - d) Executive/Leadership

- 6. Do any of the following apply to you? (Select all that apply)
  - a) I identify as Indigenous
  - b) I am from a Small Island Developing State (SIDS)
  - c) I am from a Least Developed Country (LDC)
  - d) I am a woman in science or leadership
  - e) I am a youth (under 35)
  - f) None of the above
  - g) Prefer not to say

## B. About Your Involvement in the Ocean Decade

- 7. How did you first learn about the Ocean Decade?
  - a) Direct contact by UNESCO-IOC or Decade Coordination Unit
  - b) Ocean Decade website
  - c) Social media (e.g., Instagram, LinkedIn, Twitter/X, Facebook)
  - d) News media or press release
  - e) Professional network or colleagues
  - f) Through a Decade partner organisation
  - g) Participation in an Ocean Decade event (e.g., conference, webinar)
  - h) Academic or research institution
  - i) Industry association or professional body
  - j) Government or policy briefing
  - k) Ocean Decade newsletter or email update
  - l) Educational campaigns or resources (e.g., workshops, online courses)
  - m) Other (please specify): \_\_\_\_\_
- 8. What best describes your primary affiliation and involvement with the Ocean Decade? (Select up to 3 options).
  - a) **Global Governance and Decentralised Structures:** Involvement in coordination, governance, or advisory roles (e.g., Ocean Decade Coordination Unit, Ocean Decade Advisory Board, National Decade Committees).
  - b) **UN-Oceans Members:** Engagement in collaborative efforts with the Ocean Decade structures or contributing to UN-Oceans member initiatives supporting the Ocean Decade objectives.
  - c) **International and Regional Organizations:** Roles in coordination, programme implementation, or collaboration with Ocean Decade Implementing Partners or regional bodies.
  - d) **Government Representatives and Policymakers:** Involvement in strategic planning, policy development, or project implementation related to ocean science or policy.
  - e) **Scientific and Research Community:** Engagement in scientific research, data collection, or knowledge dissemination, including through academic institutions.
  - f) **Civil Society and Local Communities:** Advocacy, community engagement, or stakeholder involvement, including through NGOs, indigenous knowledge holders, and representatives from coastal or ocean-dependent areas.
  - g) **Private Sector and Technology/Innovation Hubs:** Roles in funding, resource mobilisation, or technological and business innovation supporting Ocean Decade Actions.

- h) **Communication, Outreach, and Public Engagement:** Roles in communication, media, or public engagement to amplify the Ocean Decade's goals and increase awareness.
- i) **Technical Support, Capacity Building, or Training:** Providing technical expertise, capacity building, or training in support of Ocean Decade Actions.
- j) **Youth and Early-Career Professional Engagement:** Roles specifically focused on engaging youth or early-career professionals within the Ocean Decade.
- k) **Other (please specify):** \_\_\_\_\_

**9. How long have you been engaged with the Ocean Decade?**

- a) Less than 1 year
- b) 1–2 years
- c) Since it was launched in 2021
- d) Since its design phase before 2021

**10. How would you rate the Ocean Decade's progress toward achieving its objectives?**

*The Decade objectives include the following:*

*Objective 1: Identify required knowledge for sustainable development and increase the capacity of ocean science to deliver needed ocean data and information.*

*Objective 2: Build capacity and generate comprehensive knowledge and understanding of the ocean, including human interactions and interactions with the atmosphere, cryosphere and the land-sea interface.*

*Objective 3: Increase the use of ocean knowledge and understanding, and develop capacity to contribute to sustainable development solutions.*

*For more information, please click [here](#).*

- a) Excellent progress
- b) Good progress
- c) Moderate progress
- d) Limited progress
- e) Minimal or no progress
- f) Don't know

**11. If not a), b) or f) Which of the following factors do you believe have most negatively affected the Ocean Decade's progress toward achieving its objectives? (Select up to 3 options)**

- a) Limited funding and in-kind resource mobilization for Ocean Decade
- b) Insufficient engagement from key stakeholders (e.g., governments, private sector)
- c) Challenges in coordinating with regional and international partners
- d) Lack of alignment with national policies and priorities
- e) Limited awareness and public understanding of the Ocean Decade's objectives
- f) Insufficient data availability or accessibility
- g) Limited inclusivity, particularly regarding underrepresented groups
- h) High turnover or staffing limitations within Decade governance or coordination structures
- i) Limited private sector involvement or investment
- j) Lack of long-term planning and sustainability measures
- k) Other (please specify): \_\_\_\_\_

**C. Science and Knowledge Delivery**

**C1. Processes and Effectiveness of Soliciting Ocean Decade Actions**

**12. Have you submitted an Ocean Decade Action for endorsement?**

- a) Yes
- b) No
- c) Not applicable

If “Not applicable” go to C2.

**13. If Yes, What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)**

- a) Opportunity to contribute to global ocean science and conservation goals
- b) Access to funding
- c) Access to in-kind resources
- d) Increased visibility and credibility through association with a UN-led initiative
- e) Networking and new collaboration opportunities
- f) Professional development and knowledge-sharing opportunities
- g) Advocacy for underrepresented communities (e.g., SIDS, LDCs, Indigenous groups)
- h) Recognition and legitimacy through Ocean Decade branding (e.g., logo use)
- i) Other (please specify): \_\_\_\_\_

Go to C2

**14. If No, What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options).**

- a) Lack of awareness about the registration process
- b) Lack of alignment with partner needs or priorities
- c) Insufficient incentives or perceived benefits for participation
- d) Complexity or time intensity of registration processes
- e) Limited capacity or expertise to meet Ocean Decade requirements
- f) Limited funding or in-kind resources provided to Ocean Decade Actions
- g) Other (please specify): \_\_\_\_\_

**C2. Progress and Achievements of Ocean Decade Actions**

**15. How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?**

- a) Highly effective
- b) Effective
- c) Somewhat effective
- d) Somewhat ineffective
- e) Ineffective
- f) Highly ineffective
- g) Don't know

If a) or b) go to Question 3

If g) go to D

**16. If not a) b) or g), What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).**

- a) Limited alignment between Ocean Decade Actions and national policy priorities
- b) Insufficient engagement of national policymakers in Ocean Decade Actions
- c) Lack of accessible and policy-relevant data from Ocean Decade Actions
- d) Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders
- e) Limited resources for translating insights from Ocean Decade Actions into policy
- f) Challenges in adapting Ocean Decade Action findings to the national context
- g) Fragmented or inconsistent communication channels with policymakers
- h) Limited expertise among Ocean Decade Action implementers to influence policy
- i) Insufficient follow-up or engagement after Decade Action completion
- j) Limited capacity of policymakers to integrate Decade Actions into policy

k) Other (please specify): \_\_\_\_\_

Go to D

- 17. Can you provide any examples of Ocean Decade-endorsed Actions that have led to transformative outcomes in national or global policy, science, or ocean management? If possible, please include name or link of the relevant publication(s). (Optional)**

\_\_\_\_\_

*If you provided an answer to this question, you may share your name and email address at the end of the survey (optional) in case we need to follow up.*

#### **D. Resource Mobilisation**

- 18. How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?**

- a) Highly effective
- b) Effective
- c) Somewhat effective
- d) Somewhat ineffective
- e) Ineffective
- f) Highly ineffective
- g) Don't know

- 19. If not a), b) or g) In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade? (Select up to 3 options)**

- a) Limited visibility and awareness of the Ocean Decade's goals among potential funders
- b) Insufficient engagement with private sector companies
- c) Competing funding priorities among national and international donors
- d) Insufficient coordination in resource mobilization for the Ocean Decade
- e) Limited outreach or collaboration with philanthropic organization's
- f) Challenges aligning Ocean Decade Actions with funders' priorities and interests
- g) Insufficient capacity for targeted fundraising and outreach
- h) Limited involvement of non-traditional funding sources, such as impact investors or venture capital
- i) Inconsistent financial or in-kind support from existing partners
- j) Other (please specify): \_\_\_\_\_

- 20. Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade? (Select up to 3 options).**

- a) International Financial Institutions
- b) Government Departments and National Development Funds
- c) Government agencies funding science, technology and innovation
- d) Impact Investors, Private Equity Funds and other Private Investors
- e) Philanthropic Foundations
- f) Non-Governmental Organisations
- g) Private Sector Corporations
- h) Other (please specify): \_\_\_\_\_



21. Please list specific organizations you would recommend as potential providers of funding or in-kind support for the Ocean Decade, if you are aware of any.

Potential funding providers: \_\_\_\_\_

Potential in-kind support providers: \_\_\_\_\_

22. Please describe successful examples of resource mobilization related to the Ocean Decade that could be scaled or replicated, if you are aware of any.

\_\_\_\_\_

If you provided an answer to this question, you may share your name and email address at the end of the survey (optional) in case we need to follow up.

### E. Inclusivity, Diversity, and Equity

23. In your view, to what extent do you think the Ocean Decade Actions have been effective in promoting inclusion for each of the following groups?

	Highly effective	Effective	Somewhat effective	Somewhat ineffective	Ineffective	Highly ineffective	Don't know
Least Developed Countries (LDCs)							
Small Island Developing States (SIDS)							
Other developing countries							
Women							
Youth							
Indigenous peoples							

24. If you believe the Ocean Decade Actions have not been fully effective for any of the groups listed above, please specify the group(s) and describe how inclusivity efforts could be improved for each.

\_\_\_\_\_

### F. Communication and Outreach

25. How effective have the following communication channels been in raising awareness and calling for Ocean Decade Actions across different audiences and regions?

	Highly effective	Effective	Somewhat effective	Somewhat ineffective	Ineffective	Highly ineffective	Don't know
Social Media Platforms (e.g. Instagram, Twitter/X, Facebook, LinkedIn)							
News Media and Press Releases							
Ocean Decade Website							
Newsletters and Email Updates							
Webinars and Online Events							

Conferences and In-Person Events							
Partnerships with Other Organisations							
Educational Campaigns and Resources							
Internal Communication Platforms and Working Groups (e.g., Ocean Decade Forum)							

**26. In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade? (Select up to 3 options)**

- a) Least Developed Countries (LDCs)
- b) Small Island Developing States (SIDS)
- c) Other developing countries
- d) Women
- e) Youth
- f) Indigenous peoples
- g) Other (please specify): \_\_\_\_\_

**27. If you feel the Ocean Decade's communication and outreach efforts have not fully reached certain groups (e.g., LDCs, SIDS, women, youth, Indigenous peoples), please specify the group(s) and describe ways to improve outreach for each.**

\_\_\_\_\_

#### **G. Overall Impact and Sustainability of Ocean Decade**

**28. What do you consider the Ocean Decade's most significant achievements to date? (Select up to 3 options).**

- a) Advancing global awareness of ocean issues
- b) Promoting collaborative ocean science
- c) Influencing ocean-related policies at national levels
- d) Influencing ocean-related policies at international levels
- e) Increasing inclusivity and diversity in ocean science
- f) Supporting innovative and sustainable solutions for ocean management
- g) Mobilizing resources for ocean research
- h) Establishing networks and communication channels
- i) Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)
- j) Improving access to ocean data, tools, and technologies
- k) Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
- l) Other (please specify): \_\_\_\_\_

**29. What challenges could prevent the Ocean Decade from achieving its goals in the long term? Please list any factors you consider significant.**

\_\_\_\_\_

## H. Recommendations

30. What specific recommendations do you have to ensure that Ocean Decade Actions have a lasting impact beyond 2030? (Optional).

\_\_\_\_\_

31. What emerging issues, opportunities, or risks, if any, should the Ocean Decade address in its second half? (Optional).

\_\_\_\_\_

## I. Contact information (Optional)

If you would like to be contacted in the upcoming phases of the evaluation or join the Ocean Decade communications list, please provide your contact information.

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Organisation: \_\_\_\_\_

Title: \_\_\_\_\_

THANK YOU FOR COMPLETING THE QUESTIONNAIRE.

(Online questionnaire link to open <https://oceandecade.org>)

## Annex 12. Cross-tabulations of Stakeholder Survey Data

### Q1.a) Language vs. Q1: “Have you been involved in any Ocean Decade governance or coordination structures, activities, or events?” Crosstabulation

			Have you been involved in any Ocean Decade governance or coordination structures, activities, or events?	
			No	Yes
Language	ENG	Count	255	745
		% within language	25.5%	74.5%
	ES	Count	43	55
		% within language	43.9%	56.1%
	FR	Count	37	70
		% within language	34.6%	65.4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q3.a) Region vs Q3: “Please select your gender” Crosstabulation

			Please select your gender.			
			Female	Male	Other	Prefer not to say
Region	Africa	Count	44	88	0	0
		% within Region	33.3%	66.7%	0.0%	0.0%
	Arab States	Count	12	17	0	0
		% within Region	41.4%	58.6%	0.0%	0.0%
	Asia and the Pacific	Count	54	106	0	3
		% within Region	33.1%	65.0%	0.0%	1.8%
	Europe and North America	Count	250	162	1	9
		% within Region	59.2%	38.4%	0.2%	2.1%
	Latin America and the	Count	59	62	0	3
		% within Region	47.6%	50.0%	0.0%	2.4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q3.b) LDC and SIDS Grouping vs. Q3: “Please select your gender” Crosstabulation

			Please select your gender.			
			Female	Male	Other	Prefer not to say
LDC and SIDS Grouping	LDC	Count	13	58	0	0
		% within LDC and SIDS Grouping	18.3%	81.7%	0.0%	0.0%
	LDC + SIDS*	Count	1	1	0	0
		% within LDC and SIDS Grouping	50.0%	50.0%	0.0%	0.0%
	Other	Count	391	363	1	13
		% within LDC and SIDS Grouping	50.9%	47.3%	0.1%	1.7%
	SIDS	Count	14	13	0	2
		% within LDC and SIDS Grouping	48.3%	44.8%	0.0%	6.9%

\* Comoros and Kiribati

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q4.a) Region vs. Q4: “Please select your age group” Crosstabulation

			Please select your age group.					
			25–34	35–44	45–54	55–64	65 and over	Under 25
Region	Africa	Count	33	40	32	16	6	5
		% within Region	25.0%	30.3%	24.2%	12.1%	4.5%	3.8%
	Arab States	Count	9	3	8	4	4	1
		% within Region	31.0%	10.3%	27.6%	13.8%	13.8%	3.4%
	Asia and the Pacific	Count	26	48	44	28	13	4
		% within Region	16.0%	29.4%	27.0%	17.2%	8.0%	2.5%
	Europe and North America	Count	69	98	116	92	39	8
		% within Region	16.4%	23.2%	27.5%	21.8%	9.2%	1.9%
	Latin America and the Caribbean	Count	18	32	29	28	14	3
		% within Region	14.5%	25.8%	23.4%	22.6%	11.3%	2.4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q4.b) LDC and SIDS Grouping vs. Q4: “Please select your age group” Crosstabulation

			Please select your age group.					
			25–34	35–44	45–54	55–64	65 and over	Under 25
LDC and SIDS Grouping	LDC	Count	23	12	19	9	5	3
		% within LDC and SIDS Grouping	32.4%	16.9%	26.8%	12.7%	7.0%	4.2%
	LDC + SIDS	Count	0	1	1	0	0	0
		% within LDC and SIDS Grouping	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%
	Other	Count	128	196	204	155	67	18
		% within LDC and SIDS Grouping	16.7%	25.5%	26.6%	20.2%	8.7%	2.3%
	SIDS	Count	4	12	5	4	4	0
		% within LDC and SIDS Grouping	13.8%	41.4%	17.2%	13.8%	13.8%	0.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q5.a) Region vs. Q5: “Please select the option that best describes your career level” Crosstabulation

			Please select the option that best describes your career level.			
			Early-career professional	Executive/Leadership	Mid-career professional	Senior professional
Region	Africa	Count	44	31	27	28
		% within Region	33.3%	23.5%	20.5%	21.2%
	Arab States	Count	8	10	5	5
		% within Region	27.6%	34.5%	17.2%	17.2%
	Asia and the Pacific	Count	38	35	40	50
		% within Region	23.3%	21.5%	24.5%	30.7%
	Europe and North America	Count	81	110	107	124
		% within Region	19.2%	26.1%	25.4%	29.4%
	Latin America and the Caribbean	Count	15	27	30	51
		% within Region	12.1%	21.8%	24.2%	41.1%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q5.b) LDC and SIDS Grouping vs. Q5: “Please select the option that best describes your career level” Crosstabulation

			Please select the option that best describes your career level.			
			Early-career professional	Executive/Leadership	Mid-career professional	Senior professional
LDC and SIDS Grouping	LDC	Count	25	14	13	18
		% within LDC and SIDS Grouping	35.2%	19.7%	18.3%	25.4%
	LDC + SIDS	Count	0	1	0	1
		% within LDC and SIDS Grouping	0.0%	50.0%	0.0%	50.0%
	Other	Count	156	188	189	232
		% within LDC and SIDS Grouping	20.3%	24.5%	24.6%	30.2%
	SIDS	Count	5	10	7	7
		% within LDC and SIDS Grouping	17.2%	34.5%	24.1%	24.1%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q6.a) Region vs. Q6: “Do any of the following apply to you?” Crosstabulation

			Do any of the following apply to you? (Select all that apply)							
			Woman in a							
Region			Indigenous	From a SIDS	From a LDC	Woman in science	leadership position	Youth (under 35)	None of the above	Prefer not to say
Africa	Count	23	3	52	30	29	38	12	7	
	% within Region	17%	2%	39%	23%	22%	29%	9%	5%	
	Arab States	Count	5	0	1	5	4	10	5	1
	% within Region	17%	0%	3%	17%	14%	34%	17%	3%	
	Asia and the Pacific	Count	17	11	20	31	25	30	48	10
	% within Region	10%	7%	12%	19%	15%	18%	29%	6%	
	Europe and North America	Count	6	0	0	161	128	76	156	10
	% within Region	1%	0%	0%	38%	30%	18%	37%	2%	
Latin America and the Caribbean	Count	3	17	0	39	28	21	43	1	
% within Region	2%	14%	0%	31%	23%	17%	35%	1%		

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



## Q6.b) LDC and SIDS Grouping vs. Q6: “Do any of the following apply to you?” Crosstabulation

Do any of the following apply to you? (Select all that apply)

			Do any of the following apply to you? (Select all that apply)							
			Indigenous	From a SIDS	From a LDC	Woman in science	Woman in a leadership position	Youth (under 35)	None of the above	Prefer not to say
LDC and SIDS Grouping	LDC	Count	10	0	71	7	7	26	0	0
		% within LDC and SIDS Grouping	14%	0%	100%	10%	10%	37%	0%	0%
	LDC + SIDS	Count	1	2	2	1	1	0	0	0
		% within LDC and SIDS Grouping	50%	100%	100%	50%	50%	0%	0%	0%
	Other	Count	39	0	0	251	196	145	264	29
		% within LDC and SIDS Grouping	5%	0%	0%	33%	26%	19%	34%	4%
	SIDS	Count	4	29	0	7	10	4	0	0
		% within LDC and SIDS Grouping	14%	100%	0%	24%	34%	14%	0%	0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q7.a) Region vs. Q7: “How did you first learn about the Ocean Decade?” Crosstabulation

How did you first learn about the Ocean Decade? Crosstabulation

			Academic or research institution	Contacted directly by UNESCO-IOC or DCU	Educational campaigns or resources	Government or policy briefing	Industry association or professional body	News media or press release	Ocean Decade newsletter or email update	Ocean Decade website	Participation in an Ocean Decade event	Professional network or colleagues	Social media	Through an Ocean Decade partner organisation
Region	Africa	Count	11	22	5	2	1	1	5	11	18	22	30	2
		% within Region	8.5%	16.9%	3.8%	1.5%	0.8%	0.8%	3.8%	8.5%	13.8%	16.9%	23.1%	1.5%
	Arab States	Count	1	8	2	0	0	1	1	4	4	4	1	2
		% within Region	3.4%	27.6%	6.9%	0.0%	0.0%	3.4%	3.4%	13.8%	13.8%	13.8%	3.4%	6.9%
	Asia and the Pacific	Count	19	24	2	6	1	8	8	27	14	32	16	2
		% within Region	11.8%	14.9%	1.2%	3.7%	0.6%	5.0%	5.0%	16.8%	8.7%	19.9%	9.9%	1.2%
	Europe and North America	Count	37	53	3	19	5	12	8	33	44	154	16	23
		% within Region	8.8%	12.6%	0.7%	4.5%	1.2%	2.9%	1.9%	7.8%	10.5%	36.6%	3.8%	5.5%
	Latin America and the Caribbean	Count	22	18	5	8	0	2	2	8	8	29	7	10
		% within Region	18.0%	14.8%	4.1%	6.6%	0.0%	1.6%	1.6%	6.6%	6.6%	23.8%	5.7%	8.2%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q7.b) LDC and SIDS Grouping vs. Q7: “How did you first learn about the Ocean Decade?” Crosstabulation

How did you first learn about the Ocean Decade? Crosstabulation

			Academic or research institution	Contacted directly by UNESCO-IOC or DCU	Educational campaigns or resources	Government or policy briefing	Industry association or professional body	News media or press release	Ocean Decade newsletter or email update	Ocean Decade website	Participation in an Ocean Decade event	Professional network or colleagues	Social media	Through an Ocean Decade partner organisation
LDC and SIDS Grouping	LDC	Count	7	14	3	2	1	0	3	10	7	8	15	1
		% within LDC and SIDS Grouping	9.9%	19.7%	4.2%	2.8%	1.4%	0.0%	4.2%	14.1%	9.9%	11.3%	21.1%	1.4%
	LDC + SIDS	Count	0	0	0	1	0	0	0	0	0	1	0	0
		% within LDC and SIDS Grouping	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%
	Other	Count	82	103	14	29	5	23	21	70	77	229	51	37
		% within LDC and SIDS Grouping	10.8%	13.5%	1.8%	3.8%	0.7%	3.0%	2.8%	9.2%	10.1%	30.1%	6.7%	4.9%
	SIDS	Count	1	8	0	3	1	1	0	3	4	3	4	1
		% within LDC and SIDS Grouping	3.4%	27.6%	0.0%	10.3%	3.4%	3.4%	0.0%	10.3%	13.8%	10.3%	13.8%	3.4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q7.c) Gender vs. Q7: “How did you first learn about the Ocean Decade?” Crosstabulation

#### How did you first learn about the Ocean Decade? Crosstabulation

			Academic or research institution	Contacted directly by UNESCO- IOC or DCU	Educational campaigns or resources	Government or policy briefing	Industry association or professional body	News media or press release	Ocean Decade newsletter or email update	Ocean Decade website	Participation in an Ocean Decade event	Professional network or colleagues	Social media	Through an Ocean Decade partner organisation
Please select your gender.	Female	Count	45	54	6	21	2	11	7	37	44	128	27	23
		% within Please select your gender.	10.8%	13.0%	1.4%	5.1%	0.5%	2.7%	1.7%	8.9%	10.6%	30.8%	6.5%	5.5%
	Male	Count	41	67	11	14	5	12	17	46	43	108	43	15
		% within Please select your gender.	9.5%	15.5%	2.5%	3.2%	1.2%	2.8%	3.9%	10.6%	10.0%	25.0%	10.0%	3.5%
	Other	Count	0	0	0	0	0	0	0	0	0	1	0	0
		% within Please select your gender.	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
	Prefer not to say	Count	4	4	0	0	0	1	0	0	1	4	0	1
		% within Please select your gender.	26.7%	26.7%	0.0%	0.0%	0.0%	6.7%	0.0%	0.0%	6.7%	26.7%	0.0%	6.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q7.d) Age Group vs. Q7: “How did you first learn about the Ocean Decade?” Crosstabulation

#### How did you first learn about the Ocean Decade? Crosstabulation

			Academic or research institution	Contacted directly by UNESCO- IOC or DCU	Educational campaigns or resources	Government or policy briefing	Industry association or professional body	News media or press release	Ocean Decade newsletter or email update	Ocean Decade website	Participation in an Ocean Decade event	Professional network or colleagues	Social media	Through an Ocean Decade partner organisation
Please select your age group.	25–34	Count	19	18	2	4	1	7	3	18	13	36	23	8
		% within Please select your age group.	12.3%	11.7%	1.3%	2.6%	0.6%	4.5%	1.9%	11.7%	8.4%	23.4%	14.9%	5.2%
	35–44	Count	25	20	5	10	2	8	4	18	23	72	23	7
		% within Please select your age group.	11.4%	9.1%	2.3%	4.5%	0.9%	3.6%	1.8%	8.2%	10.5%	32.7%	10.5%	3.2%
	45–54	Count	23	34	5	9	1	3	6	23	25	71	9	11
		% within Please select your age group.	10.2%	15.0%	2.2%	4.0%	0.4%	1.3%	2.7%	10.2%	11.1%	31.4%	4.0%	4.9%
	55–64	Count	17	29	3	8	1	5	7	13	20	43	8	9
		% within Please select your age group.	10.2%	17.4%	1.8%	4.8%	0.6%	3.0%	4.2%	7.8%	12.0%	25.7%	4.8%	5.4%
	65 and over	Count	5	20	0	4	1	1	3	7	6	18	3	3
		% within Please select your age group.	6.6%	26.3%	0.0%	5.3%	1.3%	1.3%	3.9%	9.2%	7.9%	23.7%	3.9%	3.9%
	Under 25	Count	1	4	2	0	1	0	1	4	1	1	4	1
		% within Please select your age group.	5.0%	20.0%	10.0%	0.0%	5.0%	0.0%	5.0%	20.0%	5.0%	5.0%	20.0%	5.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q7.e) Career Level vs. Q7: “How did you first learn about the Ocean Decade?” Crosstabulation

			How did you first learn about the Ocean Decade? Crosstabulation											
			Academic or research institution	Contacted directly by UNESCO- IOC or DCU	Educational campaigns or resources	Government or policy briefing	Industry association or professional body	News media or press release	Ocean Decade newsletter or email update	Ocean Decade website	Participation in an Ocean Decade event	Professional network or colleagues	Social media	Through an Ocean Decade partner organisation
Please select the option that best describes your career level.	Early-career professional	Count	23	16	4	4	3	9	5	24	22	39	28	6
		% within Please select the option that best describes your career level.	12.4%	8.6%	2.2%	2.2%	1.6%	4.9%	2.7%	13.0%	11.9%	21.1%	15.1%	3.2%
	Executive/Leadership	Count	14	45	3	8	3	5	10	17	18	56	16	11
		% within Please select the option that best describes your career level.	6.6%	21.2%	1.4%	3.8%	1.4%	2.4%	4.7%	8.0%	8.5%	26.4%	7.5%	5.2%
	Mid-career professional	Count	22	23	7	11	1	5	4	20	16	74	15	7
		% within Please select the option that best describes your career level.	10.5%	11.0%	3.3%	5.3%	0.5%	2.4%	1.9%	9.6%	7.7%	35.4%	7.2%	3.3%
	Senior professional	Count	31	40	3	12	0	5	5	22	31	70	11	15
		% within Please select the option that best describes your career level.	12.3%	15.8%	1.2%	4.7%	0.0%	2.0%	2.0%	8.7%	12.3%	27.7%	4.3%	5.9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

## Q8.a) Region vs. Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” Crosstabulation

			What best describes your primary affiliation or involvement with the Ocean Decade? (Select up to 3 options)									
			Global Governance and Decentralised Structures of the Ocean Decade	UN- Oceans Members	International and Regional Organisations (other than UN- Oceans Members)	Government Representatives and Policymakers	Scientific and Research Community	Civil Society and Local Communities	Private Sector and Technology/ Innovation Hubs	Communication , Outreach, and Public Engagement	Technical Support, Capacity Building, or Training	Youth and Early-Career Professional Engagement
Region	Africa	Count	18	11	15	21	58	38	14	28	26	40
		% wihtin Region	14%	8%	11%	16%	44%	29%	11%	21%	20%	30%
	Arab States	Count	1	8	7	3	10	12	1	6	5	6
		% wihtin Region	3%	28%	24%	10%	34%	41%	3%	21%	17%	21%
	Asia and the Pacific	Count	26	14	26	28	99	21	14	24	27	37
		% wihtin Region	16%	9%	16%	17%	61%	13%	9%	15%	17%	23%
	Europe and North America	Count	34	29	55	46	247	48	40	90	38	62
		% wihtin Region	8%	7%	13%	11%	59%	11%	9%	21%	9%	15%
	Latin America and the Caribbean	Count	16	14	18	19	75	22	8	20	14	10
		% wihtin Region	13%	11%	15%	15%	60%	18%	6%	16%	11%	8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

## Q8.b) LDC and SIDS Grouping vs. Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” Crosstabulation

			What best describes your primary affiliation or involvement with the Ocean Decade? (Select up to 3 options)									
			Global Governance and Decentralised Structures of the Ocean Decade	UN-Oceans Members	International and Regional Organisations (other than UN-Oceans Members)	Government Representatives and Policymakers	Scientific and Research Community	Civil Society and Local Communities	Private Sector and Technology/ Innovation Hubs	Communication , Outreach, and Public Engagement	Technical Support, Capacity Building, or Training	Youth and Early-Career Professional Engagement
LDC and SIDS Grouping	LDC	Count	9	4	8	20	31	22	6	9	10	20
		% within LDC and SIDS Grouping	13%	6%	11%	28%	44%	31%	8%	13%	14%	28%
	LDC + SIDS	Count	0	0	0	1	0	1	0	0	1	0
		% within LDC and SIDS Grouping	0%	0%	0%	50%	0%	50%	0%	0%	50%	0%
	Other	Count	81	66	102	92	450	116	70	154	94	132
		% within LDC and SIDS Grouping	11%	9%	13%	12%	59%	15%	9%	20%	12%	17%
	SIDS	Count	5	6	11	4	8	2	1	5	5	3
		% within LDC and SIDS Grouping	17%	21%	38%	14%	28%	7%	3%	17%	17%	10%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q8.c) Gender vs. Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” Crosstabulation

			What best describes your primary affiliation or involvement with the Ocean Decade? (Select up to 3 options)									
			Global Governance and Decentralised Structures of the Ocean Decade	UN-Oceans Members	International and Regional Organisations (other than UN-Oceans Members)	Government Representatives and Policymakers	Scientific and Research Community	Civil Society and Local Communities	Private Sector and Technology/ Innovation Hubs	Communication , Outreach, and Public Engagement	Technical Support, Capacity Building, or Training	Youth and Early-Career Professional Engagement
Please select your gender.	Female	Count	47	44	45	47	239	62	31	87	38	81
		% within Please select your gender	11%	11%	11%	11%	58%	15%	7%	21%	9%	20%
	Male	Count	47	31	73	69	241	77	46	79	71	72
		% within Please select your gender	11%	7%	17%	16%	56%	18%	11%	18%	16%	17%
	Other	Count	0	0	0	0	1	0	0	0	1	1
		% within Please select your gender	0%	0%	0%	0%	100%	0%	0%	0%	100%	100%
	Prefer not to say	Count	1	1	3	1	8	2	0	2	0	1
		% within Please select your gender	7%	7%	20%	7%	53%	13%	0%	13%	0%	7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q8.d) Age Group vs. Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” Crosstabulation



			What best describes your primary affiliation or involvement with the Ocean Decade? (Select up to 3 options)									
			Global Governance and Decentralised Structures of the Ocean Decade	UN-Oceans Members	International and Regional Organisations (other than UN-Oceans Members)	Government Representatives and Policymakers	Scientific and Research Community	Civil Society and Local Communities	Private Sector and Technology/Innovation Hubs	Communication, Outreach, and Public Engagement	Technical Support, Capacity Building, or Training	Youth and Early-Career Professional Engagement
Please select your age group.	25–34	Count	12	14	18	13	81	28	17	35	20	84
		% within Please select your age group.	8%	9%	12%	8%	52%	18%	11%	23%	13%	54%
	35–44	Count	22	24	30	35	119	34	17	44	23	41
		% within Please select your age group.	10%	11%	14%	16%	54%	15%	8%	20%	10%	19%
	45–54	Count	30	20	31	28	125	37	25	49	37	13
		% within Please select your age group.	13%	9%	14%	12%	55%	16%	11%	21%	16%	6%
	55–64	Count	18	14	28	25	111	28	11	30	20	4
		% within Please select your age group.	11%	8%	17%	15%	66%	17%	7%	18%	12%	2%
	65 and over	Count	12	3	14	13	46	11	5	7	7	2
		% within Please select your age group.	16%	4%	18%	17%	61%	14%	7%	9%	9%	3%
	Under 25	Count	1	1	0	3	7	3	2	3	3	11
		% within Please select your age group.	0	0	0	0	0	0	0	0	0	1

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

## Q8.e) Career Level vs. Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” Crosstabulation

			What best describes your primary affiliation or involvement with the Ocean Decade? (Select up to 3 options)									
			Global Governance and Decentralised Structures of the Ocean Decade	UN-Oceans Members	International and Regional Organisations (other than UN-Oceans Members)	Government Representatives and Policymakers	Scientific and Research Community	Civil Society and Local Communities	Private Sector and Technology/Innovation Hubs	Communication, Outreach, and Public Engagement	Technical Support, Capacity Building, or Training	Youth and Early-Career Professional Engagement
Please select the option that best describes your career level.	Early-career professional	Count	15	17	15	18	108	28	10	36	22	105
		% within Please select the option that best describes your career level.	8%	9%	8%	10%	58%	15%	5%	19%	12%	57%
	Executive/Leadership	Count	28	24	37	20	104	45	37	43	32	9
		% within Please select the option that best describes your career level.	13%	11%	17%	9%	49%	21%	17%	20%	15%	4%
	Mid-career professional	Count	22	16	32	29	115	30	20	53	18	36
		% within Please select the option that best describes your career level.	11%	8%	15%	14%	55%	14%	10%	25%	9%	17%
	Senior professional	Count	30	19	36	50	161	37	9	36	36	4
		% within Please select the option that best describes your career level.	12%	8%	14%	20%	64%	15%	4%	14%	14%	2%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.a) Region vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
Region	Africa	Count	3	32	52	9	2	34
		% within Region	2%	24%	39%	7%	2%	26%
	Arab States	Count	2	8	15	0	0	4
		% within Region	7%	28%	52%	0%	0%	14%
	Asia and the Pacific	Count	5	37	53	22	2	43
		% within Region	3%	23%	33%	14%	1%	27%
	Europe and North	Count	35	31	128	64	15	147
		% within Region	8%	7%	30%	15%	4%	35%
	Latin America and	Count	3	4	21	24	7	64
		% within Region	2%	3%	17%	20%	6%	52%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.b) LDC and SIDS Grouping vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
LDC and SIDS Grouping	LDC	Count	2	22	23	7	1	16
		% within LDC and SIDS Grouping	3%	31%	32%	10%	1%	23%
	LDC + SIDS	Count	0	0	0	0	1	1
		% within LDC and SIDS Grouping	0%	0%	0%	0%	50%	50%
	Other	Count	45	87	240	107	23	263
		% within LDC and SIDS Grouping	6%	11%	31%	14%	3%	34%
	SIDS	Count	1	3	6	5	1	12
		% within LDC and SIDS Grouping	3%	10%	21%	17%	3%	41%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.c) Gender vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
Please select your gender.	Female	Count	28	48	136	51	8	146
		% within Please select your gender.	7%	12%	33%	12%	2%	35%
	Male	Count	16	64	133	62	15	143
		% within Please select your gender.	4%	15%	31%	14%	3%	33%
	Other	Count	0	0	0	0	0	1
		% within Please select your gender.	0%	0%	0%	0%	0%	100%
	Prefer not to say	Count	4	0	0	6	3	2
		% within Please select your gender.	27%	0%	0%	40%	20%	13%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.d) Age Group vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
Please select your age group.	25–34	Count	9	27	59	10	5	45
		% within Please select your age group.	6%	17%	38%	6%	3%	29%
	35–44	Count	13	26	70	33	5	72
		% within Please select your age group.	6%	12%	32%	15%	2%	33%
	45–54	Count	12	24	74	33	7	78
		% within Please select your age group.	5%	11%	32%	14%	3%	34%
	55–64	Count	11	23	41	30	5	57
		% within Please select your age group.	7%	14%	25%	18%	3%	34%
	65 and over	Count	3	5	18	13	4	33
		% within Please select your age group.	4%	7%	24%	17%	5%	43%
	Under 25	Count	0	7	7	0	0	7
		% within Please select your age group.	0%	33%	33%	0%	0%	33%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.e) Career Level vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
Please select the option that best describes your career level.	Early-career professional	Count	8	32	65	18	5	57
		% within Please select the option that best describes your career level.	4.3%	17.3%	35.1%	9.7%	2.7%	30.8%
	Executive/Leadership	Count	9	36	57	35	6	70
		% within Please select the option that best describes your career level.	4.2%	16.9%	26.8%	16.4%	2.8%	32.9%
	Mid-career professional	Count	14	20	68	29	6	71
		% within Please select the option that best describes your career level.	6.7%	9.6%	32.7%	13.9%	2.9%	34.1%
	Senior professional	Count	17	22	78	36	9	94
		% within Please select the option that best describes your career level.	6.6%	8.6%	30.5%	14.1%	3.5%	36.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	2 2%	11 12%	27 29%	17 18%	0 0%	37 39%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	2 3%	16 21%	22 29%	9 12%	0 0%	26 35%
	International and Regional Organisations (other than UN-Oceans)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	4 3%	19 16%	35 29%	18 15%	5 4%	39 33%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	2 2%	18 15%	40 34%	18 15%	4 3%	35 30%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	25 5%	54 11%	146 30%	77 16%	14 3%	172 35%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	10 7%	24 17%	48 34%	14 10%	6 4%	39 28%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	6 8%	15 19%	22 29%	12 16%	4 5%	18 23%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	9 5%	27 16%	66 39%	15 9%	1 1%	50 30%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	3 3%	17 16%	45 41%	8 7%	1 1%	35 32%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	6 4%	26 17%	53 34%	12 8%	6 4%	52 34%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q10.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q10: “How would you rate the Ocean Decade’s overall progress toward achieving its objectives?” Crosstabulation**

			How would you rate the Ocean Decade’s overall progress toward achieving its objectives?					
			Don’t know	Excellent progress	Good progress	Limited progress	Minimal or no progress	Moderate progress
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count % within How long have you been engaged with the Ocean Decade?	29 8%	50 13%	136 37%	37 10%	11 3%	109 29%
	Since it was launched in 2021	Count % within How long have you been engaged with the Ocean Decade?	16 4%	41 11%	99 28%	57 16%	10 3%	134 38%
	Since its design phase before 2021	Count % within How long have you been engaged with the Ocean Decade?	3 2%	21 15%	34 25%	25 18%	5 4%	49 36%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q11.a) Region vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

			Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?									
			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
Region	Africa	Count	29	22	12	14	21	3	8	2	8	4
		% within Region	64%	49%	27%	31%	47%	7%	18%	4%	18%	9%
	Arab States	Count	2	1	3	0	2	1	1	1	0	0
		% within Region	50%	25%	75%	0%	50%	25%	25%	25%	0%	0%
	Asia and the Pacific	Count	44	30	21	16	24	10	9	3	17	10
		% within Region	66%	45%	31%	24%	36%	15%	13%	4%	25%	15%
	Europe and North America	Count	145	100	45	58	79	16	28	18	44	43
		% within Region	64%	44%	20%	26%	35%	7%	12%	8%	19%	19%
	Latin America and the Caribbean	Count	56	46	15	32	37	14	12	6	23	19
		% within Region	59%	48%	16%	34%	39%	15%	13%	6%	24%	20%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q11.b) LDC and SIDS Grouping vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

			Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?									
			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
LDC and SIDS Grouping	LDC	Count	19	13	7	9	9	2	1	1	0	5
		% within LDC and SIDS Grouping	79%	54%	29%	38%	38%	8%	4%	4%	0%	21%
	LDC + SIDS	Count	2	2	0	0	0	1	1	0	0	0
		% within LDC and SIDS Grouping	100%	100%	0%	0%	0%	50%	50%	0%	0%	0%
	Other	Count	241	177	84	102	149	39	55	29	92	67
		% within LDC and SIDS Grouping	61%	45%	21%	26%	38%	10%	14%	7%	23%	17%
	SIDS	Count	14	7	5	9	5	2	1	0	0	4
		% within LDC and SIDS Grouping	78%	39%	28%	50%	28%	11%	6%	0%	0%	22%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



**Q11.c) Gender vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

			Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?									
			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
Please select your gender.	Female	Count	124	90	38	52	70	21	37	21	46	36
		% within Please select your gender.	60%	44%	19%	25%	34%	10%	18%	10%	22%	18%
	Male	Count	144	104	58	63	89	22	20	8	44	38
		% within Please select your gender.	65%	47%	26%	29%	40%	10%	9%	4%	20%	17%
	Other	Count	1	1	0	0	0	0	0	1	0	0
		% within Please select your gender.	100%	100%	0%	0%	0%	0%	0%	100%	0%	0%
	Prefer not to say	Count	7	4	0	5	4	1	1	0	2	2
		% within Please select your gender.	64%	36%	0%	45%	36%	9%	9%	0%	18%	18%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q11.d) Age Group vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

			Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?									
			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
Please select your age group.	25–34	Count	40	21	13	15	21	5	14	4	17	13
		% within Please select your age group.	67%	35%	22%	25%	35%	8%	23%	7%	28%	22%
	35–44	Count	68	48	24	27	38	13	18	5	25	20
		% within Please select your age group.	62%	44%	22%	25%	35%	12%	16%	5%	23%	18%
	45–54	Count	78	49	25	31	41	13	14	12	27	14
		% within Please select your age group.	66%	42%	21%	26%	35%	11%	12%	10%	23%	12%
	55–64	Count	58	52	20	27	38	8	7	6	16	20
		% within Please select your age group.	63%	57%	22%	29%	41%	9%	8%	7%	17%	22%
	65 and over	Count	31	28	13	16	20	4	5	1	6	8
		% within Please select your age group.	62%	56%	26%	32%	40%	8%	10%	2%	12%	16%
	Under 25	Count	1	1	1	4	5	1	0	2	1	1
		% within Please select your age group.	14%	14%	14%	57%	71%	14%	0%	29%	14%	14%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q11.e) Career Level vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

			Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?									
			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
Please select the option that best describes your career level.	Early-career professional	Count % within Please select the option that best describes your career level.	50 63%	27 34%	16 20%	26 33%	33 41%	5 6%	21 26%	6 8%	20 25%	13 16%
	Executive/Leadership	Count % within Please select the option that best describes your career level.	71 64%	50 45%	24 22%	23 21%	45 41%	11 10%	12 11%	9 8%	23 21%	21 19%
	Mid-career professional	Count % within Please select the option that best describes your career level.	70 66%	47 44%	25 24%	22 21%	37 35%	9 8%	10 9%	8 8%	23 22%	20 19%
	Senior professional	Count % within Please select the option that best describes your career level.	85 61%	74 53%	31 22%	48 35%	48 35%	18 13%	15 11%	7 5%	26 19%	22 16%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q11.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

			Which of the following factors do you believe have most negatively affected the Ocean Decade's progress toward achieving its objectives?									
			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Structures of the	Count % within What best describes your primary affiliation or involvement	42 78%	25 46%	10 19%	16 30%	17 31%	5 9%	5 9%	7 13%	11 20%	7 13%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement	21 60%	17 49%	14 40%	13 37%	10 29%	3 9%	4 11%	3 9%	9 26%	2 6%
	International and Regional Organisations (other than UN-Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement	45 73%	27 44%	18 29%	21 34%	15 24%	8 13%	6 10%	5 8%	13 21%	9 15%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement	41 72%	30 53%	12 21%	15 26%	18 32%	6 11%	6 11%	6 11%	12 21%	8 14%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement	171 65%	124 47%	56 21%	72 27%	102 39%	34 13%	34 13%	18 7%	50 19%	48 18%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement	37 63%	34 58%	5 8%	15 25%	27 46%	4 7%	11 19%	6 10%	13 22%	6 10%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement	14 41%	15 44%	7 21%	5 15%	16 47%	3 9%	3 9%	1 3%	15 44%	8 24%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement	38 58%	35 53%	12 18%	15 23%	30 45%	6 9%	12 18%	3 5%	13 20%	8 12%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement	33 75%	20 45%	15 34%	8 18%	20 45%	8 18%	3 7%	5 11%	8 18%	8 18%
		Count % within What best describes your primary affiliation or involvement	44 63%	27 39%	16 23%	24 34%	27 39%	5 7%	17 24%	10 14%	14 20%	11 16%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q11.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q11: “Which of the following factors do you believe have most negatively affected the Ocean Decade’s progress toward achieving its objectives?” Crosstabulation**

Which of the following factors do you believe have most negatively affected the Ocean Decade's progress toward achieving its objectives?

			Limited funding and in-kind resource mobilisation for Ocean Decade	Insufficient engagement from key stakeholders	Challenges in coordinating with regional and international partners	Lack of alignment with national policies and priorities	Limited awareness and public understanding of the Ocean Decade's objectives	Insufficient data availability or accessibility	Limited inclusivity, particularly regarding underrepresented groups	High turnover or staffing limitations within Ocean Decade governance or coordination structures	Limited private sector involvement or investment	Lack of long-term planning and sustainability measures
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count	94	68	39	45	63	18	18	9	27	26
		%within	60%	43%	25%	29%	40%	11%	11%	6%	17%	17%
	Since it was launched in 2021	Count	129	92	41	54	79	19	25	12	53	40
		%within	64%	46%	20%	27%	39%	9%	12%	6%	26%	20%
	Since its design phase before 2021	Count	53	39	16	21	21	7	15	9	12	10
		%within	67%	49%	20%	27%	27%	9%	19%	11%	15%	13%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

Q13.a) Region vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation

What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)

			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
Region	Africa	Count	29	14	1	11	14	11	11	6
		% within Region	83%	40%	3%	31%	40%	31%	31%	17%
	Arab States	Count	10	4	1	5	5	3	2	1
		% within Region	71%	29%	7%	36%	36%	21%	14%	7%
	Asia and the Pacific	Count	48	15	2	19	27	24	7	6
		% within Region	81%	25%	3%	32%	46%	41%	12%	10%
	Europe and North America	Count	144	31	5	111	91	37	20	60
		% within Region	74%	16%	3%	57%	47%	19%	10%	31%
	Latin America and the Caribbean	Count	30	9	0	12	22	12	5	11
		% within Region	77%	23%	0%	31%	56%	31%	13%	28%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

Q13.b) LDC and SIDS Grouping vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation

			What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)							
			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
LDC and SIDS Grouping	LDC	Count	17	11	1	5	8	8	4	2
		% within LDC and SIDS Grouping	77%	50%	5%	23%	36%	36%	18%	9%
	Other	Count	235	59	8	149	146	78	38	81
		% within LDC and SIDS Grouping	76%	19%	3%	48%	47%	25%	12%	26%
	SIDS	Count	9	3	0	4	5	1	3	1
		% within LDC and SIDS Grouping	90%	30%	0%	40%	50%	10%	30%	10%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q13.c) Gender vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation

			What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)							
			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
Please select your gender.	Female	Count	124	34	5	77	82	42	24	49
		% within Please select your gender.	74%	20%	3%	46%	49%	25%	14%	29%
	Male	Count	130	38	4	76	76	44	21	32
		% within Please select your gender.	79%	23%	2%	46%	46%	27%	13%	20%
	Other	Count	1	0	0	1	0	0	0	1
		% within Please select your gender.	100%	0%	0%	100%	0%	0%	0%	100%
	Prefer not to say	Count	6	1	0	4	1	1	0	2
		% within Please select your gender.	75%	13%	0%	50%	13%	13%	0%	25%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q13.d) Age Group vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation

			What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)							
			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
Please select your age group.	25–34	Count	42	17	1	25	22	17	12	13
		% within Please select your age group.	74%	30%	2%	44%	39%	30%	21%	23%
	35–44	Count	53	16	3	32	39	17	9	21
		% within Please select your age group.	75%	23%	4%	45%	55%	24%	13%	30%
	45–54	Count	68	14	2	43	39	23	11	23
		% within Please select your age group.	78%	16%	2%	49%	45%	26%	13%	26%
	55–64	Count	63	17	2	34	38	24	10	17
		% within Please select your age group.	77%	21%	2%	41%	46%	29%	12%	21%
	65 and over	Count	31	9	1	20	19	5	2	8
		% within Please select your age group.	82%	24%	3%	53%	50%	13%	5%	21%
Under 25	Count	4	0	0	4	2	1	1	2	
		% within Please select your age group.	67%	0%	0%	67%	33%	17%	17%	33%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q13.e) Career Level vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation

			What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)							
			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
Please select the option that best describes your career level.	Early-career professional	Count	42	17	3	29	22	18	12	15
		% within Please select the option that best describes your career level.	72%	29%	5%	50%	38%	31%	21%	26%
	Executive/Leadership	Count	79	17	0	46	50	22	11	26
		% within Please select the option that best describes your career level.	77%	17%	0%	45%	49%	22%	11%	25%
	Mid-career professional	Count	60	17	3	35	39	18	11	20
		% within Please select the option that best describes your career level.	77%	22%	4%	45%	50%	23%	14%	26%
	Senior professional	Count	80	22	3	48	48	29	11	23
		% within Please select the option that best describes your career level.	78%	21%	3%	47%	47%	28%	11%	22%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q13.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation



			What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)							
What best describes your primary affiliation or involvement with the Ocean Decade?			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
			Count % within What best describes your primary affiliation or involvement with the Ocean Decade?							
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	39 89%	10 23%	2 5%	21 48%	16 36%	10 23%	9 20%	12 27%
	International and Regional Organisations (other than UN-Government Representatives and Policymakers)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	32 82%	9 23%	0 0%	15 38%	19 49%	8 21%	9 23%	5 13%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	38 76%	12 24%	0 0%	22 44%	21 42%	15 30%	8 16%	15 30%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	33 89%	4 11%	1 3%	16 43%	18 49%	8 22%	2 5%	9 24%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	159 78%	44 22%	5 2%	101 50%	94 46%	58 29%	27 13%	50 25%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	41 73%	16 29%	3 5%	24 43%	31 55%	18 32%	7 13%	15 27%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	27 77%	9 26%	0 0%	13 37%	19 54%	10 29%	9 26%	7 20%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	48 69%	11 16%	1 1%	33 47%	37 53%	19 27%	9 13%	19 27%
		Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	30 67%	13 29%	0 0%	25 56%	23 51%	16 36%	8 18%	10 22%
		Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	37 74%	12 24%	2 4%	26 52%	23 46%	17 34%	10 20%	12 24%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q13.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q13: “What were your primary reasons for submitting an Ocean Decade Action?” Crosstabulation**

			What were your primary reasons for submitting an Ocean Decade Action? (Select up to 3 options)							
			Opportunity to contribute to global ocean science and conservation goals	Access to funding	Access to in-kind resources	Increased visibility and credibility through association with a UN-led initiative	Networking and new collaboration opportunities	Professional development and knowledge-sharing opportunities	Advocacy for underrepresented communities	Recognition and legitimacy through Ocean Decade branding
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count	90	25	2	52	56	31	20	21
		%within How long have you been engaged with the Ocean Decade?	78%	22%	2%	45%	48%	27%	17%	18%
	Since it was launched in 2021	Count	112	34	5	71	71	40	18	48
		%within How long have you been engaged with the Ocean Decade?	73%	22%	3%	46%	46%	26%	12%	31%
Ocean Decade?	Since its design phase before 2021	Count	59	14	2	35	32	16	7	15
		%within How long have you been engaged with the Ocean Decade?	83%	20%	3%	49%	45%	23%	10%	21%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q14.a) Region vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
Region	Africa	Count	50	8	21	12	25	24
		% within Region	60%	10%	25%	14%	30%	29%
	Arab States	Count	4	2	4	2	5	5
		% within Region	33%	17%	33%	17%	42%	42%
	Asia and the Pacific	Count	36	11	22	17	24	34
		% within Region	46%	14%	28%	22%	30%	43%
	Europe and North America	Count	52	16	44	33	36	46
		% within Region	33%	10%	28%	21%	23%	29%
	Latin America and the Caribbean	Count	22	5	15	10	8	25
		% within Region	39%	9%	27%	18%	14%	45%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q14.b) LDC and SIDS Grouping vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
LDC and SIDS Grouping	LDC	Count	25	3	13	8	18	16
		% within LDC and SIDS Grouping	57%	7%	30%	18%	41%	36%
	LDC + SIDS	Count	0	0	1	0	1	1
		% within LDC and SIDS Grouping	0%	0%	50%	0%	50%	50%
	Other	Count	132	37	91	65	73	112
		% within LDC and SIDS Grouping	40%	11%	27%	20%	22%	34%
	SIDS	Count	7	2	1	1	6	5
		% within LDC and SIDS Grouping	54%	15%	8%	8%	46%	38%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q14.c) Gender vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
Please select your gender.	Female	Count	75	23	39	33	45	53
		% within Please select your gender.	42%	13%	22%	19%	25%	30%
	Male	Count	88	19	65	39	53	79
		% within Please select your gender.	42%	9%	31%	19%	25%	38%
	Prefer not to say	Count	1	0	2	2	0	2
		% within Please select your gender.	33%	0%	67%	67%	0%	67%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q14.d) Age Group vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
Please select your age group.	25–34	Count	40	9	21	17	13	23
		% within Please select your age group.	52%	12%	27%	22%	17%	30%
	35–44	Count	47	10	31	27	32	43
		% within Please select your age group.	41%	9%	27%	23%	28%	37%
	45–54	Count	36	11	23	17	27	34
		% within Please select your age group.	34%	10%	22%	16%	26%	32%
	55–64	Count	26	9	22	10	18	21
		% within Please select your age group.	43%	15%	36%	16%	30%	34%
	65 and over	Count	9	2	8	3	6	11
		% within Please select your age group.	38%	8%	33%	13%	25%	46%
	Under 25	Count	6	1	1	0	2	2
		% within Please select your age group.	75%	13%	13%	0%	25%	25%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q14.e) Career Level vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
Please select the option that best describes your career level.	Early-career professional	Count	43	14	28	22	24	29
		% within Please select the option that best describes your career level.	45%	15%	29%	23%	25%	30%
	Executive/Leadership	Count	44	4	19	14	28	26
		% within Please select the option that best describes your career level.	49%	4%	21%	16%	31%	29%
	Mid-career professional	Count	41	10	25	21	23	32
		% within Please select the option that best describes your career level.	44%	11%	27%	23%	25%	34%
	Senior professional	Count	34	13	33	17	22	45
		% within Please select the option that best describes your career level.	32%	12%	31%	16%	21%	42%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q14.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation**

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	17 45%	6 16%	16 42%	9 24%	13 34%	12 32%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	13 59%	3 14%	4 18%	1 5%	5 23%	9 41%
	International and Regional Organisations (other than UN-)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	20 38%	10 19%	17 33%	12 23%	15 29%	24 46%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	21 38%	5 9%	16 29%	17 30%	17 30%	21 38%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	85 39%	29 13%	63 29%	39 18%	59 27%	79 37%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	36 59%	5 8%	18 30%	12 20%	13 21%	26 43%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	19 58%	2 6%	11 33%	9 27%	11 33%	6 18%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	35 45%	7 9%	18 23%	18 23%	16 21%	24 31%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	23 43%	6 11%	13 25%	8 15%	13 25%	18 34%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	40 48%	7 8%	27 33%	21 25%	17 20%	28 34%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q14.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q14: “What were the main reasons for not submitting an Ocean Decade Action?” Crosstabulation**

			What were the main reasons for not submitting an Ocean Decade Action? (Select up to 3 options)					
			Lack of awareness about the registration process	Lack of alignment with partner needs or priorities	Insufficient incentives or perceived benefits for participation	Complexity or time intensity of registration processes	Limited capacity or expertise to meet Ocean Decade requirements	Limited funding or in-kind resources provided to Ocean Decade Actions
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count %within How long have you been engaged with the Ocean Decade?	103 52%	17 9%	47 24%	38 19%	48 24%	63 32%
	Since it was launched in 2021	Count %within How long have you been engaged with the Ocean Decade?	54 35%	18 12%	51 33%	29 19%	39 25%	58 38%
	Since its design phase before 2021	Count %within How long have you been engaged with the Ocean Decade?	7 19%	7 19%	8 22%	7 19%	11 30%	13 35%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15.a) Region vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?”**

**Crosstabulation**

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Region	Africa	Count	4	32	31	0	9	37	17
		% within Region	3.1%	24.6%	23.8%	0.0%	6.9%	28.5%	13.1%
	Arab States	Count	2	13	5	0	1	6	2
		% within Region	6.9%	44.8%	17.2%	0.0%	3.4%	20.7%	6.9%
	Asia and the Pacific	Count	8	49	30	2	23	39	12
		% within Region	4.9%	30.1%	18.4%	1.2%	14.1%	23.9%	7.4%
	Europe and North America	Count	64	57	19	6	33	175	64
		% within Region	15.3%	13.6%	4.5%	1.4%	7.9%	41.9%	15.3%
	Latin America and the Caribbean	Count	5	9	4	3	15	61	24
		% within Region	4.1%	7.4%	3.3%	2.5%	12.4%	50.4%	19.8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15.b) LDC and SIDS Grouping vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?”**

**Crosstabulation**

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
LDC and SIDS Grouping	LDC	Count	2	19	21	0	5	17	6
		% within LDC and SIDS Grouping	2.9%	27.1%	30.0%	0.0%	7.1%	24.3%	8.6%
	LDC + SIDS	Count	0	0	0	0	0	1	1
		% within LDC and SIDS Grouping	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
	Other	Count	79	134	68	11	72	288	108
		% within LDC and SIDS Grouping	10.4%	17.6%	8.9%	1.4%	9.5%	37.9%	14.2%
	SIDS	Count	2	7	0	0	4	12	4
		% within LDC and SIDS Grouping	6.9%	24.1%	0.0%	0.0%	13.8%	41.4%	13.8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15.c) Gender vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?”**

**Crosstabulation**

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Please select your gender.	Female	Count	58	78	32	2	33	159	53
		% within Please select your gender.	14.0%	18.8%	7.7%	0.5%	8.0%	38.3%	12.8%
	Male	Count	23	82	57	9	40	156	63
		% within Please select your gender.	5.3%	19.1%	13.3%	2.1%	9.3%	36.3%	14.7%
	Other	Count	0	0	0	0	1	0	0
		% within Please select your gender.	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
	Prefer not to say	Count	2	0	0	0	7	3	3
		% within Please select your gender.	13.3%	0.0%	0.0%	0.0%	46.7%	20.0%	20.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



**Q15.d) Age Group vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?”**  
Crosstabulation

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Please select your age group.	25–34	Count	16	28	24	1	8	64	12
		% within Please select your age group.	10.5%	18.3%	15.7%	0.7%	5.2%	41.8%	7.8%
	35–44	Count	24	49	19	3	22	75	25
		% within Please select your age group.	11.1%	22.6%	8.8%	1.4%	10.1%	34.6%	11.5%
	45–54	Count	18	45	24	3	26	77	34
		% within Please select your age group.	7.9%	19.8%	10.6%	1.3%	11.5%	33.9%	15.0%
	55–64	Count	18	20	14	4	18	61	33
		% within Please select your age group.	10.7%	11.9%	8.3%	2.4%	10.7%	36.3%	19.6%
	65 and over	Count	6	13	1	0	7	34	15
		% within Please select your age group.	7.9%	17.1%	1.3%	0.0%	9.2%	44.7%	19.7%
	Under 25	Count	1	5	7	0	0	7	0
		% within Please select your age group.	5.0%	25.0%	35.0%	0.0%	0.0%	35.0%	0.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15.e) Career Level vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?”**  
Crosstabulation

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Please select the option that best describes your career level.	Early-career professional	Count	16	43	26	4	16	61	18
		% within Please select the option that best describes your career level.	8.7%	23.4%	14.1%	2.2%	8.7%	33.2%	9.8%
	Executive/Leadership	Count	13	32	27	2	23	77	36
		% within Please select the option that best describes your career level.	6.2%	15.2%	12.9%	1.0%	11.0%	36.7%	17.1%
	Mid-career professional	Count	25	44	18	1	17	78	23
		% within Please select the option that best describes your career level.	12.1%	21.4%	8.7%	0.5%	8.3%	37.9%	11.2%
	Senior professional	Count	29	40	16	4	25	102	41
		% within Please select the option that best describes your career level.	11.3%	15.6%	6.2%	1.6%	9.7%	39.7%	16.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?” Crosstabulation**

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	6 6.3%	16 16.8%	11 11.6%	0 0.0%	11 11.6%	38 40.0%	13 13.7%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	7 9.5%	17 23.0%	13 17.6%	0 0.0%	4 5.4%	29 39.2%	4 5.4%
	International and Regional Organisations (other than UN-Oceans)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	6 5.0%	28 23.1%	18 14.9%	1 0.8%	13 10.7%	38 31.4%	17 14.0%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	7 6.1%	19 16.7%	13 11.4%	0 0.0%	9 7.9%	51 44.7%	15 13.2%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	45 9.2%	86 17.6%	39 8.0%	7 1.4%	53 10.9%	175 35.9%	83 17.0%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	14 10.3%	22 16.2%	19 14.0%	4 2.9%	7 5.1%	55 40.4%	15 11.0%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	7 9.1%	16 20.8%	11 14.3%	2 2.6%	9 11.7%	28 36.4%	4 5.2%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	14 8.4%	35 21.1%	21 12.7%	0 0.0%	13 7.8%	59 35.5%	24 14.5%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	6 5.5%	27 24.5%	13 11.8%	1 0.9%	5 4.5%	47 42.7%	11 10.0%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	11 7.2%	37 24.2%	23 15.0%	2 1.3%	15 9.8%	49 32.0%	16 10.5%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q15.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q15: “How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?” Crosstabulation**

			How effective do you believe Ocean Decade Actions have been in encouraging national policymakers to prioritise ocean science in their policies and decision-making?						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count	39	82	43	6	26	134	41
		%within How long have you been engaged with the Ocean Decade?	10.5%	22.1%	11.6%	1.6%	7.0%	36.1%	11.1%
	Since it was launched in 2021	Count	37	62	32	3	37	128	54
		%within How long have you been engaged with the Ocean Decade?	10.5%	17.6%	9.1%	0.8%	10.5%	36.3%	15.3%
	Since its design phase before 2021	Count	7	16	14	2	18	56	24
		%within How long have you been engaged with the Ocean Decade?	5.1%	11.7%	10.2%	1.5%	13.1%	40.9%	17.5%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16.a) Region vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?”**  
**Crosstabulation**

			What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).									
			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders	Limited resources for translating insights from Ocean Decade Actions into policy	Challenges in adapting Ocean Decade Action findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
Region	Africa	Count	26	39	11	31	18	16	6	10	6	11
		% within Region	41.9%	62.9%	17.7%	50.0%	29.0%	25.8%	9.7%	16.1%	9.7%	17.7%
	Arab States	Count	5	4	2	4	0	0	4	0	2	3
		% within Region	55.6%	44.4%	22.2%	44.4%	0.0%	0.0%	44.4%	0.0%	22.2%	33.3%
	Asia and the Pacific	Count	29	40	18	23	15	10	17	13	3	19
		% within Region	39.2%	54.1%	24.3%	31.1%	20.3%	13.5%	23.0%	17.6%	4.1%	25.7%
	Europe and North America	Count	86	138	27	99	92	52	62	40	34	62
		% within Region	31.5%	50.5%	9.9%	36.3%	33.7%	19.0%	22.7%	14.7%	12.5%	22.7%
Latin America and the Caribbean	Count	42	59	13	39	27	16	25	15	7	28	
	% within Region	41.2%	57.8%	12.7%	38.2%	26.5%	15.7%	24.5%	14.7%	6.9%	27.5%	

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16.b) LDC and SIDS Grouping vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?”**  
**Crosstabulation**

			What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).									
			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders	Limited resources for translating insights from Ocean Decade Actions into policy	Challenges in adapting Ocean Decade Action findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
LDC and SIDS Grouping	LDC	Count	12	17	8	12	8	5	1	5	2	6
		% within LDC and SIDS Grouping	44.4%	63.0%	29.6%	44.4%	29.6%	18.5%	3.7%	18.5%	7.4%	22.2%
	LDC + SIDS	Count	1	2	0	0	0	0	1	2	0	0
		% within LDC and SIDS Grouping	50.0%	100.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%	0.0%	0.0%
	Other	Count	168	254	58	177	138	86	108	69	49	114
		% within LDC and SIDS Grouping	35.6%	53.8%	12.3%	37.5%	29.2%	18.2%	22.9%	14.6%	10.4%	24.2%
	SIDS	Count	7	7	5	7	6	3	4	2	1	3
		% within LDC and SIDS Grouping	36.8%	36.8%	26.3%	36.8%	31.6%	15.8%	21.1%	10.5%	5.3%	15.8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16.c) Gender vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?”**  
**Crosstabulation**

What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).

			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders	Limited resources for translating insights from Ocean Decade Actions into policy	Challenges in adapting Ocean Decade findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
Please select your gender.	Female	Count	86	125	32	95	76	49	61	31	32	54
		% within Please select your gender.	35.2%	51.2%	13.1%	38.9%	31.1%	20.1%	25.0%	12.7%	13.1%	22.1%
	Male	Count	98	148	37	98	70	44	50	46	20	66
		% within Please select your gender.	37.3%	56.3%	14.1%	37.3%	26.6%	16.7%	19.0%	17.5%	7.6%	25.1%
	Other	Count	0	1	0	1	0	1	0	0	0	0
		% within Please select your gender.	0.0%	100.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%
	Prefer not to say	Count	4	6	2	2	6	0	3	1	0	3
		% within Please select your gender.	33.3%	50.0%	16.7%	16.7%	50.0%	0.0%	25.0%	8.3%	0.0%	25.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16.d) Age Group vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?”**  
**Crosstabulation**

What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).

			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders	Limited resources for translating insights from Ocean Decade Actions into policy	Challenges in adapting Ocean Decade findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
Please select your age group.	25–34	Count	26	44	12	37	26	19	20	13	12	18
		% within Please select your age group.	31.0%	52.4%	14.3%	44.0%	31.0%	22.6%	23.8%	15.5%	14.3%	21.4%
	35–44	Count	47	59	20	46	36	23	29	20	16	29
		% within Please select your age group.	38.2%	48.0%	16.3%	37.4%	29.3%	18.7%	23.6%	16.3%	13.0%	23.6%
	45–54	Count	45	71	22	44	32	26	30	26	10	42
		% within Please select your age group.	32.6%	51.4%	15.9%	31.9%	23.2%	18.8%	21.7%	18.8%	7.2%	30.4%
	55–64	Count	47	67	13	47	38	17	23	12	10	22
		% within Please select your age group.	40.9%	58.3%	11.3%	40.9%	33.0%	14.8%	20.0%	10.4%	8.7%	19.1%
	65 and over	Count	20	37	4	18	18	8	10	6	2	11
		% within Please select your age group.	37.7%	69.8%	7.5%	34.0%	34.0%	15.1%	18.9%	11.3%	3.8%	20.8%
	Under 25	Count	3	2	0	4	2	1	2	1	2	1
		% within Please select your age group.	42.9%	28.6%	0.0%	57.1%	28.6%	14.3%	28.6%	14.3%	28.6%	14.3%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16.e) Career Level vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?”**  
**Crosstabulation**

			What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).									
			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders	Limited resources for translating insights from Ocean Decade Actions into policy	Challenges in adapting Ocean Decade Action findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
Please select the option that best describes your career level.	Early-career professional	Count % within Please select the option that best describes your career level.	32 32.7%	47 48.0%	12 12.2%	44 44.9%	33 33.7%	21 21.4%	23 23.5%	23 23.5%	14 14.3%	21 21.4%
	Executive/Leadership	Count % within Please select the option that best describes your career level.	52 38.5%	84 62.2%	21 15.6%	52 38.5%	48 35.6%	17 12.6%	26 19.3%	17 12.6%	10 7.4%	26 19.3%
	Mid-career professional	Count % within Please select the option that best describes your career level.	44 37.0%	56 47.1%	18 15.1%	39 32.8%	22 18.5%	28 23.5%	35 29.4%	15 12.6%	15 12.6%	32 26.9%
	Senior professional	Count % within Please select the option that best describes your career level.	59 35.3%	92 55.1%	20 12.0%	61 36.5%	49 29.3%	28 16.8%	30 18.0%	23 13.8%	13 7.8%	43 25.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



**Q16.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?” Crosstabulation**

			What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).									
			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national	Limited resources for translating insights from Ocean Decade Actions into	Challenges in adapting Ocean Decade Action findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	23 37.1%	39 62.9%	12 19.4%	25 40.3%	23 37.1%	10 16.1%	6 9.7%	12 19.4%	3 4.8%	12 19.4%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	17 48.6%	20 57.1%	4 11.4%	10 28.6%	7 20.0%	3 8.6%	5 14.3%	5 14.3%	3 8.6%	17 48.6%
	International and Regional Organisations (other than UN-Oceans Members)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	28 40.6%	31 44.9%	15 21.7%	22 31.9%	25 36.2%	13 18.8%	17 24.6%	11 15.9%	9 13.0%	17 24.6%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	20 27.0%	40 54.1%	12 16.2%	22 29.7%	22 29.7%	16 21.6%	14 18.9%	14 18.9%	7 9.5%	18 24.3%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	117 37.4%	167 53.4%	41 13.1%	126 40.3%	97 31.0%	56 17.9%	71 22.7%	50 16.0%	29 9.3%	76 24.3%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	33 42.3%	47 60.3%	10 12.8%	38 48.7%	15 19.2%	16 20.5%	19 24.4%	11 14.1%	8 10.3%	17 21.8%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	14 33.3%	23 54.8%	12 28.6%	12 28.6%	8 19.0%	10 23.8%	8 19.0%	6 14.3%	7 16.7%	9 21.4%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	34 36.2%	52 55.3%	9 9.6%	40 42.6%	31 33.0%	13 13.8%	27 28.7%	9 9.6%	18 19.1%	16 17.0%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	27 42.2%	42 65.6%	12 18.8%	32 50.0%	21 32.8%	11 17.2%	11 17.2%	9 14.1%	4 6.3%	9 14.1%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	26 32.1%	44 54.3%	8 9.9%	31 38.3%	22 27.2%	19 23.5%	24 29.6%	15 18.5%	13 16.0%	16 19.8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q16.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q16: “What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy?” Crosstabulation**

What do you believe are the primary barriers preventing Ocean Decade Actions from influencing national policy? (Select up to 3 options).

			Limited alignment between Ocean Decade Actions and national policy priorities	Insufficient engagement of national policymakers in Ocean Decade Actions	Lack of accessible and policy-relevant data from Ocean Decade Actions	Insufficient visibility or awareness of Ocean Decade Actions among national stakeholders	Limited resources for translating insights from Ocean Decade Actions into policy	Challenges in adapting Ocean Decade Action findings to the national context	Fragmented or inconsistent communication channels with policymakers	Limited expertise among Ocean Decade Action implementers to influence policy	Insufficient follow-up or engagement after Decade Action completion	Limited capacity of policymakers to integrate Decade Actions into policy
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count	59	116	32	80	61	37	48	29	22	47
		%within How long have you been engaged with the Ocean Decade?	29.1%	57.1%	15.8%	39.4%	30.0%	18.2%	23.6%	14.3%	10.8%	23.2%
	Since it was launched in 2021	Count	90	115	25	83	62	41	52	33	22	51
		%within How long have you been engaged with the Ocean Decade?	41.1%	52.5%	11.4%	37.9%	28.3%	18.7%	23.7%	15.1%	10.0%	23.3%
	Since its design phase before 2021	Count	39	49	14	33	29	16	14	16	8	25
		%within How long have you been engaged with the Ocean Decade?	39.8%	50.0%	14.3%	33.7%	29.6%	16.3%	14.3%	16.3%	8.2%	25.5%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q18.a) Region vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation**

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Region	Africa	Count	21	28	13	4	11	37	14
		% within Region	16.4%	21.9%	10.2%	3.1%	8.6%	28.9%	10.9%
	Arab States	Count	4	8	5	0	1	6	5
		% within Region	13.8%	27.6%	17.2%	0.0%	3.4%	20.7%	17.2%
	Asia and the Pacific	Count	25	30	16	5	18	36	23
		% within Region	16.3%	19.6%	10.5%	3.3%	11.8%	23.5%	15.0%
	Europe and North America	Count	115	29	8	37	59	104	56
		% within Region	28.2%	7.1%	2.0%	9.1%	14.5%	25.5%	13.7%
	Latin America and the Caribbean	Count	19	5	2	11	22	31	30
		% within Region	15.8%	4.2%	1.7%	9.2%	18.3%	25.8%	25.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q18.b) LDC and SIDS Grouping vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation**

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
LDC and SIDS Grouping	LDC	Count	10	14	15	2	7	15	6
		% within LDC and SIDS Grouping	14.5%	20.3%	21.7%	2.9%	10.1%	21.7%	8.7%
	LDC + SIDS	Count	0	0	0	0	0	1	1
		% within LDC and SIDS Grouping	0.0%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%
	Other	Count	171	82	29	53	100	192	113
		% within LDC and SIDS Grouping	23.1%	11.1%	3.9%	7.2%	13.5%	25.9%	15.3%
	SIDS	Count	3	4	0	2	4	6	8
		% within LDC and SIDS Grouping	11.1%	14.8%	0.0%	7.4%	14.8%	22.2%	29.6%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q18.c) Gender vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation**

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Please select your gender.	Female	Count	117	45	12	23	49	97	62
		% within Please select your gender.	28.9%	11.1%	3.0%	5.7%	12.1%	24.0%	15.3%
	Male	Count	64	55	32	29	57	117	64
		% within Please select your gender.	15.3%	13.2%	7.7%	6.9%	13.6%	28.0%	15.3%
	Other	Count	0	0	0	1	0	0	0
		% within Please select your gender.	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%
	Prefer not to say	Count	3	0	0	4	5	0	2
		% within Please select your gender.	21.4%	0.0%	0.0%	28.6%	35.7%	0.0%	14.3%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q18.d) Age Group vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Please select your age group.	25–34	Count	28	26	13	14	10	41	17
		% within Please select your age group.	18.8%	17.4%	8.7%	9.4%	6.7%	27.5%	11.4%
	35–44	Count	58	29	8	12	26	47	32
		% within Please select your age group.	27.4%	13.7%	3.8%	5.7%	12.3%	22.2%	15.1%
	45–54	Count	45	30	13	13	33	51	36
		% within Please select your age group.	20.4%	13.6%	5.9%	5.9%	14.9%	23.1%	16.3%
	55–64	Count	39	8	5	13	28	46	26
		% within Please select your age group.	23.6%	4.8%	3.0%	7.9%	17.0%	27.9%	15.8%
	65 and over	Count	12	4	0	5	13	22	16
		% within Please select your age group.	16.7%	5.6%	0.0%	6.9%	18.1%	30.6%	22.2%
	Under 25	Count	2	3	5	0	1	7	1
		% within Please select your age group.	10.5%	15.8%	26.3%	0.0%	5.3%	36.8%	5.3%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q18.e) Career Level vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
Please select the option that best describes your career level.	Early-career professional	Count	31	30	13	16	18	53	19
		% within Please select the option that best describes your career level.	17.2%	16.7%	7.2%	8.9%	10.0%	29.4%	10.6%
	Executive/Leadership	Count	41	22	12	11	32	48	37
		% within Please select the option that best describes your career level.	20.2%	10.8%	5.9%	5.4%	15.8%	23.6%	18.2%
	Mid-career professional	Count	58	26	6	14	27	43	27
		% within Please select the option that best describes your career level.	28.9%	12.9%	3.0%	7.0%	13.4%	21.4%	13.4%
	Senior professional	Count	53	21	11	16	34	70	45
		% within Please select the option that best describes your career level.	21.2%	8.4%	4.4%	6.4%	13.6%	28.0%	18.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q18.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation**

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	10 10.8%	14 15.1%	3 3.2%	9 9.7%	12 12.9%	25 26.9%	20 21.5%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	8 11.8%	11 16.2%	7 10.3%	2 2.9%	9 13.2%	18 26.5%	13 19.1%
	International and Regional Organisations (other than UN-Oceans Members)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	16 13.3%	14 11.7%	11 9.2%	6 5.0%	16 13.3%	30 25.0%	27 22.5%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	25 22.3%	10 8.9%	7 6.3%	9 8.0%	11 9.8%	32 28.6%	18 16.1%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	103 21.5%	48 10.0%	19 4.0%	44 9.2%	71 14.9%	117 24.5%	76 15.9%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	28 21.5%	15 11.5%	12 9.2%	9 6.9%	9 6.9%	39 30.0%	18 13.8%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	20 27.0%	12 16.2%	6 8.1%	2 2.7%	4 5.4%	20 27.0%	10 13.5%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	37 22.7%	21 12.9%	10 6.1%	5 3.1%	19 11.7%	46 28.2%	25 15.3%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	20 18.2%	14 12.7%	7 6.4%	5 4.5%	3 2.7%	42 38.2%	19 17.3%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	18 12.2%	24 16.3%	9 6.1%	11 7.5%	16 10.9%	49 33.3%	20 13.6%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q18.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q18: “How effective has the mobilization of resources (funds and in-kind support) been for the Ocean Decade?” Crosstabulation**

			How effective has the mobilisation of resources (funds and in-kind support) been for						
			Don't know	Effective	Highly effective	Highly ineffective	Ineffective	Somewhat effective	Somewhat ineffective
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count %within How long have you been engaged with the Ocean Decade?	88 24.4%	53 14.7%	22 6.1%	13 3.6%	42 11.7%	91 25.3%	51 14.2%
	Since it was launched in 2021	Count %within How long have you been engaged with the Ocean Decade?	74 21.5%	40 11.6%	17 4.9%	33 9.6%	43 12.5%	82 23.8%	55 16.0%
	Since its design phase before 2021	Count %within How long have you been engaged with the Ocean Decade?	22 16.4%	7 5.2%	5 3.7%	11 8.2%	26 19.4%	41 30.6%	22 16.4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q19.c) Gender vs. Q19: “In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade?” Crosstabulation

In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).

			Limited visibility and awareness of the Ocean Decade’s goals among potential funders	Insufficient engagement with private sector companies	Competing funding priorities among national and international donors	Insufficient coordination in resource mobilisation for the Ocean Decade	Limited outreach or collaboration with philanthropic organisations	Challenges aligning Ocean Decade Actions with funders’ priorities and interests	Insufficient capacity for targeted fundraising and outreach	Limited involvement of non-traditional funding sources, such as impact investors or venture capital	Inconsistent financial or in-kind support from existing partners
Please select your gender.	Female	Count	92	77	84	74	35	70	60	51	39
		% within Please select your gender.	40.5%	33.9%	37.0%	32.6%	15.4%	30.8%	26.4%	22.5%	17.2%
	Male	Count	105	95	104	95	43	70	64	50	48
		% within Please select your gender.	40.1%	36.3%	39.7%	36.3%	16.4%	26.7%	24.4%	19.1%	18.3%
	Other	Count	0	0	1	1	0	0	1	0	0
		% within Please select your gender.	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%	0.0%	0.0%
	Prefer not to say	Count	1	1	7	3	2	4	1	0	1
		% within Please select your gender.	9.1%	9.1%	63.6%	27.3%	18.2%	36.4%	9.1%	0.0%	9.1%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q19.d) Age Group vs. Q19: “In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade?” Crosstabulation

In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).

			Limited visibility and awareness of the Ocean Decade’s goals among potential funders	Insufficient engagement with private sector companies	Competing funding priorities among national and international donors	Insufficient coordination in resource mobilisation for the Ocean Decade	Limited outreach or collaboration with philanthropic organisations	Challenges aligning Ocean Decade Actions with funders’ priorities and interests	Insufficient capacity for targeted fundraising and outreach	Limited involvement of non-traditional funding sources, such as impact investors or venture capital	Inconsistent financial or in-kind support from existing partners
Please select your age group.	25–34	Count	27	36	30	31	9	19	24	25	15
		% within Please select your age group.	34.2%	45.6%	38.0%	39.2%	11.4%	24.1%	30.4%	31.6%	19.0%
	35–44	Count	40	33	44	39	13	40	30	23	26
		% within Please select your age group.	35.1%	28.9%	38.6%	34.2%	11.4%	35.1%	26.3%	20.2%	22.8%
	45–54	Count	51	48	57	45	24	29	38	22	21
		% within Please select your age group.	38.3%	36.1%	42.9%	33.8%	18.0%	21.8%	28.6%	16.5%	15.8%
	55–64	Count	51	34	48	38	21	31	24	19	17
		% within Please select your age group.	46.4%	30.9%	43.6%	34.5%	19.1%	28.2%	21.8%	17.3%	15.5%
	65 and over	Count	25	19	15	19	10	20	10	10	8
		% within Please select your age group.	44.6%	33.9%	26.8%	33.9%	17.9%	35.7%	17.9%	17.9%	14.3%
	Under 25	Count	4	3	2	1	3	5	0	2	1
		% within Please select your age group.	44.4%	33.3%	22.2%	11.1%	33.3%	55.6%	0.0%	22.2%	11.1%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q19.e) Career Level vs. Q19: “In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade?” Crosstabulation



			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).								
			Limited visibility and awareness of the Ocean Decade's goals among potential funders	Insufficient engagement with private sector companies	Competing funding priorities among national and international donors	Insufficient coordination in resource mobilisation for the Ocean Decade	Limited outreach or collaboration with philanthropic organisations	Challenges aligning Ocean Decade Actions with funders' priorities and interests	Insufficient capacity for targeted fundraising and outreach	Limited involvement of non-traditional funding sources, such as impact investors or venture capital	Inconsistent financial or in-kind support from existing partners
Please select the option that best describes your career level.	Early-career professional	Count	36	43	33	40	16	31	29	30	19
		% within Please select the option that best describes your career level.	35.0%	41.7%	32.0%	38.8%	15.5%	30.1%	28.2%	29.1%	18.4%
	Executive/Leadership	Count	57	46	47	41	27	31	31	28	20
		% within Please select the option that best describes your career level.	44.5%	35.9%	36.7%	32.0%	21.1%	24.2%	24.2%	21.9%	15.6%
	Mid-career professional	Count	40	34	49	31	14	31	25	17	25
		% within Please select the option that best describes your career level.	37.0%	31.5%	45.4%	28.7%	13.0%	28.7%	23.1%	15.7%	23.1%
	Senior professional	Count	65	50	67	61	23	51	41	26	24
		% within Please select the option that best describes your career level.	40.1%	30.9%	41.4%	37.7%	14.2%	31.5%	25.3%	16.0%	14.8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q19.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q19: “In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade?” Crosstabulation**

			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).								
			Limited visibility and awareness of the Ocean Decade's goals among potential funders	Insufficient engagement with private sector companies	Competing funding priorities among national and international donors	Insufficient coordination in resource mobilisation for the Ocean Decade	Limited outreach or collaboration with philanthropic organisations	Challenges aligning Ocean Decade Actions with funders' priorities and interests	Insufficient capacity for targeted fundraising and outreach	Limited involvement of non-traditional funding sources, such as impact investors or venture capital	Inconsistent financial or in-kind support from existing partners
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	22 34.4%	24 37.5%	29 45.3%	25 39.1%	6 9.4%	18 28.1%	17 26.6%	14 21.9%	13 20.3%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	15 36.6%	15 36.6%	20 48.8%	13 31.7%	8 19.5%	12 29.3%	15 36.6%	6 14.6%	4 9.8%
	International and Regional Organisations (other than UN-	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	27 35.5%	22 28.9%	32 42.1%	31 40.8%	9 11.8%	21 27.6%	15 19.7%	14 18.4%	12 15.8%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	22 32.4%	22 32.4%	28 41.2%	21 30.9%	10 14.7%	20 29.4%	19 27.9%	11 16.2%	16 23.5%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	109 36.0%	96 31.7%	118 38.9%	122 40.3%	49 16.2%	95 31.4%	76 25.1%	59 19.5%	55 18.2%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	36 48.0%	35 46.7%	27 36.0%	26 34.7%	12 16.0%	16 21.3%	24 32.0%	14 18.7%	15 20.0%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	17 48.6%	23 65.7%	10 28.6%	5 14.3%	10 28.6%	8 22.9%	9 25.7%	9 25.7%	3 8.6%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	46 48.9%	29 30.9%	34 36.2%	30 31.9%	20 21.3%	24 25.5%	26 27.7%	20 21.3%	12 12.8%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	29 42.0%	32 46.4%	25 36.2%	20 29.0%	15 21.7%	25 36.2%	19 27.5%	18 26.1%	7 10.1%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	37 40.2%	32 34.8%	35 38.0%	26 28.3%	19 20.7%	34 37.0%	24 26.1%	27 29.3%	18 19.6%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q19.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q19: “In your view, what factors have reduced the effectiveness of resource mobilization for the Ocean Decade?” Crosstabulation**

			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).								
			Limited visibility and awareness of the Ocean Decade's goals among potential funders	Insufficient engagement with private sector companies	Competing funding priorities among national and international donors	Insufficient coordination in resource mobilisation for the Ocean Decade	Limited outreach or collaboration with philanthropic organisations	Challenges aligning Ocean Decade Actions with funders' priorities and interests	Insufficient capacity for targeted fundraising and outreach	Limited involvement of non-traditional funding sources, such as impact investors or venture capital	Inconsistent financial or in-kind support from existing partners
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count	84	72	62	64	35	50	44	47	30
		%within How long have you been engaged with the Ocean Decade?	43.8%	37.5%	32.3%	33.3%	18.2%	26.0%	22.9%	24.5%	15.6%
	Since it was launched in 2021	Count	86	71	89	74	28	66	55	36	38
		%within How long have you been engaged with the Ocean Decade?	41.0%	33.8%	42.4%	35.2%	13.3%	31.4%	26.2%	17.1%	18.1%
	Since its design phase before 2021	Count	28	30	45	35	17	28	27	18	20
		%within How long have you been engaged with the Ocean Decade?	28.3%	30.3%	45.5%	35.4%	17.2%	28.3%	27.3%	18.2%	20.2%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.a) Region vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?”**

**Crosstabulation**

In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade?  
(Select up to 3 options).

			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
Region	Africa	Count	87	39	49	44	40	36	28
		% within Region	69.0%	31.0%	38.9%	34.9%	31.7%	28.6%	22.2%
	Arab States	Count	17	10	11	8	1	10	6
		% within Region	58.6%	34.5%	37.9%	27.6%	3.4%	34.5%	20.7%
	Asia and the Pacific	Count	79	66	77	39	48	39	45
		% within Region	52.0%	43.4%	50.7%	25.7%	31.6%	25.7%	29.6%
	Europe and North America	Count	184	169	201	128	158	85	153
		% within Region	45.8%	42.0%	50.0%	31.8%	39.3%	21.1%	38.1%
	Latin America and the Caribbean	Count	72	50	42	40	42	26	49
		% within Region	60.5%	42.0%	35.3%	33.6%	35.3%	21.8%	41.2%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.b) LDC and SIDS Grouping vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?”**

**Crosstabulation**

In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade?  
(Select up to 3 options).

			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
LDC and SIDS Grouping	LDC	Count	41	24	27	18	16	23	12
		% within LDC and SIDS Grouping	59.4%	34.8%	39.1%	26.1%	23.2%	33.3%	17.4%
	LDC + SIDS	Count	0	1	1	1	0	0	0
		% within LDC and SIDS Grouping	0.0%	50.0%	50.0%	50.0%	0.0%	0.0%	0.0%
	Other	Count	386	298	341	230	261	165	262
		% within LDC and SIDS Grouping	52.8%	40.8%	46.6%	31.5%	35.7%	22.6%	35.8%
	SIDS	Count	12	11	11	10	12	8	7
		% within LDC and SIDS Grouping	46.2%	42.3%	42.3%	38.5%	46.2%	30.8%	26.9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.c) Gender vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?”**

**Crosstabulation**

In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade?  
(Select up to 3 options).

			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
Please select your gender.	Female	Count	191	147	181	140	149	80	151
		% within Please select your gender.	48.2%	37.1%	45.7%	35.4%	37.6%	20.2%	38.1%
	Male	Count	244	179	191	114	134	110	128
		% within Please select your gender.	58.5%	42.9%	45.8%	27.3%	32.1%	26.4%	30.7%
	Other	Count	0	0	0	1	1	1	0
		% within Please select your gender.	0.0%	0.0%	0.0%	100.0%	100.0%	100.0%	0.0%
	Prefer not to say	Count	4	8	8	4	5	5	2
		% within Please select your gender.	28.6%	57.1%	57.1%	28.6%	35.7%	35.7%	14.3%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.d) Age Group vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?”**

**Crosstabulation**

			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).						
			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
Please select your age group.	25–34	Count	76	58	58	52	49	42	42
		% within Please select your age group.	52.4%	40.0%	40.0%	35.9%	33.8%	29.0%	29.0%
	35–44	Count	105	84	96	74	67	51	73
		% within Please select your age group.	50.2%	40.2%	45.9%	35.4%	32.1%	24.4%	34.9%
	45–54	Count	117	93	100	65	78	48	70
		% within Please select your age group.	52.7%	41.9%	45.0%	29.3%	35.1%	21.6%	31.5%
	55–64	Count	90	64	80	46	64	31	69
		% within Please select your age group.	55.6%	39.5%	49.4%	28.4%	39.5%	19.1%	42.6%
	65 and over	Count	43	26	37	13	25	16	26
		% within Please select your age group.	59.7%	36.1%	51.4%	18.1%	34.7%	22.2%	36.1%
	Under 25	Count	8	9	9	9	6	8	1
		% within Please select your age group.	44.4%	50.0%	50.0%	50.0%	33.3%	44.4%	5.6%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.e) Career Level vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?”**

**Crosstabulation**

			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).						
			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
Please select the option that best describes your career level.	Early-career professional	Count	92	73	82	63	62	50	47
		% within Please select the option that best describes your career level.	52.6%	41.7%	46.9%	36.0%	35.4%	28.6%	26.9%
	Executive/Leadership	Count	115	69	81	66	80	51	75
		% within Please select the option that best describes your career level.	56.4%	33.8%	39.7%	32.4%	39.2%	25.0%	36.8%
	Mid-career professional	Count	100	75	91	67	69	45	64
		% within Please select the option that best describes your career level.	50.5%	37.9%	46.0%	33.8%	34.8%	22.7%	32.3%
	Senior professional	Count	130	116	124	61	76	49	93
		% within Please select the option that best describes your career level.	52.6%	47.0%	50.2%	24.7%	30.8%	19.8%	37.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?” Crosstabulation**

			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).						
			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Count	53 58.2%	41 45.1%	47 51.6%	29 31.9%	35 38.5%	19 20.9%	25 27.5%
	International and Regional Organisations (other than UN- Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Count	30 44.8%	30 44.8%	33 49.3%	19 28.4%	21 31.3%	18 26.9%	22 32.8%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Count	70 59.8%	61 52.1%	59 50.4%	33 28.2%	38 32.5%	23 19.7%	38 32.5%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Count	51 46.4%	51 46.4%	60 54.5%	29 26.4%	33 30.0%	25 22.7%	45 40.9%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Count	267 56.7%	189 40.1%	250 53.1%	137 29.1%	179 38.0%	94 20.0%	155 32.9%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Count	71 53.8%	52 39.4%	41 31.1%	43 32.6%	35 26.5%	50 37.9%	32 24.2%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Count	40 54.8%	24 32.9%	28 38.4%	33 45.2%	27 37.0%	15 20.5%	33 45.2%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Count	78 48.8%	56 35.0%	68 42.5%	59 36.9%	62 38.8%	43 26.9%	61 38.1%
		Count % within What best describes your primary affiliation or involvement with the Ocean Count	67 61.5%	45 41.3%	46 42.2%	40 36.7%	40 36.7%	28 25.7%	35 32.1%
		Count % within What best describes your primary affiliation or involvement with the Ocean Count	77 53.8%	60 42.0%	64 44.8%	49 34.3%	54 37.8%	41 28.7%	44 30.8%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q20.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q20: “Which of the following types of existing and potential partners should be prioritised to secure additional resources (funds and in-kind) in support of the Ocean Decade?” Crosstabulation**

			In your view, what factors have reduced the effectiveness of resource mobilisation for the Ocean Decade? (Select up to 3 options).						
			International Financial Institutions	Government Departments and National Development Funds	Government agencies funding science, technology and innovation	Impact Investors, Private Equity Funds and other Private Investors	Philanthropic Foundations	Non- Governmental Organisations	Private Sector Corporations
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count %within How long have you been engaged with the Ocean Decade?	188 53.3%	147 41.6%	154 43.6%	115 32.6%	119 33.7%	97 27.5%	111 31.4%
	Since it was launched in 2021	Count %within How long have you been engaged with the Ocean Decade?	177 51.6%	142 41.4%	159 46.4%	108 31.5%	117 34.1%	73 21.3%	115 33.5%
	Since its design phase before 2021	Count %within How long have you been engaged with the Ocean Decade?	74 56.1%	45 34.1%	67 50.8%	36 27.3%	53 40.2%	26 19.7%	55 41.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



**Q26.a) Region vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation**

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
Region	Africa	Count	62	35	37	33	47	40
		% within Region	60.8%	34.3%	36.3%	32.4%	46.1%	39.2%
	Arab States	Count	16	5	10	6	13	8
		% within Region	72.7%	22.7%	45.5%	27.3%	59.1%	36.4%
	Asia and the Pacific	Count	72	70	59	36	63	35
		% within Region	51.8%	50.4%	42.4%	25.9%	45.3%	25.2%
	Europe and North America	Count	181	178	112	68	110	117
		% within Region	50.1%	49.3%	31.0%	18.8%	30.5%	32.4%
	Latin America and the Caribbean	Count	64	53	50	21	36	29
		% within Region	63.4%	52.5%	49.5%	20.8%	35.6%	28.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q26.b) LDC and SIDS Grouping vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation**

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
LDC and SIDS Grouping	LDC	Count	40	23	16	18	21	16
		% within LDC and SIDS Grouping	71.4%	41.1%	28.6%	32.1%	37.5%	28.6%
	LDC + SIDS	Count	0	1	0	1	1	0
		% within LDC and SIDS Grouping	0.0%	50.0%	0.0%	50.0%	50.0%	0.0%
	Other	Count	342	300	245	139	239	207
		% within LDC and SIDS Grouping	53.0%	46.5%	38.0%	21.6%	37.1%	32.1%
	SIDS	Count	13	17	7	6	8	6
		% within LDC and SIDS Grouping	59.1%	77.3%	31.8%	27.3%	36.4%	27.3%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q26.c) Gender vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation**

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
Please select your gender.	Female	Count	178	157	115	99	128	124
		% within Please select your gender.	51.4%	45.4%	33.2%	28.6%	37.0%	35.8%
	Male	Count	212	178	147	65	139	102
		% within Please select your gender.	57.9%	48.6%	40.2%	17.8%	38.0%	27.9%
	Other	Count	0	1	1	0	0	1
		% within Please select your gender.	0.0%	100.0%	100.0%	0.0%	0.0%	100.0%
	Prefer not to say	Count	5	5	5	0	2	2
		% within Please select your gender.	41.7%	41.7%	41.7%	0.0%	16.7%	16.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q26.d) Age Group vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
Please select your age group.	25–34	Count	71	54	31	39	64	50
		% within Please select your age group.	57.3%	43.5%	25.0%	31.5%	51.6%	40.3%
	35–44	Count	90	83	59	39	64	62
		% within Please select your age group.	50.6%	46.6%	33.1%	21.9%	36.0%	34.8%
	45–54	Count	116	92	82	37	66	59
		% within Please select your age group.	58.9%	46.7%	41.6%	18.8%	33.5%	29.9%
	55–64	Count	73	69	65	34	48	38
		% within Please select your age group.	50.3%	47.6%	44.8%	23.4%	33.1%	26.2%
	65 and over	Count	37	37	27	8	15	16
		% within Please select your age group.	56.9%	56.9%	41.5%	12.3%	23.1%	24.6%
	Under 25	Count	8	6	4	7	12	4
		% within Please select your age group.	50.0%	37.5%	25.0%	43.8%	75.0%	25.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q26.e) Career Level vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
Please select the option that best describes your career level.	Early-career professional	Count	93	66	45	47	76	65
		% within Please select the option that best describes your career level.	60.4%	42.9%	29.2%	30.5%	49.4%	42.2%
	Executive/Leadership	Count	85	93	71	46	63	51
		% within Please select the option that best describes your career level.	47.2%	51.7%	39.4%	25.6%	35.0%	28.3%
	Mid-career professional	Count	82	74	51	34	59	59
		% within Please select the option that best describes your career level.	48.8%	44.0%	30.4%	20.2%	35.1%	35.1%
	Senior professional	Count	134	108	101	34	68	52
		% within Please select the option that best describes your career level.	61.2%	49.3%	46.1%	15.5%	31.1%	23.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q26.f) Q8: “What best describes your primary affiliation or involvement with the Ocean Decade?” vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation**

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
What best describes your primary affiliation or involvement with the Ocean Decade?	Global Governance and Decentralised Structures of the Ocean Decade	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	49 57.6%	50 58.8%	31 36.5%	20 23.5%	28 32.9%	24 28.2%
	UN-Oceans Members	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	33 53.2%	32 51.6%	26 41.9%	15 24.2%	23 37.1%	19 30.6%
	International and Regional Organisations (other than UN-Oceans Members)	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	59 54.6%	60 55.6%	42 38.9%	22 20.4%	35 32.4%	34 31.5%
	Government Representatives and Policymakers	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	63 63.6%	54 54.5%	38 38.4%	18 18.2%	39 39.4%	22 22.2%
	Scientific and Research Community	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	238 56.5%	202 48.0%	172 40.9%	89 21.1%	149 35.4%	133 31.6%
	Civil Society and Local Communities	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	60 54.5%	44 40.0%	40 36.4%	33 30.0%	41 37.3%	33 30.0%
	Private Sector and Technology/Innovation Hubs	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	33 53.2%	33 53.2%	23 37.1%	11 17.7%	17 27.4%	15 24.2%
	Communication, Outreach, and Public Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	74 55.6%	66 49.6%	48 36.1%	32 24.1%	57 42.9%	46 34.6%
	Technical Support, Capacity Building, or Training	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	53 55.8%	50 52.6%	38 40.0%	22 23.2%	38 40.0%	33 34.7%
	Youth and Early-Career Professional Engagement	Count % within What best describes your primary affiliation or involvement with the Ocean Decade?	63 52.9%	43 36.1%	32 26.9%	36 30.3%	63 52.9%	54 45.4%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

**Q26.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q26: “In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?” Crosstabulation**

In your opinion, which of the following groups would benefit most from improved communication and outreach efforts by the Ocean Decade?  
(Select up to 3 options).

			Least Developed Countries (LDCs)	Small Island Developing States (SIDS)	Developing countries	Women	Youth	Indigenous peoples
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count %within How long have you been engaged with the Ocean Decade?	180 60.4%	141 47.3%	97 32.6%	72 24.2%	123 41.3%	97 32.6%
	Since it was launched in 2021	Count %within How long have you been engaged with the Ocean Decade?	151 48.9%	147 47.6%	119 38.5%	70 22.7%	102 33.0%	92 29.8%
	Since its design phase before 2021	Count %within How long have you been engaged with the Ocean Decade?	64 54.2%	53 44.9%	52 44.1%	22 18.6%	44 37.3%	40 33.9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q28.a) Region vs. Q28: “What do you consider the Ocean Decade’s most significant achievements to date?” Crosstabulation

What do you consider the Ocean Decade’s most significant achievements to date? (Select up to 3 options).

			Advancing global awareness of ocean issues	Promoting collaborative ocean science	Influencing ocean-related policies at national levels	Influencing ocean-related policies at international levels	Increasing inclusivity and diversity in ocean science	Supporting innovative and sustainable solutions for ocean management	Mobilising resources for ocean research	Establishing networks and communication channels	Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)	Improving access to ocean data, tools, and technologies	Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
Region	Africa	Count	67	49	17	18	14	21	15	17	29	12	8
		% within Region	67.7%	49.5%	17.2%	18.2%	14.1%	21.2%	15.2%	17.2%	29.3%	12.1%	8.1%
	Arab States	Count	13	9	6	6	4	7	2	5	4	3	3
		% within Region	59.1%	40.9%	27.3%	27.3%	18.2%	31.8%	9.1%	22.7%	18.2%	13.6%	13.6%
	Asia and the Pacific	Count	93	64	31	33	23	30	12	30	18	17	8
		% within Region	67.9%	46.7%	22.6%	24.1%	16.8%	21.9%	8.8%	21.9%	13.1%	12.4%	5.8%
	Europe and North America	Count	224	197	26	81	56	28	30	148	43	47	31
		% within Region	63.5%	55.8%	7.4%	22.9%	15.9%	7.9%	8.5%	41.9%	12.2%	13.3%	8.8%
	Latin America and the Caribbean	Count	68	40	7	17	12	18	5	57	6	17	8
		% within Region	68.0%	40.0%	7.0%	17.0%	12.0%	18.0%	5.0%	57.0%	6.0%	17.0%	8.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q28.b) LDC and SIDS Grouping vs. Q28: “What do you consider the Ocean Decade’s most significant achievements to date?” Crosstabulation

What do you consider the Ocean Decade’s most significant achievements to date? (Select up to 3 options).

			Advancing global awareness of ocean issues	Promoting collaborative ocean science	Influencing ocean-related policies at national levels	Influencing ocean-related policies at international levels	Increasing inclusivity and diversity in ocean science	Supporting innovative and sustainable solutions for ocean management	Mobilising resources for ocean research	Establishing networks and communication channels	Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)	Improving access to ocean data, tools, and technologies	Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
LDC and SIDS Grouping	LDC	Count	39	27	11	11	8	11	7	14	9	6	5
		% within LDC and SIDS Grouping	70.9%	49.1%	20.0%	20.0%	14.5%	20.0%	12.7%	25.5%	16.4%	10.9%	9.1%
	LDC + SIDS	Count	0	0	1	1	0	0	0	0	1	0	0
		% within LDC and SIDS Grouping	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	0.0%	0.0%
	Other	Count	408	322	69	140	98	88	57	237	86	89	50
		% within LDC and SIDS Grouping	64.6%	50.9%	10.9%	22.2%	15.5%	13.9%	9.0%	37.5%	13.6%	14.1%	7.9%
	SIDS	Count	18	10	6	3	3	5	0	6	4	1	3
		% within LDC and SIDS Grouping	81.8%	45.5%	27.3%	13.6%	13.6%	22.7%	0.0%	27.3%	18.2%	4.5%	13.6%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q28.c) Gender vs. Q28: “What do you consider the Ocean Decade’s most significant achievements to date?” Crosstabulation

			What do you consider the Ocean Decade's most significant achievements to date? (Select up to 3 options).										
			Advancing global awareness of ocean issues	Promoting collaborative ocean science	Influencing ocean-related policies at national levels	Influencing ocean-related policies at international levels	Increasing inclusivity and diversity in ocean science	Supporting innovative and sustainable solutions for ocean management	Mobilising resources for ocean research	Establishing networks and communication channels	Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)	Improving access to ocean data, tools, and technologies	Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
Please select your gender.	Female	Count	208	184	34	74	54	50	24	131	45	55	29
		% within Please select your gender	61.7%	54.6%	10.1%	22.0%	16.0%	14.8%	7.1%	38.9%	13.4%	16.3%	8.6%
	Male	Count	247	173	52	80	55	53	39	122	54	40	29
		% within Please select your gender	68.4%	47.9%	14.4%	22.2%	15.2%	14.7%	10.8%	33.8%	15.0%	11.1%	8.0%
	Other	Count	1	1	0	0	0	0	0	0	1	0	0
		% within Please select your gender	100.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%
	Prefer not to say	Count	9	1	1	1	0	1	1	4	0	1	0
		% within Please select your gender	75.0%	8.3%	8.3%	8.3%	0.0%	8.3%	8.3%	33.3%	0.0%	8.3%	0.0%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q28.d) Age Group vs. Q28: “What do you consider the Ocean Decade’s most significant achievements to date?” Crosstabulation

			What do you consider the Ocean Decade's most significant achievements to date? (Select up to 3 options).										
			Advancing global awareness of ocean issues	Promoting collaborative ocean science	Influencing ocean-related policies at national levels	Influencing ocean-related policies at international levels	Increasing inclusivity and diversity in ocean science	Supporting innovative and sustainable solutions for ocean management	Mobilising resources for ocean research	Establishing networks and communication channels	Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)	Improving access to ocean data, tools, and technologies	Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
Please select your age group.	25–34	Count	75	66	11	27	26	22	9	44	31	17	7
		% within Please select your age group.	61.0%	53.7%	8.9%	22.0%	21.1%	17.9%	7.3%	35.8%	25.2%	13.8%	5.7%
	35–44	Count	114	95	21	30	24	25	18	67	21	26	13
		% within Please select your age group.	64.8%	54.0%	11.9%	17.0%	13.6%	14.2%	10.2%	38.1%	11.9%	14.8%	7.4%
	45–54	Count	126	107	22	43	20	28	14	71	25	27	17
		% within Please select your age group.	65.3%	55.4%	11.4%	22.3%	10.4%	14.5%	7.3%	36.8%	13.0%	14.0%	8.8%
	55–64	Count	101	60	22	31	21	16	16	50	14	19	15
		% within Please select your age group.	71.1%	42.3%	15.5%	21.8%	14.8%	11.3%	11.3%	35.2%	9.9%	13.4%	10.6%
	65 and over	Count	41	29	9	18	16	9	5	23	8	3	5
		% within Please select your age group.	64.1%	45.3%	14.1%	28.1%	25.0%	14.1%	7.8%	35.9%	12.5%	4.7%	7.8%
	Under 25	Count	8	2	2	6	2	4	2	2	1	4	1
		% within Please select your age group.	61.5%	15.4%	15.4%	46.2%	15.4%	30.8%	15.4%	15.4%	7.7%	30.8%	7.7%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

#### Q28.e) Career Level vs. Q28: “What do you consider the Ocean Decade’s most significant achievements to date?” Crosstabulation

			What do you consider the Ocean Decade's most significant achievements to date? (Select up to 3 options).										
			Advancing global awareness of ocean issues	Promoting collaborative ocean science	Influencing ocean-related policies at national levels	Influencing ocean-related policies at international levels	Increasing inclusivity and diversity in ocean science	Supporting innovative and sustainable solutions for ocean management	Mobilising resources for ocean research	Establishing networks and communication channels	Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)	Improving access to ocean data, tools, and technologies	Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
Please select the option that best describes your career level.	Early-career professional	Count % within Please select the option that best describes your career level.	92 60.9%	77 51.0%	14 9.3%	32 21.2%	27 17.9%	25 16.6%	15 9.9%	55 36.4%	42 27.8%	23 15.2%	10 6.6%
	Executive/Leadership	Count % within Please select the option that best describes your career level.	120 67.4%	83 46.6%	25 14.0%	44 24.7%	25 14.0%	32 18.0%	13 7.3%	64 36.0%	17 9.6%	20 11.2%	17 9.6%
	Mid-career professional	Count % within Please select the option that best describes your career level.	107 64.1%	89 53.3%	21 12.6%	33 19.8%	25 15.0%	27 16.2%	15 9.0%	57 34.1%	14 8.4%	21 12.6%	15 9.0%
	Senior professional	Count % within Please select the option that best describes your career level.	144 67.9%	108 50.9%	26 12.3%	45 21.2%	32 15.1%	19 9.0%	20 9.4%	81 38.2%	27 12.7%	31 14.6%	16 7.5%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024

### Q28.g) Q9: “How long have you been engaged with the Ocean Decade?” vs. Q28: “What do you consider the Ocean Decade’s most significant achievements to date?” Crosstabulation

			What do you consider the Ocean Decade's most significant achievements to date? (Select up to 3 options).										
			Advancing global awareness of ocean issues	Promoting collaborative ocean science	Influencing ocean-related policies at national levels	Influencing ocean-related policies at international levels	Increasing inclusivity and diversity in ocean science	Supporting innovative and sustainable solutions for ocean management	Mobilising resources for ocean research	Establishing networks and communication channels	Enhancing skills and knowledge among SIDS, LDCs or Early Career Ocean Professionals (ECOPs)	Improving access to ocean data, tools, and technologies	Integrating diverse knowledge systems, including Indigenous knowledge, in Ocean Decade Actions
How long have you been engaged with the Ocean Decade?	Less than 2 years	Count %within How long have you been engaged with the Ocean Decade?	205 70.2%	136 46.6%	39 13.4%	64 21.9%	43 14.7%	55 18.8%	20 6.8%	90 30.8%	43 14.7%	41 14.0%	22 7.5%
	Since it was launched in 2021	Count %within How long have you been engaged with the Ocean Decade?	187 61.7%	166 54.8%	38 12.5%	63 20.8%	46 15.2%	39 12.9%	30 9.9%	121 39.9%	43 14.2%	37 12.2%	21 6.9%
	Since its design phase before 2021	Count %within How long have you been engaged with the Ocean Decade?	73 62.9%	57 49.1%	10 8.6%	28 24.1%	20 17.2%	10 8.6%	14 12.1%	46 39.7%	14 12.1%	18 15.5%	15 12.9%

Source: INOMER, UN Ocean Decade Mid-Term Evaluation Stakeholder Survey, 2024



## Annex 13. SNA Results of the UN Ocean Decade Ecosystem

### Introduction

To assess the structure, dynamics, and effectiveness of partnership networks within the UN Ocean Decade, the Evaluation Team conducted a Social Network Analysis (SNA) survey targeting key stakeholders engaged in the following Decade structures based on the data provided by the Decade Coordination Unit (DCU) (excluding the DCU itself, which functions as the central coordinating node of the Decade network):

1. Decade Advisory Board (DAB)
2. Decade Coordination Office (DCO)
3. Decade Collaboration Centre (DCC)
4. UN-Oceans Member
5. National Decade Committee (NDC)
6. Decade Implementing Partner (DIP)
7. Ocean Decade Alliance (ODA)
8. Technology and Innovation Group (TIG)
9. Data Coordination Group (DCG)
10. Corporate Data Group (CDG)
11. Strategic Communication Group (SCG)
12. Foundations Dialogue (FD)
13. NGO Task Group (NGO TG)
14. Africa Task Force (ATF)
15. Tropical Americas and Caribbean Task Force (TAC TF)

The survey was disseminated to 422 members of these Decade structures to identify key benefits, barriers, and opportunities for enhancing collaboration and to assess the potential for long-term cooperation. It also aimed to provide insights into the sustainability of interactions beyond 2030.

The survey was conducted between 6 and 23 December 2024, with 62 individuals participating, representing 59 different organizations. The analysis incorporated both quantitative and qualitative data, with results visualized as network maps to illustrate connectivity patterns among respondents, as presented in the remainder of this annex.

Since the objective of the network analysis was to capture inter-structural interactions,<sup>13</sup> the survey was designed to assess participants' communication and collaboration with entities outside their own structure. Upon reviewing the data, 21 out of 62 respondents were found to have reported interactions only within their own group. As these responses did not contribute meaningful network data, they were excluded from the final dataset. Therefore, the number of responses suitable for SNA was 41, representing only 10% of the members of the Decade structures.

The analysis of reported interactions revealed that individual relationships were more dominant than broader network structures, despite the intended interconnectedness of the Decade ecosystem. The DCU emerged as a central hub in the network, as expected, reinforcing its role as the primary coordinating entity within the Decade framework.

Both the low response rate and the limited interactions among the other structures align with findings from interviews and focus group discussions, which indicated that communication between Decade structures remains limited. This lack of systematic interaction prevents the formation of a vibrant, self-sustaining partnership ecosystem within the Decade. The barriers to network integration identified in the main report include factors such as limited resources for sustained, structured interaction; voluntary

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<sup>13</sup> The starting point was the evaluation question: 'How effectively do the various decentralized structures interact with Decade Actions, National Decade Committees, and with one another?'

participation in Decade structures, leading to varying levels of engagement and the absence of mechanisms to facilitate regular communication, coordination, and knowledge exchange.

## SNA Survey Results

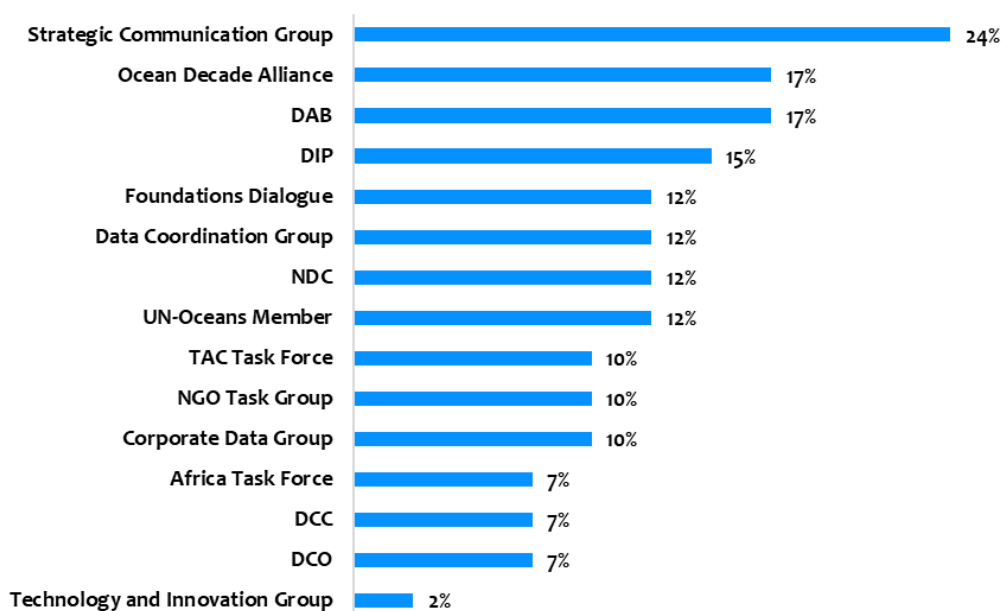
### Organizations participated in the SNA survey

**Organisation Name:** Please note that your individual assessments in the second part of the survey will remain confidential and be used only in aggregate analysis. The organisation name is needed only to be able to prepare the network map.

Alcatel Submarine Networks, France	MEPA Trust, Antigua and Barbuda
BMBF (Federal Ministry of Education and Research), Germany	MigraMar, USA
Carbon Technology Research Foundation, UK	Mpala Research Centre
CNR (National Research Council), Italy	NORAD (Norwegian Agency for Development Cooperation), Norway
CoopeSoliDar R.L, Costa Rica	Ocean Visions, USA
CRFM (Caribbean Regional Fisheries Mechanism), Belize	Ørsted, Denmark
Development Alternatives	Plakortis Earth Café
Equinor, Norway	POGP (Partnership for Observation of the Global Ocean)
European Marine Board, Belgium	RCN (The Research Council), Norway
Gulf and Caribbean Fisheries Institute, USA	REV Ocean, Norway
Hub Ocean, Norway	SCAR (Scientific Committee on Antarctic Research), UK
IAU (International Association of Universities), France	Second Institute of Oceanography, China
INCOIS (Indian National Centre for Ocean Information Services), India	Suez France
Individual (in DAB)	UNEP
Individual (Technology and Innovation Group)	UNESCO
INOC (Inter Islamic Network on Oceanography), Turkiye	UNESCO-IOC AFRICA (Sub-Commission for Africa and the Adjacent Island), Kenya
Intertidal Agency, USA	UNFCC (UN Climate Change), Germany
ISA (International Seabed Authority), Jamaica	University of Tokyo, Japan
Kelp Forest Foundation, Netherlands	Woods Hole Oceanographic Institution, USA
Khaled bin Sultan Living Oceans Foundation, USA	World Bank

Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024

### Decade structures represented by survey respondents involved in the SNA (n=41)



Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024

## **SNA of inter-organizational interactions**

Based on the data obtained from the SNA survey, inter-organizational interactions were examined across four key dimensions:

- Strength of Collaboration
- Trust Level
- Funding Flow
- In-Kind Resource Flow

In addition, inter-structure interactions were analysed based on the Strength of Collaboration and Trust Level. The resulting network visualizations from these analyses are presented below.

Due to concerns regarding the reliability of the data on Funding and In-Kind Resource Flows, these aspects were excluded from the structure-level analysis.

### **Network structure and key observations**

Among the 41 respondents included in the network analysis, 16 individuals reported being affiliated with two or more groups, while the remaining 25 participants indicated membership in only one group.

To accurately represent the relationships reported, the size of institutions and groups in the visualizations was adjusted proportionally to their number of connections. The analysis of inter-organizational interactions revealed the following key findings:

- As already noted above, the DCU serves as the central structural node of the network, forming the core of interactions. Beyond this, institutional interactions were characterized more by fragmented, unilateral relationships rather than by a fully interconnected network.
- Connections with the Technology and Innovation Group were notably limited, highlighting weaker engagement in this area, which aligns with findings from the interviews.
- The strongest connections were observed between the DCOs and the DCU, as expected, given that DCOs are hosted by the regional offices of the IOC or UNESCO. This finding also aligns with the interview results.
- The Strategic Communication Group, DIP, DAB, and the Ocean Decade Alliance established the highest number of connections with the DCU.
- The DAB reported the strongest connections with the Foundations Dialogue and Strategic Communication Group, while the DAB itself was most frequently cited as being connected with the DCU, Ocean Decade Alliance, and DCO. However, considering interview findings that indicate no direct interaction between DAB and other structures, along with the presence of DAB members representing their organizations in other structures, these connections likely result from individual members' affiliations rather than from DAB itself functioning as a structured communication entity. Therefore, the linkages of the DAB in the SNA maps should be interpreted with this context in mind.
- The NDCs were mentioned as a connection only by the Ocean Decade Alliance. However, NDCs themselves reported the strongest interactions with the DCO and DCU, which aligns with expectations given their role in coordinating national efforts under the guidance of these two IOC-UNESCO-led structures. Interviews also revealed, in some contexts, a lack of linkages between NDCs and their respective country representatives in other structures (e.g., the Strategic Communication Group), some of whom were unaware of the existence or role of NDCs.

These findings suggest that while certain Decade structures, such as the DCU and DCO, serve as central actors in the network, other groups remain weakly integrated. The lack of mutual and cross-sectoral engagement across structures indicates limited interconnectivity and collaboration beyond core entities.

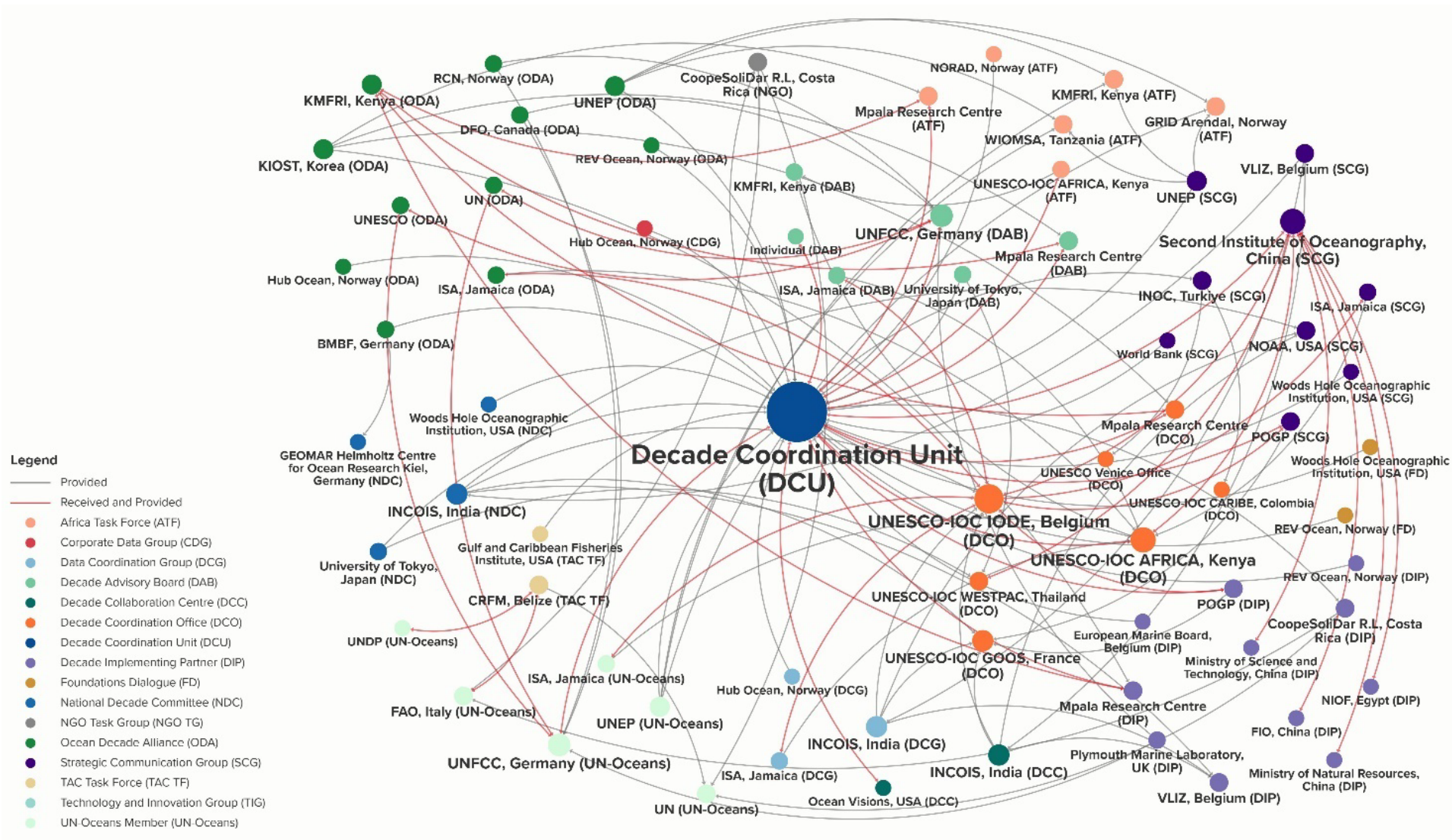
### Trust level: Network map of organizations that responded to the SNA survey







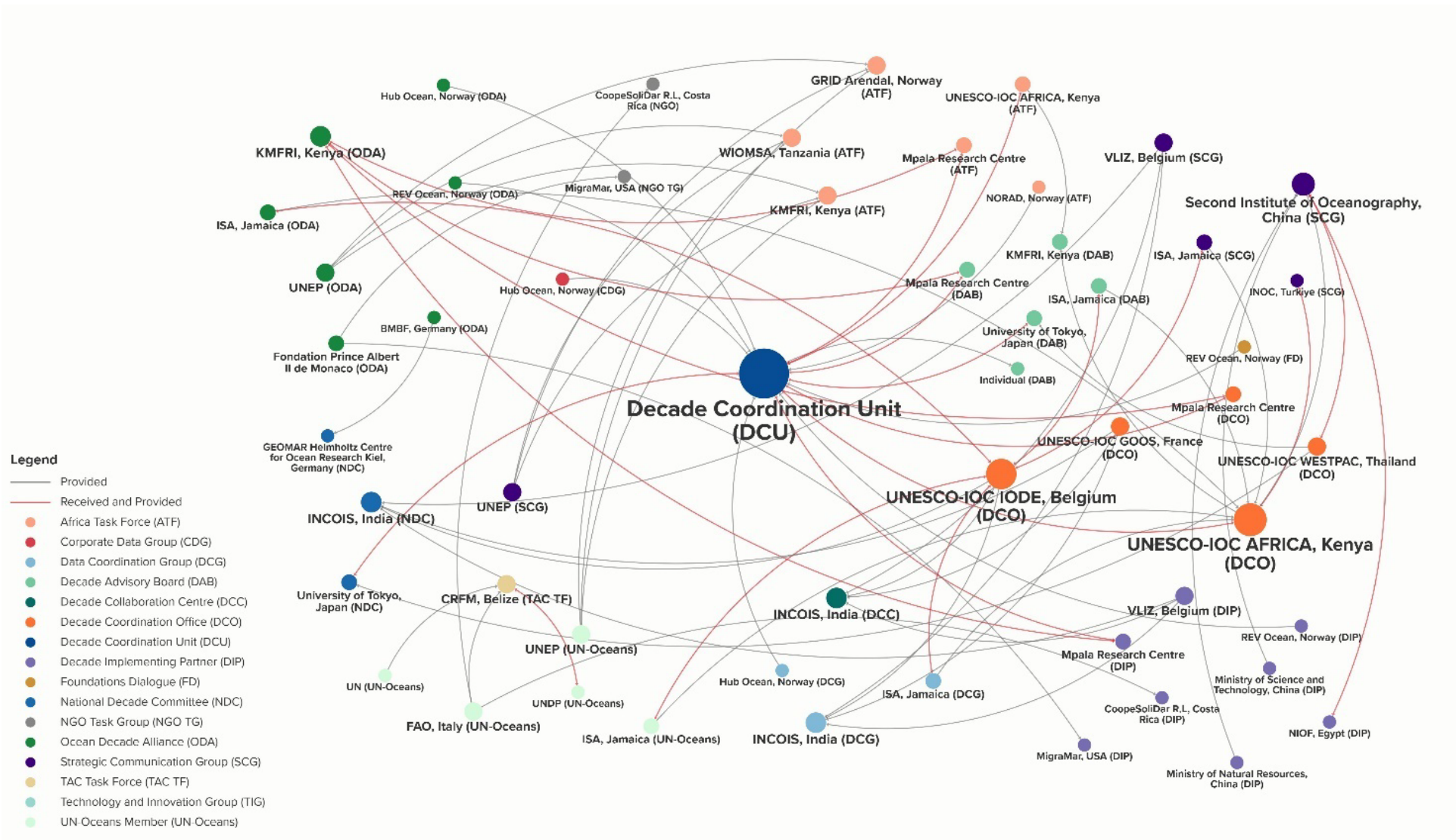




Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024

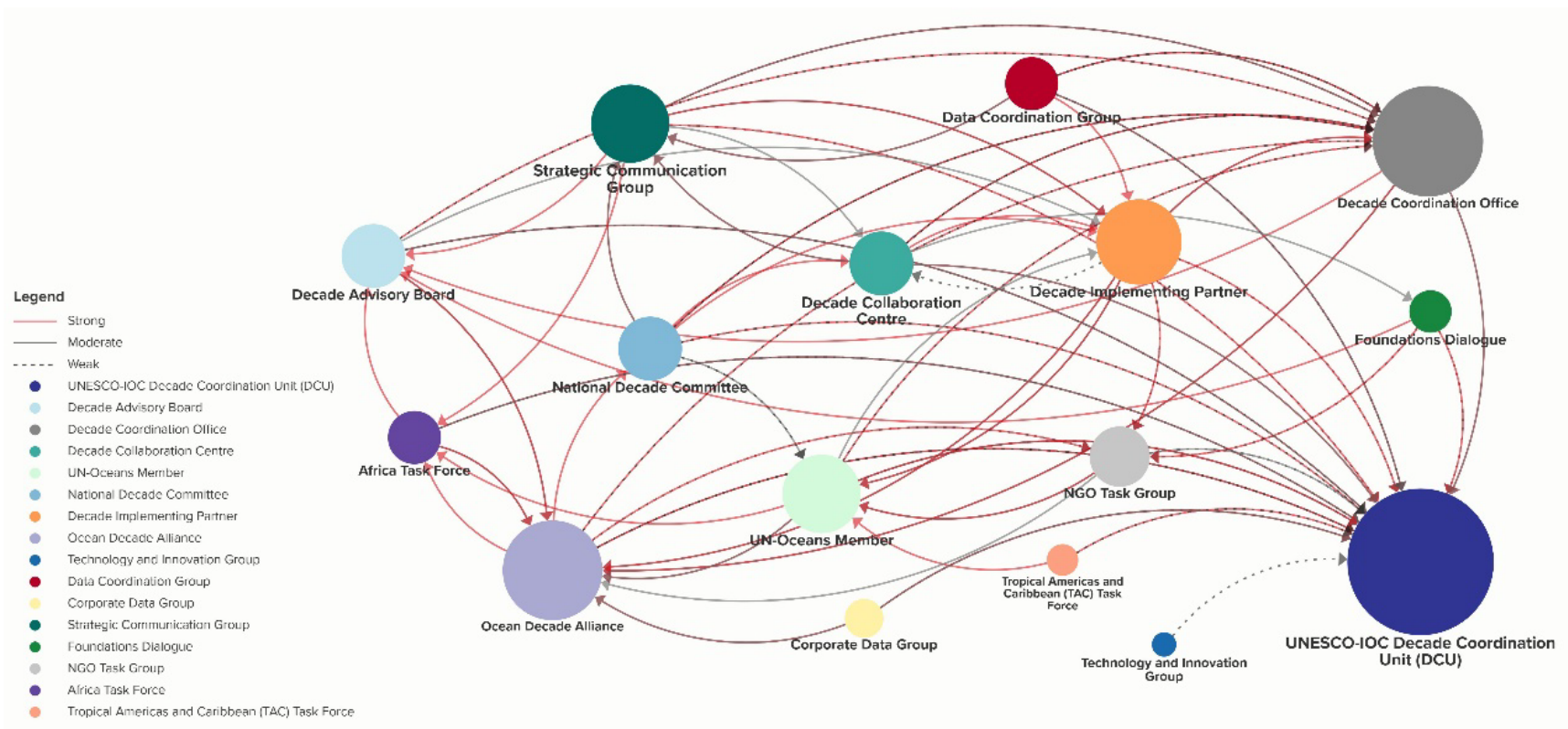
## In-Kind Support: Network map of organizations that responded to the SNA survey





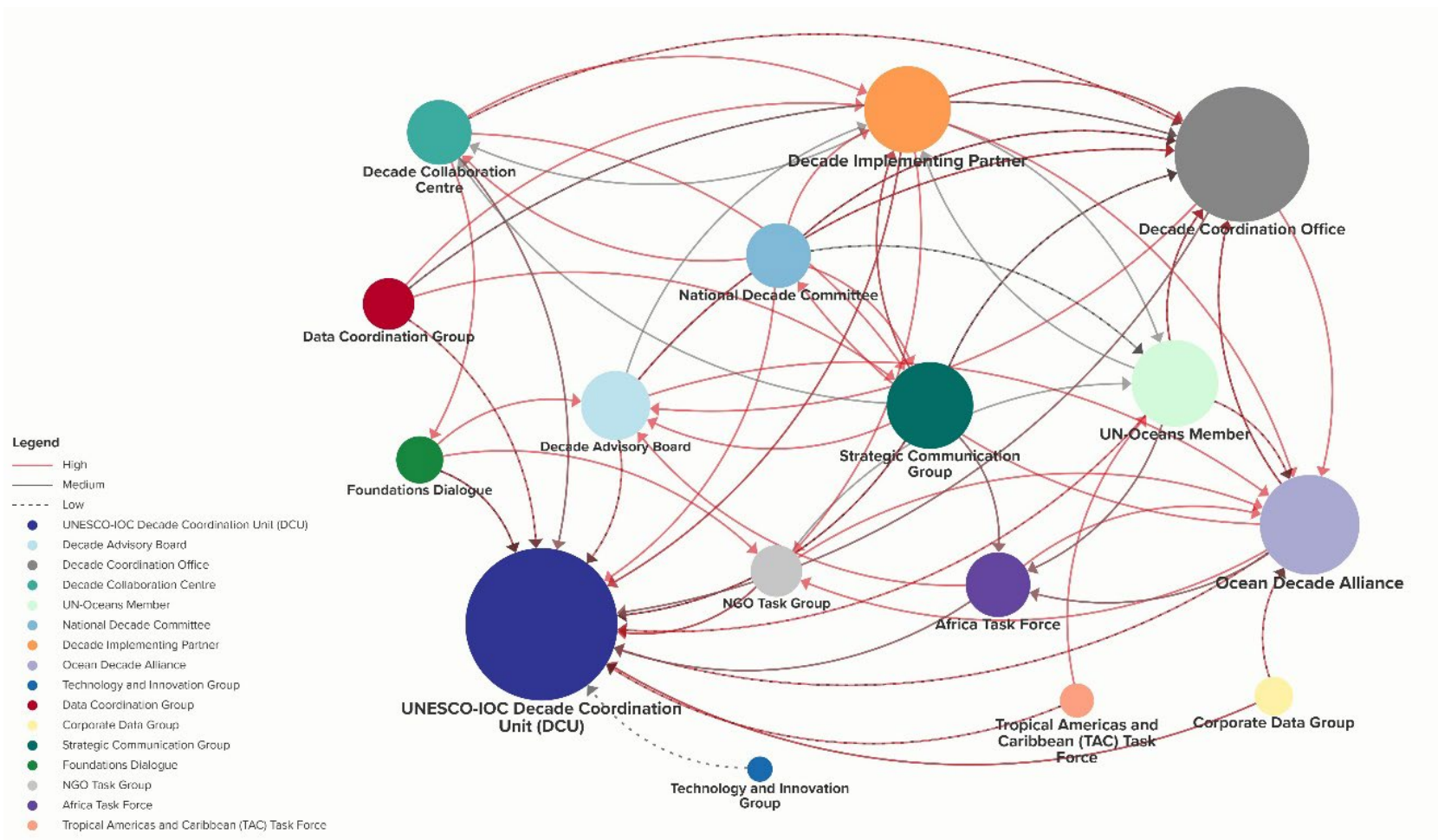
Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024

## Strength of collaboration: Network map of Decade structures that responded to the SNA survey



Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024

**Trust level: Network map of Decade structures that responded to the SNA survey**

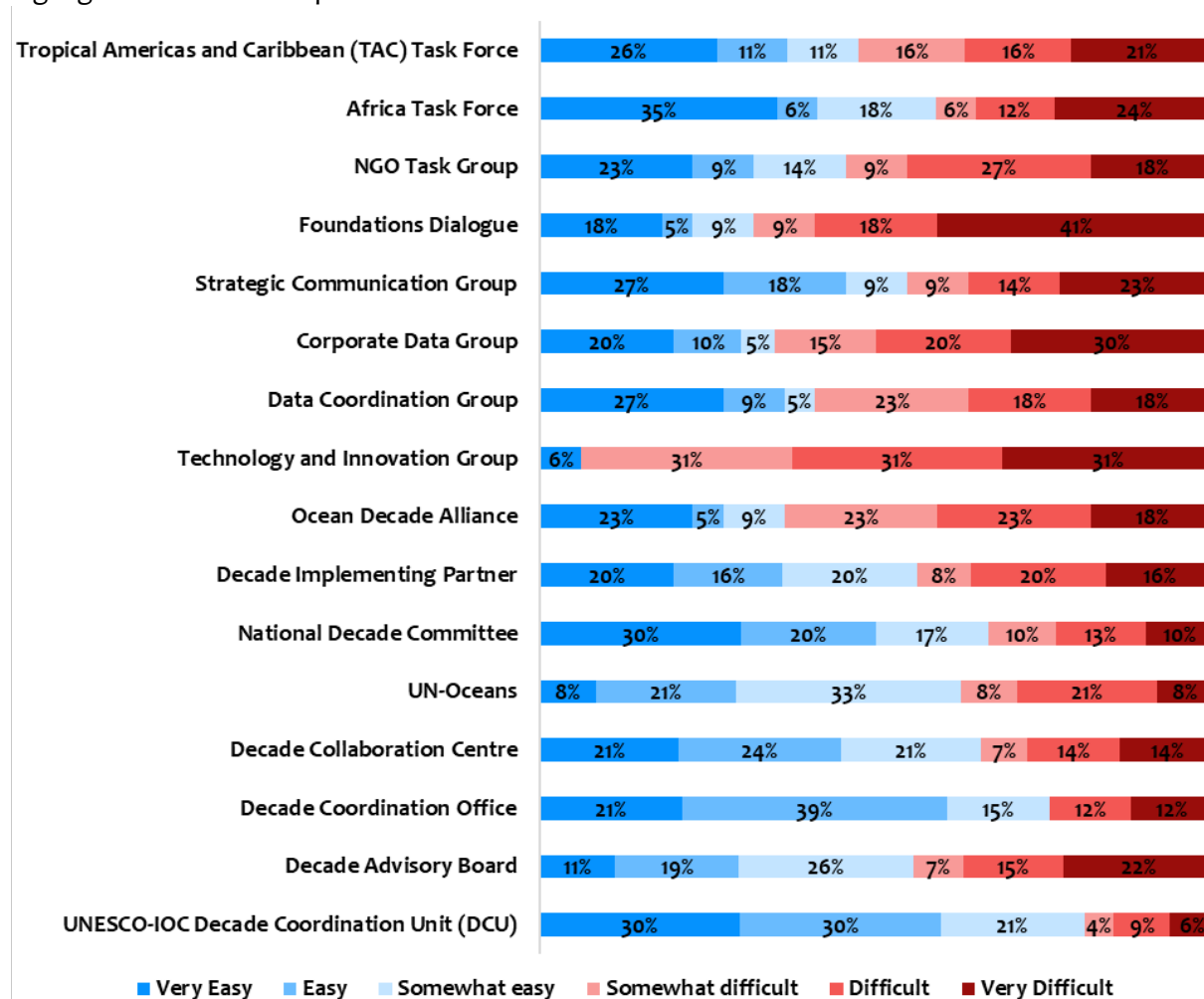


Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024



## Accessibility of key stakeholders or decision-makers in Ocean Decade structures

The survey results reveal significant variation in the accessibility of key stakeholders across Ocean Decade structures. The DCU and DCO were among the most accessible, with many respondents rating them as “easy” or “very easy” to access. In contrast, the Technology and Innovation Group, Ocean Decade Alliance, and Corporate Data Group were often rated as “difficult” or “very difficult” to access, indicating barriers in communication or engagement. The Africa Task Force and TAC Task Force had mixed accessibility, reflecting regional variations. These findings suggest strong central engagement but highlight the need for improved access to decentralized mechanisms to enhance collaboration.



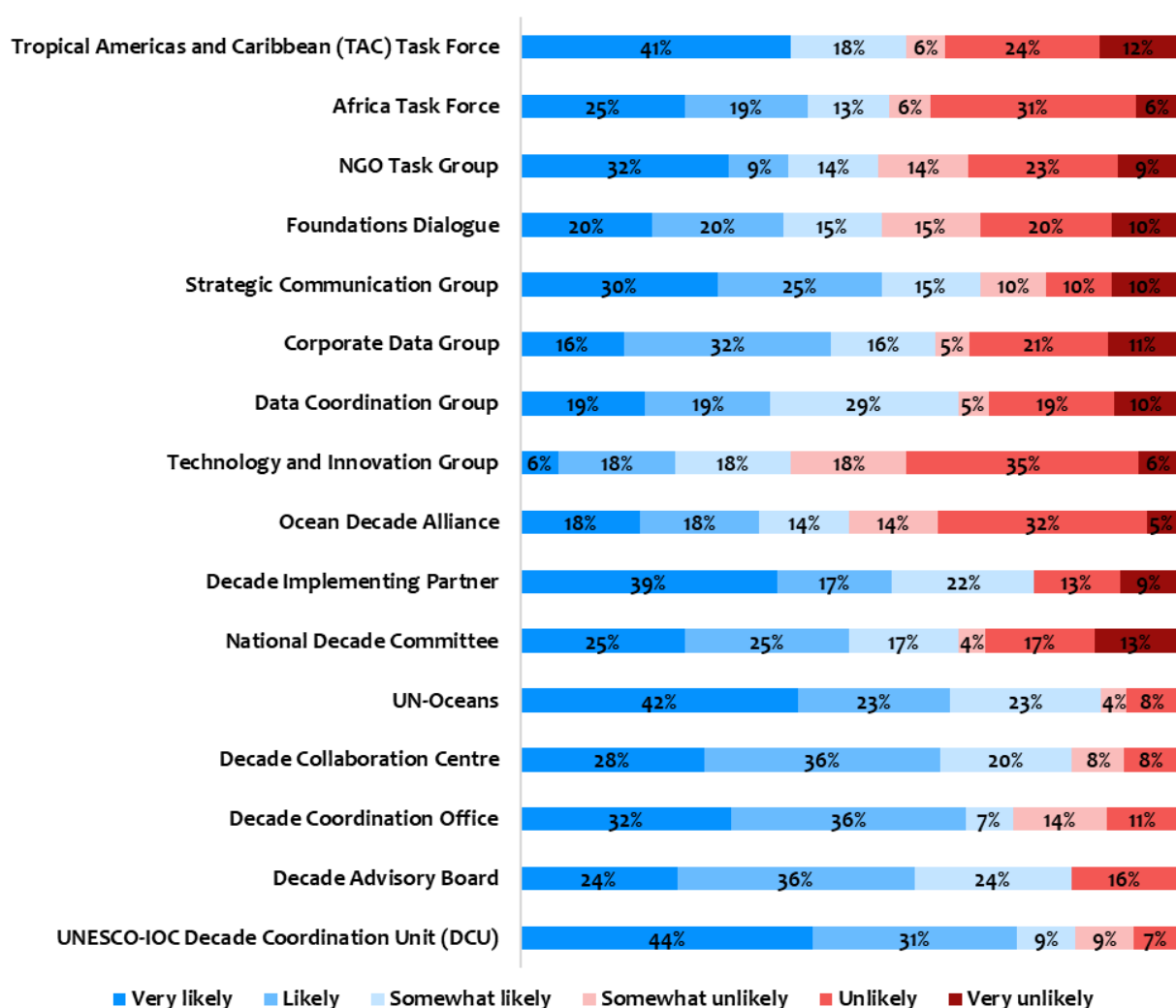
Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024, n=55

The open-ended responses to this question highlight key challenges in accessing stakeholders and decision-makers in Ocean Decade bodies. Some respondents noted “hyper-centralization” of decision-making within the DCU, coupled with limited transparency on actions, progress, and fund allocation. There is also a perceived lack of facilitation to encourage connections among stakeholders, with some respondents unaware of other groups and expressing interest in joining them, such as the NGO Task Force. Access was noted as more focused on governments than local organizations, with barriers to resources and support requiring deliberate effort, such as searching for information on the website. Suggestions included using standard communication tools (e.g., Slack, LinkedIn Groups, WhatsApp) and providing regular updates. While the DCU was generally responsive, delays in addressing complex queries were mentioned. Concerns about the proliferation of groups and task forces, combined with centralized decision-making, highlighted inefficiencies. One respondent noted that opportunities and support within

the Decade are not proactively offered, requiring deliberate efforts such as searching the website for information, highlighting the need for improved communication and resource accessibility.

### Prospects for sustained collaboration with members in Ocean Decade structures beyond 2030

The data highlights strong prospects for continued interactions with members of the central Ocean Decade structures, particularly the DCU, which received the highest “very likely” ratings, along with the DAB and DCO members, both rated highly for sustained engagement. Organizations participating in the Decade Collaboration Centre and UN-Oceans also demonstrated significant potential for future collaboration. In contrast, organizations in groups such as the Technology and Innovation Group and the TAC Task Force received lower ratings for “likely” and “very likely”, with a notable share of responses indicating “unlikely” or “very unlikely”. Similarly, mixed results were observed for the Africa Task Force, with strong “very likely” ratings but also a substantial number of “unlikely” responses. These findings suggest a need to strengthen engagement with organizations in task forces and less integrated groups while maintaining strong ties with organizations in central structures to ensure continued collaboration beyond 2030.



Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024, n=56

The open-ended responses on this aspect highlight that the continuation of interactions with organizations in Ocean Decade bodies beyond 2030 depends on decisions made after the Decade’s completion and improved facilitation of connections by the DCU. Respondents emphasized the importance of stronger communication, inclusivity in decision-making, and better integration of intergovernmental organizations to ensure sustained collaboration. Funding and compensation were

noted as critical, with volunteer efforts seen as valuable but requiring additional support to encourage ongoing participation.

### Top benefits of interacting with organizations in Ocean Decade structures

The survey results reveal that the most frequently cited benefits of interacting with organizations in Ocean Decade structures are access to expertise and knowledge (57%) and enhanced visibility and credibility (53%). These are followed by influence in policy and decision-making (48%) and expanded reach to new audiences (25%). Respondents also highlighted benefits such as solutions to complex challenges (22%), shared data and technologies (18%), access to funding and in-kind resources (17%), and inclusion of diverse perspectives (15%), including Indigenous and local knowledge.

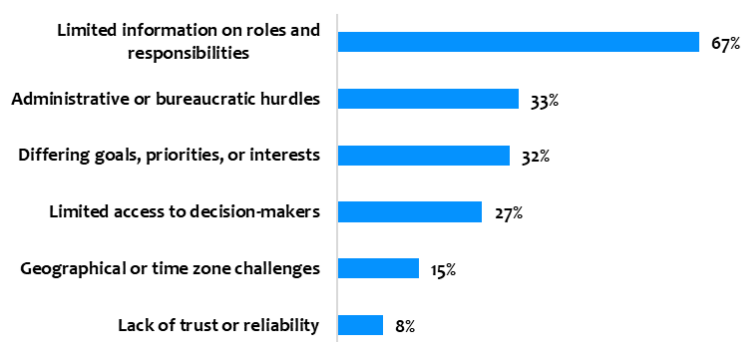


Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024, n=60

The open-ended responses to this question highlight mixed views on the benefits of interacting with organizations in Ocean Decade structures. While some respondents identified connection with future collaborators and creating new networks as valuable, others expressed dissatisfaction, citing a lack of direct interaction and limited access to funding for endorsed actions. A few respondents felt there was no added value, pointing out that discussions and actions often occur without consultation or involvement from other entities.

### Barriers to interacting with organizations in Ocean Decade structures

The survey identifies limited information on roles and responsibilities as the most significant barrier, cited by 67% of respondents. This is followed by administrative or bureaucratic hurdles (33%) and differing goals, priorities, or interests (32%), which also present notable challenges. These findings emphasize the need for clearer communication, streamlined processes, and stronger alignment of goals to enhance collaboration within the Ocean Decade framework.



Source: INOMER, UN Ocean Decade Mid-Term Evaluation SNA Survey, 2024



The open-ended responses to barriers in interacting with organizations in Ocean Decade bodies reveal key challenges. Lack of information and awareness about these organizations, particularly in remote areas, was frequently mentioned. Respondents also noted limited resources and capacity, including funding and time, as significant obstacles to meaningful collaboration. A lack of transparency in decision-making, funding allocation, and priorities was another critical issue raised. Also, confusion caused by similar names and acronyms and a reliance on personal connections were noted as barriers. Some respondents highlighted virtual-only meetings with minimal interaction, limited knowledge exchange across programs, and difficulty identifying complementarities.

#### **Additional feedback on improving interactions in the Ocean Decade network**

A final open-ended question asked for additional views and recommendations. The responses show several recurring themes and actionable suggestions for improving interactions within the Ocean Decade network. Some respondents emphasized the need for greater transparency, particularly in decision-making processes, funding allocations, and reporting mechanisms. There were frequent calls for decentralization, with a focus on engaging entities beyond IOC, including intergovernmental organizations, national partners, and local stakeholders. Enhanced communication and inclusivity were identified as critical, with recommendations for broader outreach to underrepresented groups, Indigenous communities, and persons with disabilities through accessible tools like podcasts, braille, and sign language.

Several respondents suggested creating an online platform to facilitate connections and improve the flow of information. In-person meetings were also highlighted as important, with recommendations to organize more frequent gatherings. Feedback also pointed to the need for clearer objectives for groups and meetings, alongside personalized introductions and match-making between groups with common interests, such as academia and industry. The complexity and fragmentation of the Ocean Decade ecosystem, along with bureaucratic inefficiencies, were noted as barriers to effective collaboration, with calls for streamlined processes and alignment of goals across bodies. Finally, respondents stressed the importance of encouraging cross-sectoral collaboration, improving access to relevant contacts, and ensuring better engagement with national committees and thematic programs.

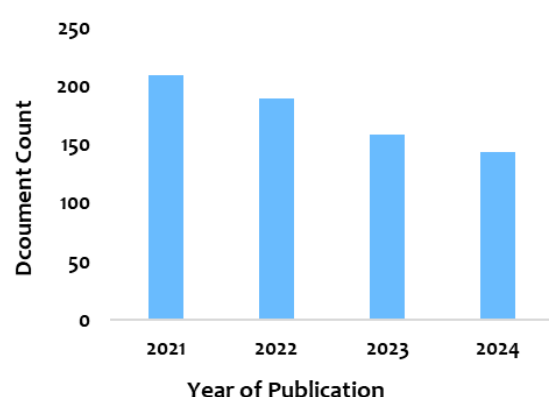
## Annex 14. Bibliometric Analysis for the UN Ocean Decade

The bibliometric analysis from 2021 to 2024 identified 701 scholarly works, of which 17 publications were in Spanish, two in French and the remaining in English. While the publication numbers in Spanish and French are low, they align with the overall trend of scholarly publications being predominantly in English.

Analysing the temporal distribution of scholarly works, Figure 1 reveals a decreasing pattern in publication volume across the observed years. The initial year of the dataset, 2021, exhibited the highest publication count with 209 documents, declining to 144 documents in 2024. The data for 2024, while continuing the decreasing trend, should be viewed with caution due to its likely incomplete nature at this mid-term evaluation<sup>14</sup>.

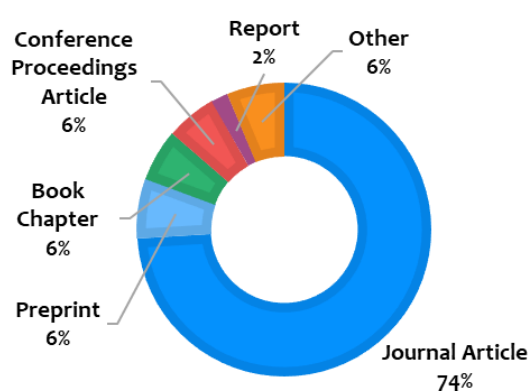
Regarding publication types, the distribution presented in Figure 2 shows that the majority of publications are categorized as journal articles, followed distantly by preprints. The scholarly work related to the Ocean Decade follows the trend accelerated by the COVID-19 crisis, where preprint usage has increased significantly, growing from 5 documents in 2021 to 20 in 2024, a fourfold increase.

Figure 1. Scholarly works over time



Source: INOMER based on data from <https://www.lens.org>

Figure 2. Type of Publication



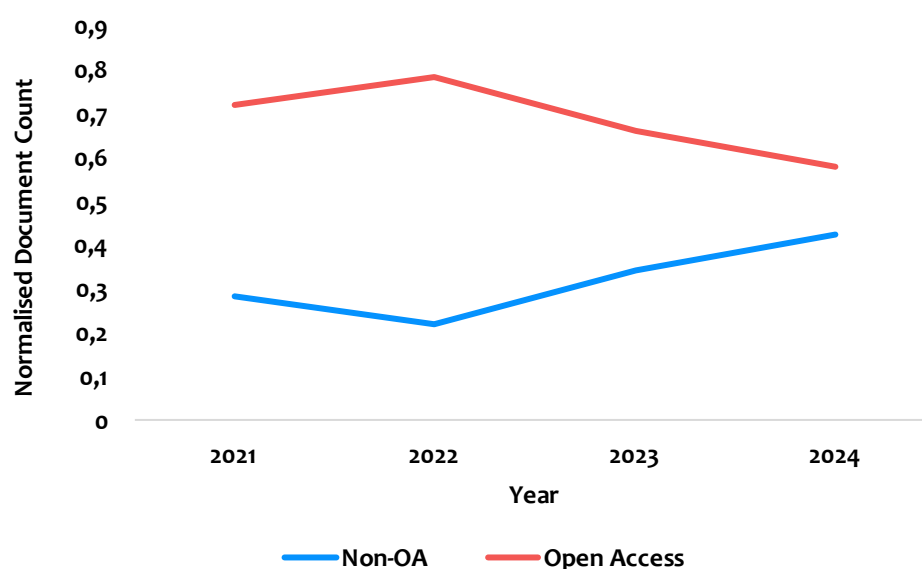
Source: INOMER based on data from <https://www.lens.org>

Given the Ocean Decade's emphasis on Accessibility and Equity in Ocean Science, the analysis of open-access publications contributes to understanding how effective the Ocean Decade's initiatives have been in promoting open science and accessibility of knowledge. Figure 3 shows that the proportion of open-access publications is higher during the observed period. However, the trend since 2022 has been decreasing. To ensure robust analysis, all publication counts were normalized against the total number of documents produced each year, thus accounting for annual variations in publication output. This trend contradicts the global growth pattern in open-access publications, which has remained positive, albeit slowing down in recent years.<sup>15</sup>

<sup>14</sup> Data collection and analysis done in 6 January 2025

<sup>15</sup> [https://www.deltathink.com/news-views-market-sizing-update-2024-has-oa-hit-a-peak?utm\\_source=chatgpt.com](https://www.deltathink.com/news-views-market-sizing-update-2024-has-oa-hit-a-peak?utm_source=chatgpt.com)

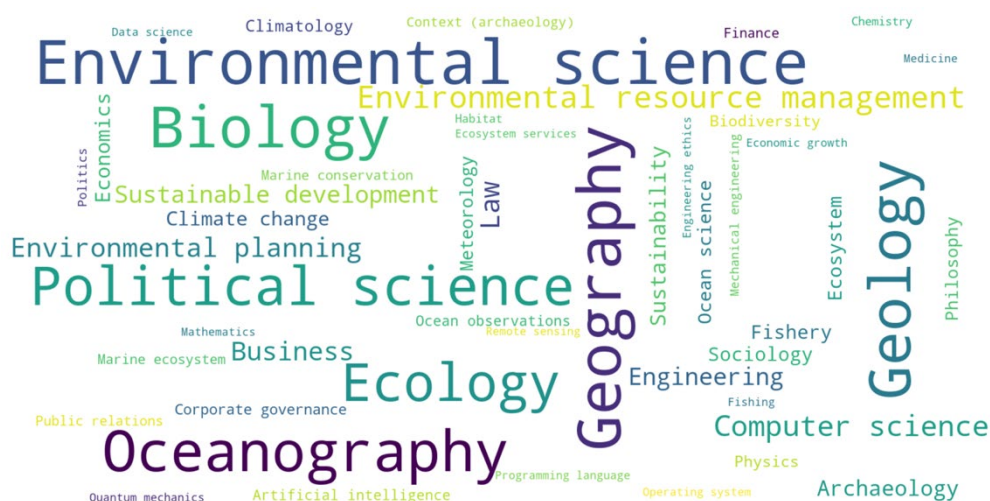
Figure 3. Open access publications



Source: INOMER based on data from <https://www.lens.org>

The data presented in Figure 4 reveals a multidisciplinary approach to ocean science research. Environmental science leads with the highest document count, followed closely by geography and geology, indicating a strong emphasis on the physical and spatial aspects of ocean sciences. Biology and oceanography, both directly related to marine life and oceanic systems, feature prominently in the findings. The presence of political science indicates that policy and governance are significant components of ocean research, which is notable given the global nature of ocean issues. In addition, ecology and environmental resource management underscore the focus on sustainability and marine resource stewardship. The inclusion of computer science, while not a traditional marine-related field, reflects the growing significance of data analysis, modelling, and computational methods in understanding and addressing contemporary oceanic challenges.

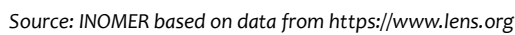
Figure 4. Top fields of study



Source: INOMER based on data from <https://www.lens.org>

Analysing the impact of scientific publications based on the share of cited documents, as shown in Figure 5, indicates that scholarly outputs associated with the Ocean Decade exhibit citation rates higher than

**Figure 5. Share of documents cited by other scholarly works**



**Figure 6. Most active countries in scholarly work production**



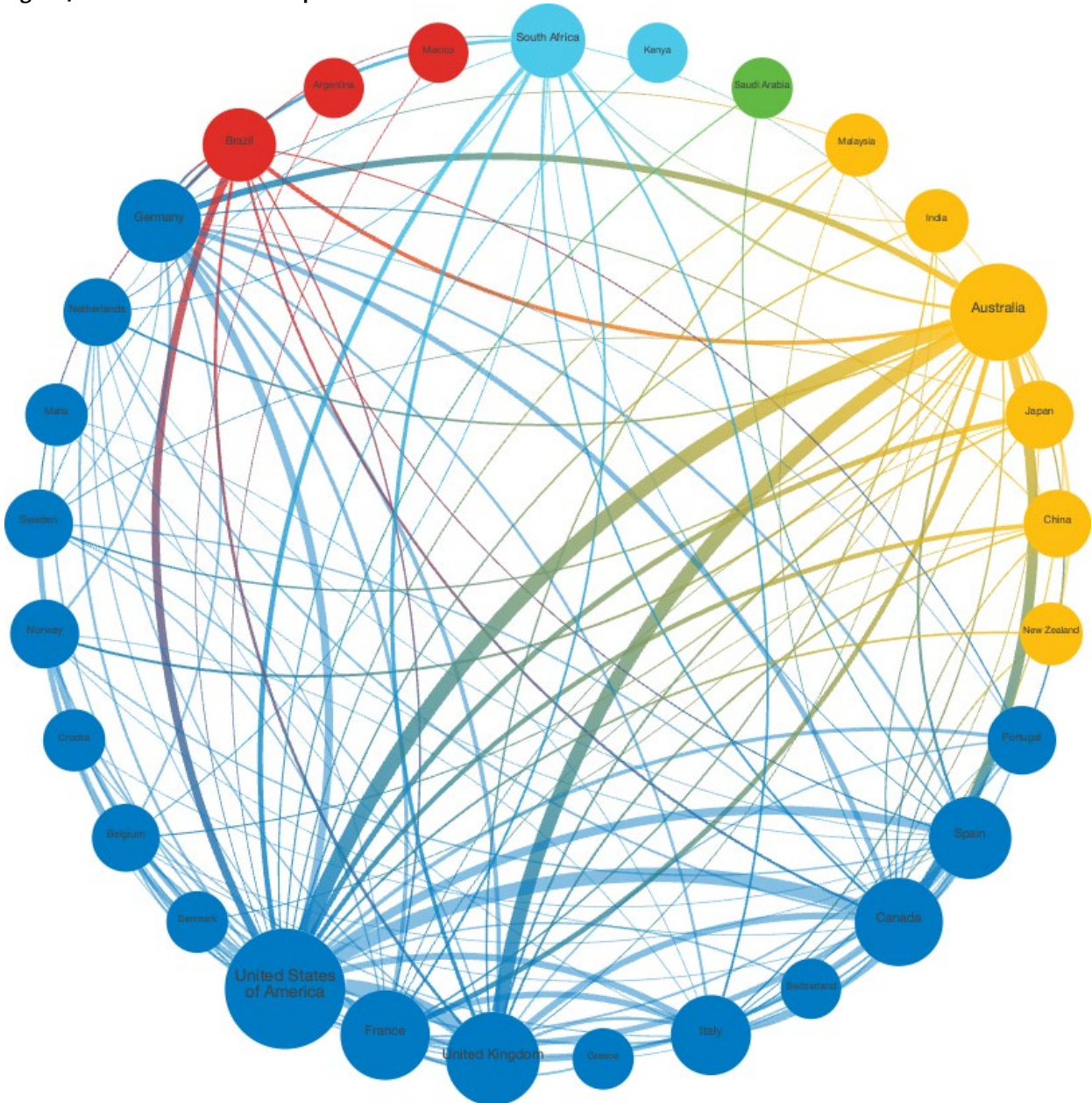
130

The analysis of collaboration patterns between developed and developing nations in Ocean Decade research reveals a complex dynamic, as illustrated in Figure 7. In this visualisation, node sizes represent the total number of connections for each country, while line thickness indicates the number of co-authored papers between countries.

While established scientific powers like the United States, United Kingdom, and Australia maintain numerous collaborative links with developing nations, these connections appear concentrated among a few emerging scientific hubs. Brazil, which has 21 collaborations with the US and 12 with Australia and South Africa, which maintains connections to multiple European partners, demonstrate that such partnerships can yield meaningful scientific output.

However, network data suggests that these successful examples are exceptions rather than the norm. Most developing nations, particularly in Africa, the Arab States, and parts of Asia, show minimal integration into the global research network. The concentration of scientific collaboration among a select group of developed nations, combined with the underrepresentation of many others, indicates that the potential benefits of North-South scientific collaboration remain unevenly distributed across the global ocean science community, providing limited evidence for new patterns of international scientific collaboration.

Figure 7. Academic collaboration pattern



Source: INOMER based on data from <https://www.lens.org>



## Annex 15. Analysis of the UN Ocean Decade’s policy influence

The policy influence analysis conducted using Overton between 2021 and 2024 identified a total of 2,242 policy documents. Of these, 476 were published in French, 417 in Spanish, and the remainder in English. While the proportion of documents in Spanish (approximately 2%) is consistent with the bibliometric analysis, the share of French documents shows substantial growth. Approximately 2% of policy documents were in French, compared to 0.02% of scholarly works.

Regarding policy documents over time, Figure 1 illustrates a clear downward trend in the number of policy documents identified between 2021 and 2024. The count peaked in 2021 with 884 documents at the launch of the Ocean Decade. In 2022, the number decreased by approximately 21%, falling to 701. This decline persisted in 2023, with a further reduction of 9.6%, and culminated in a significant drop of 33% to 427 documents in 2024.

indicates a clear trend of decreasing counts from 2021 to 2024. The number of identified policy documents peaked in 2021 with 884 at the launch of the Ocean Decade. A decrease of approximately 21% occurred in the following year, with the count falling to 701 in 2022. This downward trend continued, with a further decrease of roughly 9.6% in 2023, and a substantial reduction of approximately 33% to 427 documents in 2024 compared to the previous year.

Figure 2 examines the sources of these policy documents, revealing a distinct top-down pattern in policy engagement. Intergovernmental organizations emerge as the predominant source, accounting for a significantly larger proportion of policy documents compared to other sources. The substantial difference between intergovernmental and governmental production of policy documents is driven by the key role UNESCO plays in the Ocean Decade. UNESCO contributed approximately 50% of the intergovernmental organizations’ share. Nonetheless, even discounting UNESCO’s contribution, the data still highlights the dominance of intergovernmental organizations, which underscores the multilateral nature of ocean-related policy development. Think tanks make a smaller but still notable contribution to the policy landscape, while other sources maintain a minimal presence in the documentation ecosystem.

Figure 1. Policy documents over time

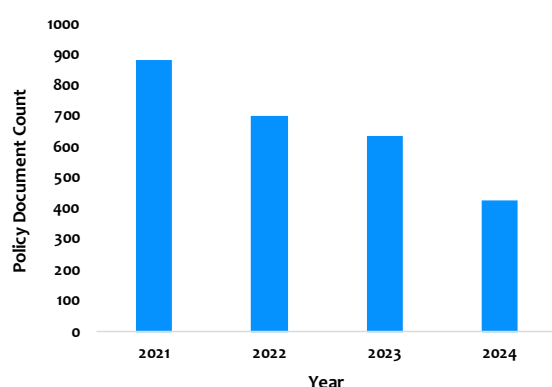
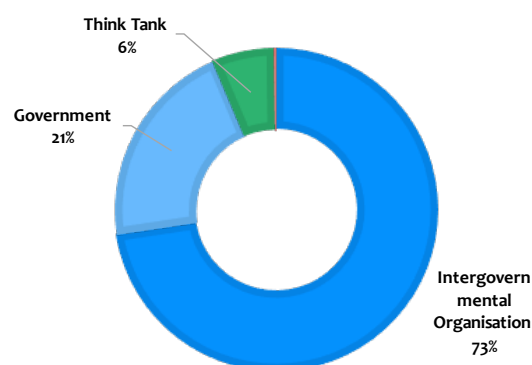


Figure 2. Policy document sources



Source: INOMER based on data from <https://www.overtorn.io>

Table 1 explores the production of policy documents in detail, highlighting the most prominent contributors. UNESCO and the United Nations collectively account for a substantial portion of the total documentation, reflecting the multilateral nature of ocean governance frameworks. At the national level, there is a notable concentration of policy documentation from North American and European nations, with the United States, Spain, and the United Kingdom being particularly active in producing Ocean Decade-related Policy documents. The think tank category presents a diverse mix of organizations,

including both traditional environmental conservation bodies and regionally specialized institutions. However, their document volumes are notably lower compared to other categories.

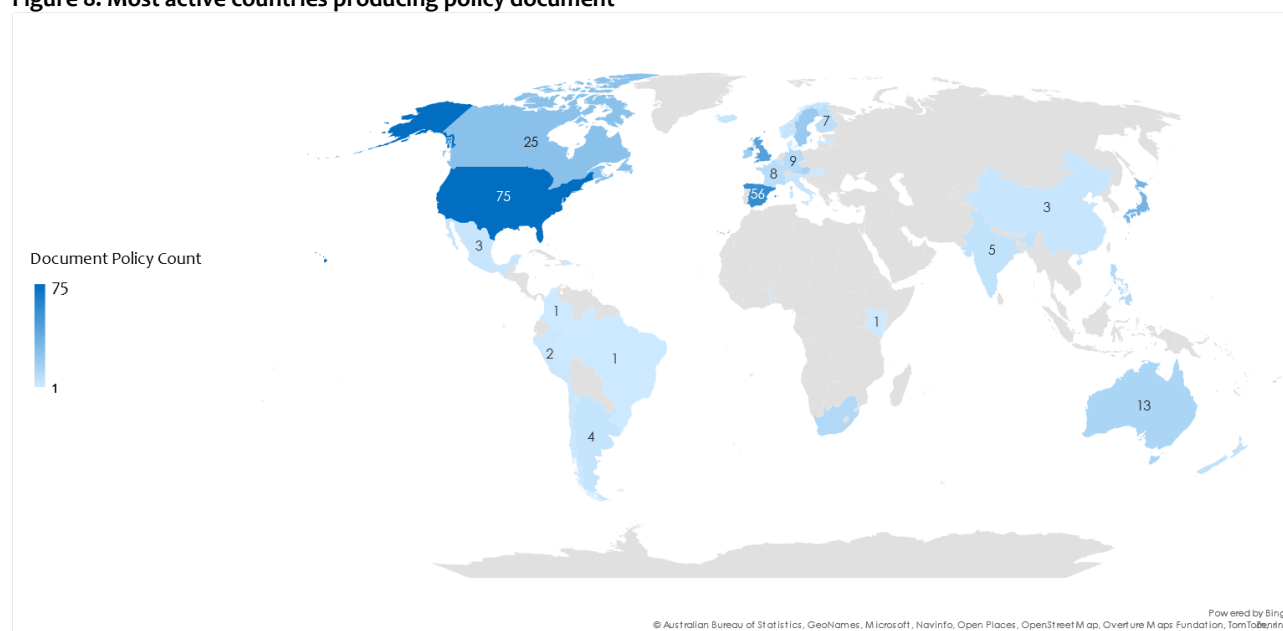
**Table 2. Top producers of policy document**

Intergovernmental Organizations	Governments	Think Tanks
UNESCO (964, 185 from IOC)	United States of America (75)	European Marine Board (18)
United Nations (528)	Spain (56)	International Union for Conservation of Nature (14)
European Union (148)	United Kingdom (44)	Partnerships in Environmental Management for the Seas of East Asia (12)
World Meteorological Organization (85)	Canada (25)	Stockholm International Water Institute (11)
United Nations Environment Programme (84)	Sweden (20)	Instituto de Pesquisa Econômica Aplicada (10)

Source: INOMER based on data from <https://www.overtorn.io>

Furthermore, Figure 3 illustrates that developing nations are notably absent from the top positions, including those with significant maritime territories and interests in Africa, Asia (except for limited representation through PEMSEA), Latin America (with limited representation from Brazil's IPEA), and Small Island Developing States (SIDS).

**Figure 8. Most active countries producing policy document**



Source: INOMER based on data from <https://www.overtorn.io>

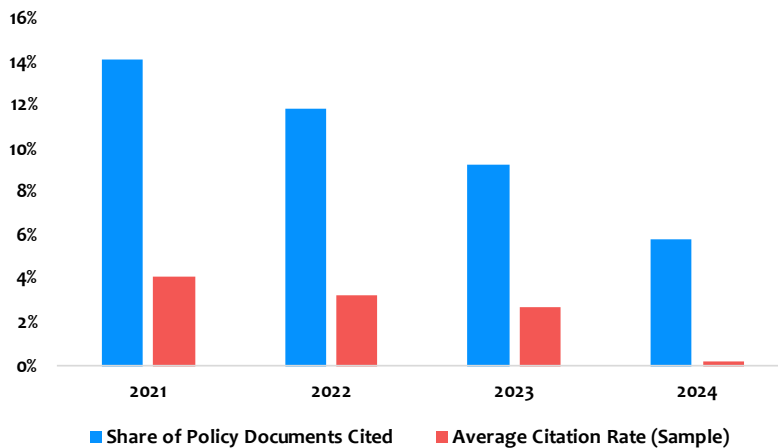
The analysis of the citations from policy documents shown in Figure 4 indicates that citation rates for Ocean Decade-related policy documents remained higher than the average for all policy documents in the dataset analysed.<sup>17</sup> Citations showed a steady decrease from 14.1% in 2021 to 5.9% in 2024. This decline

<sup>17</sup> As a result of platform constraints preventing access to the complete data set, the average citation for all policy documents was determined using a sample of 100,000 documents for each year.

is especially noticeable during the initial implementation phase when policy documents saw their highest citation rates. In 2021, these rates reached a peak of 14.1%, significantly outpacing the average of all policy documents by 4.1%.

The observed decrease in citation shares over time follows an expected pattern. Newer policy documents naturally require time to be integrated into subsequent frameworks and referenced by other documents. The most pronounced decline occurs in 2024, where both the share of cited documents and the average citation rate drop significantly. This shift likely reflects the recency of these documents rather than a reduction in their influence. Such patterns align with typical citation behaviour, where documents gradually accumulate references as they are discovered and incorporated into broader policy discourse.

**Figure 4. Share of cited policy documents**

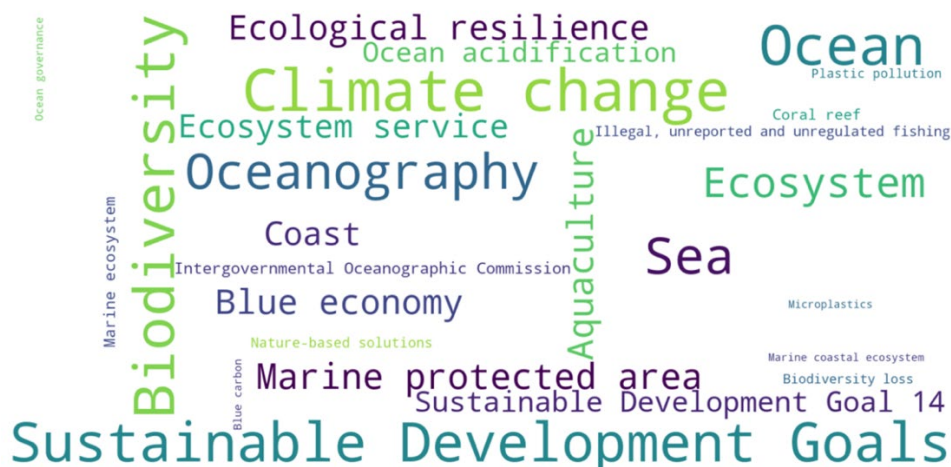


Source: INOMER based on data from <https://www.overtorn.io>

Figure 5 presents an analysis of the topics covered in policy documents. This figure reveals varying levels of focus among the topics, showing a policy environment that emphasizes broad environmental challenges and frameworks, while specific implementation mechanisms and emerging issues receive comparatively less focus.

For example, climate change and biodiversity are identified as primary concerns. The regular references to the Sustainable Development Goals (SDGs), especially SDG 14, underscore a commitment to incorporating global sustainability objectives into policy. In contrast, references to nature-based solutions, blue carbon, and illegal, unreported, and unregulated fishing are not as prevalent.

**Figure 5. Top topics addressed in policy documents**



Source: INOMER based data from <https://www.overtorn.io>

## Annex 16. Global media scan for the UN Ocean Decade

As shown in Table 1, the Ocean Decade website traffic shows fluctuating patterns of engagement. While initial interest, measured by page views and unique visitors, grew substantially from 2021 to 2022, a notable decline occurred in 2023, indicating a potential shift in user behaviour or engagement strategies. Traffic in 2024 surged, with all-time highs across several key metrics. The geographic distribution shows that while the website's reach expanded to more countries, the number of countries with high engagement (1,000+ users) fluctuated year-to-year. The consistent presence of the US, France, and the UK in the top user countries suggests a core audience in developed regions. The linguistic data further confirms a global reach, with a strong dominance of English-speaking users and a consistent but smaller audience in French, Spanish, Portuguese, and Chinese.

**Table 1. Ocean Decade Website: Statistics**

Item	2021 (from Sept)	2022	2023*	2024
Page views	222,678	325,964	264,646	771,704
Visitors	35,000	173,000	84,000	291,000
Number of countries from which people visited the website	9 countries with at least 1,000 users  46 countries with at least 100 users; 209 countries total	31 countries with at least 1,000 users  117 countries with at least 100 users; 233 countries total	18 countries with at least 1,000 users  78 countries with at least 100 users; 235 countries total	43 countries with at least 1,000 users  129 countries with at least 100 users, 238 countries total
Top 5 countries (number of users)	USA (7,417) UK (2,207) France (1,789) China (1,544) Canada (1,416)	USA (29,005) France (13,057) Japan (8,470) UK (8,299) Brazil (7,957)	US (13,060) France (6,658) UK (4,475) Spain (4,181) Brazil (4,130)	US (45,027) France (19,084) Japan (16,716) China (16,354) Spain (15,994)
Top 5 languages (number of users)	English (22,026) French (2,033) Spanish (1,924) Chinese (1,878) German (1,619)	English (91,390) French (15,976) Spanish (13,515) Portuguese (10,909) Chinese (8,962)	English (46,544) Spanish (7,664) French (6,186) Portuguese (5,529) Chinese (4,303)	English (153,122) Spanish (25,749) Chinese (20,794) French (19,490) Portuguese (18,059)

Source: DCU data as of January 2025

According to Table 2, the social media presence of the Ocean Decade demonstrates consistent growth, particularly on platforms such as X/Twitter, LinkedIn, and Instagram. The substantial rise in followers over recent years reflects increasing public interest and engagement. Notably, LinkedIn's growth signals strong engagement with professional and institutional audiences, while the growth on X/Twitter and Instagram highlights expanding reach among the broader public. The steady growth of the follower base across all platforms suggests an effective overall social media strategy. However, the variation in engagement levels across these platforms indicates that each attracts distinct user groups with different preferences and performance metrics. The presence of the Ocean Decade on YouTube is less prevalent, producing only 103 videos in four years, averaging 1,126 views per video. These figures are mainly influenced by the 2021 performance, which saw the production of 52 videos, averaging 1,240 views each. The performance in 2022 dropped considerably, producing only 12 videos with 270 views per video on average.

**Table 3. Social media: Number of followers as of 31 December of each year**

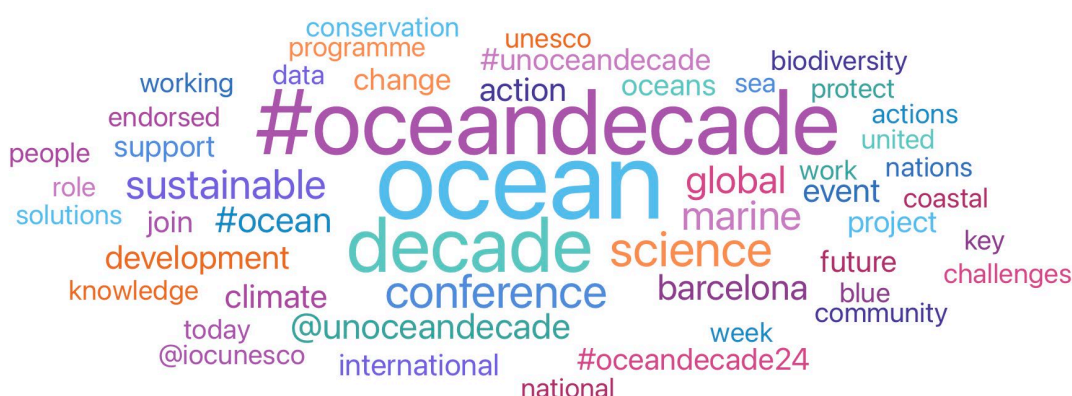
Social media	2020	2021	2022	2023	2024
Facebook	(Page created on 10 Sept 2020, only 2 posts in 2020)	(First regular posts from 18 January 2021) No available data	4,020	5,666	8,471
X/Twitter	(Account created on 20 Sept 2020) 177	5,936	13,553	19,488	22,621
LinkedIn	(Account created in 2021)	(Account created in 2021) 4,107	13,137	24,946	48,657
Instagram	(Account created in Sept 2020, first post on 21 January 2021)	No available data	6,591	10,478	17,620
Total	177	N/A	37,301	60,578	97,369

Source: DCU data as of January 2025

The following comprehensive media scan examines global coverage of the Ocean Decade initiative across digital platforms during 2023-2024.<sup>18</sup> The analysis captures 2.87 thousand mentions from 1.44 thousand unique users, generating 6.94 thousand total engagements during this period. It provides quantitative insights into the reach, engagement patterns, and demographics of Ocean Decade-related communications, offering a concise, data-driven understanding of the initiative's digital footprint and public discourse.

The keyword analysis presented in Figure 1 reveals a hierarchical structure of terms associated with Ocean Decade communications. The term “ocean” dominates engagements, followed by the initiative hashtag #OceanDecade and the keyword “decade”. Scientific and policy-oriented terms, such as “science”, “conference”, “sustainable”, and “climate”, appear with moderate frequency, indicating a strong focus on research and sustainability frameworks. Action-oriented terms, including “development”, “solutions”, and “conservation”, suggest a concentration on practical implementation. Institutional keywords, such as “UNESCO” and @iucunesco, are less frequent, reflecting the initiative’s global yet institutionally anchored nature. Geographic references, like “Barcelona”, highlight key events held during the Ocean Decade.

### Figure 9. Top Keywords

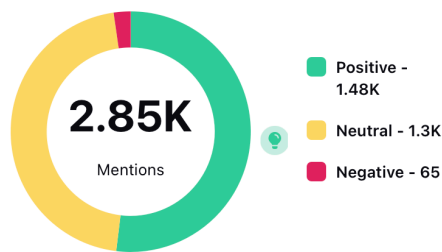


Source: INOMER based on Sprinklr.com data

The sentiment distribution across all the engagements analysed is presented in Figure 2. The analysis shows a predominantly positive-to-neutral tone in Ocean Decade communications. Positive mentions account for approximately 52%, while neutral mentions follow closely at approximately 46%. This distribution suggests that discussions around the Ocean Decade initiative maintain a constructive tone, with critical or negative perspectives representing a small fraction of the total discourse.

<sup>18</sup> The *Sprinklr.com* platform used for the analysis indexed data from X/Twitter and multiple news sources.

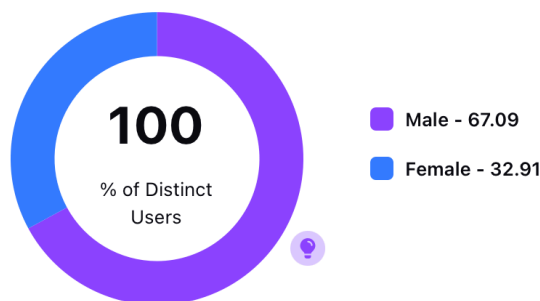
**Figure 10. Sentiment analysis**



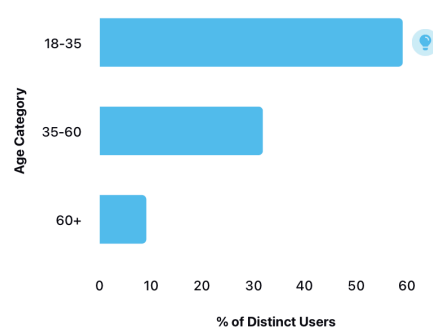
Source: INOMER based on Sprinklr.com data

The user demographics data illustrated in Figure 3 and Figure 4 show a multifaceted profile of Ocean Decade engagement. The gender distribution indicates a male-female ratio of approximately 2:1, while age metrics show concentration in younger demographics, with 58% of users aged 18-35 and 32% aged 35-60.

**Figure 11. Distribution by Gender**



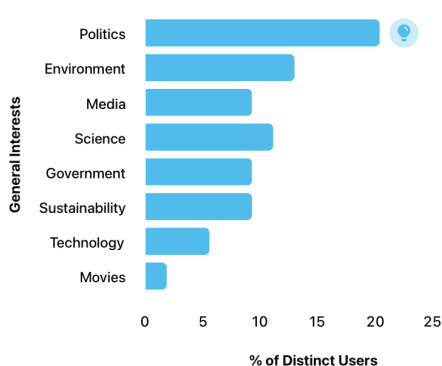
**Figure 4. Distribution by age category**



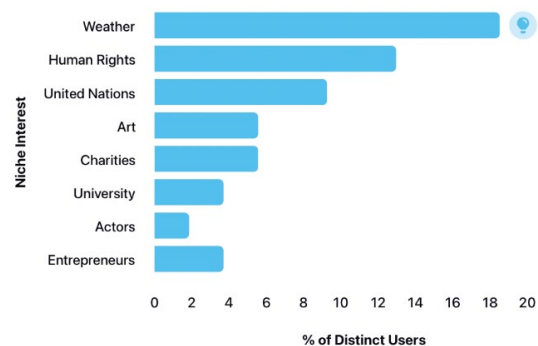
Source: INOMER based on Sprinklr.com data

The analysis of interests from the media engagement analysis presented in Figure 5 and Figure 6 reveals intersecting areas of interest, with political engagement (23.5%) correlating with environmental concerns (14.5%) and scientific interests (11.5%). This aligns with observed specific interests, where weather-related topics (19%), human rights (14%), and United Nations affairs (10%) form the primary areas of focus. These overlapping interests suggest a convergence of policy, science, and environmental governance within the Ocean Decade discourse. The prominence of weather-related topics within niche interests could be linked to growing public awareness of climate change impacts on the ocean. Technology and media interests represent secondary but significant components at 6% and 10.5%, respectively.

**Figure 5. Distribution by general interests**



**Figure 6. Distribution by niche of interests**



Source: INOMER based on Sprinklr.com data

The most active institutional engagers represent a mix of national and international bodies, with particularly strong participation from the Maldives. The Ministry of Fisheries and Ocean Resources of the



Maldives (@MFORmv) leads with 167 engagements, followed by the Maldives Parliament (@mvpeoplesmajlis) with 118 engagements. International environmental bodies, notably the Secretariat of the Convention on Biological Diversity (@UNbiodiversity, 104 engagements), demonstrate significant involvement. The presence of Colombia's Ministry of Science, Technology and Innovation (@MincienciasCo, 51 engagements) indicates growing engagement from Latin American institutions.

## Annex 17. Detailed Case Studies

### IOC Sub-Commission for the Western Pacific (WESTPAC): A case study on regional UN Ocean Decade coordination and partnerships

#### 1. Overview

The IOC Sub-Commission for the Western Pacific ([WESTPAC](#)), a regional subsidiary of the Intergovernmental Oceanographic Commission (IOC) of UNESCO, focuses on advancing marine research, ocean observations, and capacity building to address sustainable development challenges in the Western Pacific and adjacent areas (including East Asia, Southeast Asia, and Pacific Island nations). WESTPAC has been operational since 1989 and has been involved in the UN Ocean Decade since the design phase started in 2018. WESTPAC consists of 22 Member States from East Asia, Southeast Asia, South Pacific, and the eastern Indian Ocean, as well as partners from universities, research institutions, UNESCO field offices and the private sector. The WESTPAC Advisory Group is made up of the Officers of the Sub-Commission and additional experts in relevant disciplines of marine science and is responsible for providing scientific and technical advice on the development, planning and implementation of the activities of the Sub-Commission. The activities of WESTPAC are coordinated through its secretariat from Bangkok, Thailand.

In preparation and development of the Ocean Decade (OD), WESTPAC has taken the lead in the region by motivating and engaging experts, institutions and Member States by providing technical and strategic support, as well as developing, coordinating and implementing Ocean Decade-related actions and activities. WESTPAC plays an important role in advancing the UN Ocean Decade (2021–2030) through regional workshops, conferences, and collaborative programs. Furthermore, through the Intergovernmental Session (a regional mechanism held every two years for national competent agencies and ocean research communities), WESTPAC has built on this process by initiating and implementing [four](#) UN Ocean Decade Actions using co-designed and solution orientated approaches based on Member States common priority issues. In cooperation with Member States, these four Decade Actions focus on marine spatial planning (UN21), plastic pollution (UN22), capacity building via its Regional Network of Training and Research Centers (RTRCs) on marine science (UN23), and ocean currents such as the Kuroshio Current (UN24).

#### 2. Key Achievements and Success Factors

WESTPAC has hosted regional events and conferences with significant participation that has brought together governments, academia, and the private sector. The traditional IOC WESTPAC International Marine Science Conference has developed WESTPAC's international collaboration framework in the region and is well-recognised across the region's scientific community, civil society, national governments, non-governmental entities, international agencies (e.g., UNEP and ASCAP) and the private sector (e.g., UNIQLO<sup>19</sup>). The subsequent UN Ocean Decade regional conferences have been built on this traditional conference platform. For example, approximately 3,000 participants came together online for the [UN Ocean Decade Kick-off Conference](#) for the Western Pacific and its Adjacent Areas held in November 2021. The [second UN Ocean Decade Regional Conference](#) (together with the triennial WESTPAC International Marine Science Conference), held in April 2024, brought together 1,200 international participants in Bangkok. This second conference resulted in the adoption of the Early Career and Mid-Career Ocean Professionals Statement and the Bangkok Declaration. These collective commitments are aimed at supporting the development of ocean science solutions, empowering diverse stakeholders in the co-design of ocean stewardship, fostering ocean leadership through marine education, developing technical and technological innovations, supporting early career ocean

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<sup>19</sup> In collaboration with UNESCO Bangkok, WESTPAC has received funding support of USD 1.5 million from UNIQLO to develop ocean science education project in the UNESCO designated sites. Since 2024, UNESCO and UNIQLO have partnered on a [project](#) to support ocean-related education initiatives for children and young people in Asia.

professionals, and advancing international ocean science development and cooperation in the region for a sustainable ocean.

The UN Decade Action “Accelerate Marine Spatial Planning in the Western Pacific” ([UN21](#)) builds on the MSPglobal 1.0 outputs (to link to the MSPglobal 2.0) to promote marine spatial planning (MSP) in the Western Pacific and assist Member States in the region to achieve an ecosystem-based approach to the management of ocean resources, blue economy, and the 2030 Agenda. Strategic advice and oversight on the development and implementation of this UN21 project is provided by a Group of Experts (GoE) of Marine Spatial Planning established under WESTPAC (based on nominations from Member States). In response to Member States needs, the UN21 project was initiated at the incubator conference named “Solutions to the conflicts of ocean uses: Accelerate marine spatial planning in the Western Pacific” in November 2021. The UN21 project was endorsed as a Decade Project in July 2022. To promote UN21, WESTPAC co-hosted a side event (attended by 70 participants) at the 2022 UN Ocean Conference in collaboration with the China Oceanic Development Foundation, the Pacific Islands Development Forum, the First Institute of Oceanography, and the Ministry of Natural Resources of China. The Regional MSPforum for the Western Pacific and its adjacent Areas was implemented in December 2022 and co-financed by the Government of Sweden. As part of the 2<sup>nd</sup> UN Ocean Decade Regional Conference & the 11<sup>th</sup> WESTPAC International Marine Science Conference (22-25 April 2024, Bangkok), UN21 convened 40 government officials, marine spatial planning experts, and relevant stakeholders from Member States and international organizations to plan a roadmap for marine spatial planning in the region. Other events included workshops to bring regional MSP experts together (November 2023) and national training MSP workshops in Thailand (April 2024) and China (May 2024). MSP demonstration sites have also been established in Thailand (December 2023) and China (May 2024).

The UN Ocean Decade Action “Stem the tide of Asia’s riverine plastic emission into the ocean” ([UN22](#)) was formally established in 2022. The purpose of UN22 is to better understand the status of river inputs of plastic waste into the ocean through generating timely data, information and knowledge required to formulate and implement technological, behavioural, and policy solutions to address the needs of Member States in the region. This Decade Action was built on the past activities in marine microplastic research and monitoring under WESTPAC that have been ongoing since 2017, drawing on the well-established regional research and monitoring network of institutions, including enhanced national and regional capacity for plastic research and monitoring. This included the UNESCO-IOC Regional Training and Research Center (RTRC) on Plastic Marine Debris and Microplastics (PMDM). WESTPAC and East China Normal University (ECNU) jointly organized an international workshop in November 2023 to formally kick-off the UN22 project in China, which was attended by 40 experts and representatives from eleven maritime countries in the Asia-Pacific region.

The UN Decade Action “Accelerating Capacity Building Transformation in the Western Pacific-Regional Network of Training and Research Centers (RTRCs) on Marine Science” ([UN23](#)) falls under the RTRC initiative that has been part of the IOC Capacity Development Strategy (2015-2021), which is recognized as a best practice in the region for capacity development and transfer of marine technology. WESTPAC provides regular training and research opportunities, enhancing the technical and institutional capacities of Member States. Due to widespread support from Member States, the RTRC network has expanded to six centres (between 2010 to 2023) as more research institutions and universities join and commit to contributing to capacity development in the region.<sup>20</sup>

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<sup>20</sup> Currently, this RTRC network consists of the Ocean Dynamics and Climate hosted by the First Institute of Oceanography (FIO) in Qingdao (established in 2010); RTRC on Marine Biodiversity and Ecosystem Health hosted by the National Research and Innovation Agency (BRIN) in Jakarta (established 2017); RTRC on Marine Plastic Debris and Microplastics hosted by the East China Normal University in Shanghai (established in 2019); RTRC on Marine Toxins and Seafood Safety hosted by the Institute of Oceanography in Khánh Hòa (established in 2019); RTRC on Reef Management and Restoration hosted by the University of the Philippines in the Philippines (established in 2019); and RTRC on Coastal Contaminant Monitoring and Marine Innovation Technology hosted by the City University of Hong Kong in Hong Kong (established in 2023).

The UN Decade Action “Explore the strongest ocean current in the Western Pacific: the 2<sup>nd</sup> Cooperative Study of Kuroshio and adjacent regions (CSK-2)” ([UN24](#)) focuses on the Kuroshio, one of the strongest currents in the world, that has important social-economic and cultural value to most countries in the Western and North Pacific. However, there are substantial knowledge gaps on the understanding of this ocean current – particularly in relation to the impacts of global warming over the past decade. In response to these gaps, CSK-2 was established in April 2021 as a large scale multidisciplinary and multinational research programme. CSK-2 was subsequently approved as an UN-led Decade Programme in May 2022. An International Steering Group (ISG), based on nominations by Member States, was established by WESTPAC to provide guidance and oversight on the development and implementation of the CSK-2 programme. The ISG has met three times and conducted the first scientific symposium in February 2023 held in Bangkok (Thailand). Through these activities, a Science Action Plan (SAP) and Data and Information Management Plan (DIMP) were published for the UN24 programme. Furthermore, [11 projects](#) have been endorsed as CSK-2 (UN24) projects.

### **3. Key Challenges**

Key challenges experienced by WESTPAC to lead Decade activities in the region include limited human resources and constrained funding support. The WESTPAC secretariat hosted by Thailand operates with a small team of four people that includes only one regular staff member. Short-term consultants and project appointment require extra-budgetary funding for related programmes which is not always readily available. Furthermore, there is a high turn-over rate for consultants and thus very little stability in terms of long-term staff support. WESTPAC has received limited funding directed towards Ocean Decade activities and to coordinate the implementation of Decade actions. However, the costs of many meetings and activities are often borne by Member States as an in-kind support. For example, Thailand pays for hosting the WESTPAC secretariat and also financed the second UN Ocean Decade Regional Conference in Bangkok in April 2024.

For many countries in this developing region, other pressing social economic development issues (particularly on land) are often prioritised by policy and decision-makers over marine research. Challenges related to the marine environment across Member States include data-sharing limitations, conflicts in marine resource use, and gaps in comprehensive policies and legal frameworks.

Gaps in communication between regional and global Decade governance structures also isolate the region from the global context. The Member States of WESTPAC have varying levels of activity and resources in relation to prioritising marine research and supporting policies, which requires tailored engagement strategies for Ocean Decade activities and to navigate the reportedly slow endorsement process for Decade Actions.

### **4. Future Plans or Next Steps**

There is a need for more localized impact and tangible results to sustain interest in marine research and the related OD, particularly in these developing countries. WESTPAC has placed strong emphasis on developing ocean research capacity as a path to achieve ocean sustainability with a focus on strengthening South-South cooperation in the region, as each Member State has advantages in terms of local knowledge, skills, systems and institutions in specific marine fields. These efforts should be tied to national and local needs of Member States to create trust and services for society in the long term. To build capacity, the UN23 Ocean Decade Action aims to continue to strengthen and develop RTRCs that target young researchers from Member States, where these centres address a wide range of issues such as climate, biodiversity, plastics, food safety, ecosystem restoration and pollutant monitoring.

Alongside the four Decade Actions, WESTPAC aims to continue fostering collaboration and aligning programs with Ocean Decade priorities at regional events such as (for example) the Fifteenth

Intergovernmental Session ([WESTPAC-XV](#)) in Tokyo (Japan) in March 2025 to further advance collaborative efforts in the region's ocean science.

## **5. Conclusion and Lessons Learnt**

WESTPAC plays a key role in fostering regional collaboration in marine science and enhancing the understanding and importance of ocean processes among Member States. The efforts of WESTPAC are structured around four key action areas: ocean process and climate change, marine biodiversity conservation and ecosystem health, capacity development and ocean literacy, and knowledge of emerging issues. WESTPAC aligns with multiple Decade outcomes, specifically in terms of clean oceans, resilient ecosystems and inclusive governance, which are reflected across the four UN Ocean Decade Actions of WESTPAC through marine spatial planning (UN21), plastic pollution (UN22), capacity building in marine science via RTRCs (UN23), and ocean currents research (UN24). The proactive approach of the WESTPAC coordination experience serves as an example of how Decade activities can progress at a regional level with limited support, where drawing on strong partnerships and co-design processes is essential for impactful and sustainable outcomes.

## **Ocean Decade Tsunami Programme (ODTP): A case study on global cooperation and community engagement**

### **1. Overview**

The Intergovernmental Oceanographic Commission of UNESCO (UNESCO-IOC) established global tsunami warning services under the UN mandate that operate across different ocean basins: the Pacific Tsunami Warning and Mitigation System (PTWS), the Indian Ocean Tsunami Warning and Mitigation System (IOT-WMS), the North-eastern Atlantic, the Mediterranean and Connected Seas Tsunami Warning System (NEAMTWS), and the Caribbean and Adjacent Regions Early Warning System (CARIBE-EWS). These systems are coordinated by four regional Intergovernmental Coordination Groups (ICGs) that are made up of Member States from respective regions with the primary role to organize and coordinate regional tsunami mitigation activities, including tsunami monitoring, issuing timely tsunami warnings, and community response. Tsunami Service Providers (TSPs) are used in each region to monitor seismic activity and issue tsunami threat information to National Tsunami Warning Centres (NTWC) and Tsunami Warning Focal Points (TWFP) in the Member States and to other TSPs operating within the same ocean basin. Tsunami Information Centres (TICs) were established in each region to provide education and technical support on measures to prevent, prepare and mitigate tsunamis.

As part of the UN Ocean Decade, UNESCO-IOC launched the [Ocean Decade Tsunami Programme \(ODTP\)](#) to strengthen tsunami safety around the world by bringing together governments, warning systems, and coastal communities through the coordination of information and educational activities. This was in response to the call of action by the Decade to significantly enhance the existing global tsunami warning system. Running from 2022-2030, ODTP is aligned with several Sustainable Development Goals (SDGs) (i.e., SDG 3, 8, 10, 11 and 14) and Decade Challenge 6 to “Increase community resilience to ocean and coastal risks.” While the ODTP is a global initiative, the program specifically prioritises the needs and challenges of Small Island Developing States (SIDS) and Least Developed Countries (LDCs) to foster equity and inclusion. The main objectives of ODTP are to enhance early warning systems to issue actionable and timely tsunami warnings across global coastal zones and ensure that all communities at risk of tsunamis are prepared and resilient through initiatives such as the UNESCO-IOC [Tsunami Ready Recognition Programme \(TRRP\)](#).

The key elements of early tsunami warning within ODTP include the following four pillars:

- Risk assessment that evaluates tsunami-prone areas, considering all potential sources, not just seismic events.
- Detection and warning, which relies on risk awareness, preparedness, and accurate warnings, supported by [real-time sea-level monitoring](#) through IOC programmes.
- Warning dissemination that ensures timely, reliable, and clear messaging via multiple communication channels.
- Preparedness and response through promoting collaboration among governments, institutions, communities, and media to enhance awareness and resilience. The [Tsunami Ready Programme](#) encourages community readiness through recognition, national policies, and exercises guided by UNESCO-IOC’s published guidelines. Examples include initiatives in India and [Cyprus](#) under global tsunami resilience projects.

### **2. Key Achievements and Success Factors**

Key achievements of ODTP are outlined below:

- **Global Coordination for Tsunami Risk Management:** ODTP showcases multi-level cooperation that supports transboundary tsunami risk management. For example, in the Indian Ocean region, countries such as China, Germany and the United States, along with non-governmental organizations (NGOs) and the private sector, have established 24/7 tsunami warning systems at a cost of approximately USD 450 million, with annual maintenance costs of USD 50–100 million.



Similar cooperative efforts are seen in the Caribbean, North-eastern Atlantic, Mediterranean, and Pacific regions.<sup>21</sup> The number of regional and national tsunami warning centres and focal points has increased over the last two decades with notable progress in the Caribbean and the Pacific, significantly improving the capacity to provide timely tsunami warnings.

- **Science diplomacy over national interests:** The ODTP unites countries with the shared goal of fostering constructive dialogue to enhance the capacity and effectiveness of tsunami warning systems.
- **Educating and Empowering Future Generations:** Educational initiatives like the [#GetToHighGround](#) campaign and “[Stop Disasters](#)” online game teach children about early warning systems and preparedness and can be the difference between life and death when tsunamis emerge.<sup>22</sup> In Indonesia, the traditional “[Smong](#)” knowledge, passed through songs and stories, has saved lives. Tools such as illustrated [storybooks](#) and video games like “[The Tsunami and Earthquake Fighter](#)” further engage younger generations.
- **Building Global Tsunami Awareness:** Events like [World Tsunami Awareness Day](#) (November 5) promote risk reduction and preparedness. [Campaigns](#), such as the [Tsunami Eyewitness & Survivors Project](#), share stories of survivors to inspire action. Awareness efforts include [activation toolkits](#) and social media campaigns.
- **Strengthening skills through targeted training:** The OceanTeacher Global Academy provides [training on tsunami](#) preparedness, evacuation plans, and response strategies. Guidelines for community evacuations, maps, and response plans are developed to enhance readiness.
- **Enhancing preparedness with simulation exercises:** Drills like [NEAMWave](#) and [CARIBE WAVE](#) test national and local tsunami response systems, including [emergency procedures](#) and equipment and involving over 3.5 million people in the activities over the last years. These exercises strengthen team collaboration, evaluate preparedness, and improve response mechanisms, with participation from warning centres, emergency managers, and civil protection agencies.

### 3. Key Challenges

Key challenges and supporting mitigation measures (where applicable) under ODTP are outlined below:

- **Disparities in regional and institutional capacity:** Capacity varies widely across regions, countries, and communities, including disparities among genders and generations. Many SIDS and LDCs face higher vulnerability to tsunamis due to limited staff, brain drain and insufficient scientific and technical capacity. ODTP prioritizes these nations, ensuring equitable access to data, technology, and infrastructure to enhance preparedness and global warning systems.
- **Need for collaborative support and engagement:** Collaborative support is essential for ODTP’s success, relying on contributions from Member States, ICGs and TICs. However, access to data collected by individual Member States can be challenging. Partnerships with academia, researchers, industry, philanthropy, and other stakeholders enhance implementation, fostering inclusivity and leveraging shared expertise. While respecting the unique needs and characteristics of each region, the ODTP should offer clear guidance and facilitate the exchange of best practices across regions to enhance overall coordination and effectiveness.
- **Insufficient research and development capacity:** The ODTP Research and Development Plan<sup>23</sup> highlights gaps in tsunami science, including limited oceanographic data processing and insufficient measured data and numerical models for tsunami source identification. Addressing these challenges requires enhanced research capacity, technology transfer, expanded observational data, and targeted support for SIDS and LDCs to bridge preparedness gaps and strengthen the global warning system.

<sup>21</sup> [Research, Development and Implementation Plan for the Ocean Decade Tsunami Programme](#). OC Technical Series, 180 Paris, August 2023.

<sup>22</sup> [Concept Note: World Tsunami Awareness Day \(WTAD\) 2024](#). ‘Empowering the next generation with the lessons of the 2004 Indian Ocean Tsunami’.

<sup>23</sup> See footnote 1

- **Limited financial investment:** Recognizing limited resources among some Member States, ODTP offers flexible contribution pathways. These approaches enable nations to target key objectives, fostering incremental improvements in risk assessment, warning infrastructure, communication systems, and preparedness strategies.
- **Lack of integration within a multi-hazard framework:** An integrated program of research, monitoring and detection for different hazards such as earthquakes, volcanoes and tsunamis will help to reduce false alarms and build a more efficient early warning system.
- **Disconnection between the Ocean Decade and ODTP:** The Ocean Decade and its tsunami program are perceived as separate entities. ODTP operates in a more isolated "disaster-focused" domain with distinct requirements for early warning and resilience, making it less integrated into the broader goals and activities of the Decade.

#### 4. Future Plans or Next Steps

Monitoring the status of program actions is key to determining the success of the ODTP at the global level and at the level of Member States. Currently, UNESCO-IOC is undertaking a Global Tsunami Performance Monitoring Framework approach based on assessment tables, to measure the achievement of the program's goals. A list of key performance indicators defines the level of achievement of the targets. For example, the progress in the availability of observational data to the tsunami warning centres for operational tsunami warning or endeavour from Member States towards improving their monitoring networks, including real-time monitoring of sea-level rise.

By 2030, [Global Navigation Satellite System](#) technology is expected to be operationally integrated into tsunami warning systems, enhancing earthquake detection and reducing false alarms. The [SMART Subsea Cables Initiative](#) aims to utilize global telecommunication cables for increased sensor coverage near earthquake fault zones. Efforts to integrate volcanic monitoring into tsunami warning systems are also progressing, with collaborations with volcanic observatories providing valuable insights. Some Member States are beginning to build independent capabilities for implementing the Tsunami Ready recognition program through appropriate national legislation (e.g. Costa Rica).

#### 5. Conclusion and Lessons Learned

ODTP faces challenges in integrating tsunami preparedness into broader ocean resilience goals. While the tsunami program focuses on disaster management, it operates separately from the Ocean Decade's broader objectives, limiting synergy between oceanography and disaster management communities. A more integrated, multi-hazard approach that includes tsunami preparedness alongside other disaster risks is needed for better coordination and long-term resilience. Key challenges include gaps in tsunami detection, hazard assessment, and skilled personnel, particularly in LDCs and SIDS. These nations struggle with limited data, technology, and capacity, making sustainable preparedness difficult. To address these issues, continuous training and integration into multi-hazard frameworks are essential. Governance and international collaboration, particularly through the IOC, have been crucial in uniting nations to enhance tsunami safety, though gaps in coordination and information sharing persist. Education and awareness efforts, including the integration of local knowledge, are vital tools for strengthening community preparedness and should be expanded across regions.

## Western Indian Ocean Early Career Scientists Network (WIO-ECSN): A case study on regional collaboration and global partnerships

### 1. Overview

The [Western Indian Ocean Early Career Scientists Network \(WIO-ECSN\)](#) is a regional initiative implemented by the [Western Indian Ocean Marine Science Association \(WIOMSA\)](#), which aims to build capacity, foster collaboration, and amplify the voices of early-career scientists in marine and coastal science across the Western Indian Ocean (WIO) region. The network comprises eleven member states, namely the Comoros, Kenya, Mauritius, Madagascar, Mayotte, Mozambique, Réunion, Seychelles, Somalia, South Africa, and Tanzania. The initiative was co-designed with input from early-career scientists and regional stakeholders, ensuring that it addresses specific issues, such as limited access to resources, opportunities, and global research networks. The WIO-ECSN serves as a platform for knowledge exchange, mentorship, and advocacy that connects young researchers to global opportunities and promotes science-based solutions for sustainable ocean management. In addition, the initiative emphasizes the integration of local communities, such as fishers and other marine resource users, such as seaweed producers, into research efforts to strengthen the connection between science and local needs. Key partners include regional universities, research institutions, and international organizations. Stakeholders span a diverse group, such as early-career scientists, policymakers, non-governmental organizations (NGOs), and local communities. Funding is provided by WIOMSA and its associated donor organizations.

Launched by WIOMSA in 2017, the WIO-ECSN has grown from 71 to 427 permanent members from the WIO region, with approximately 3,000 followers on social networks. The WIO-ECSN places a strong emphasis on fostering South-South collaboration while simultaneously building global partnerships. This initiative under WIOMSA was recognized as a good practice model for capacity development in ocean science by the [Global Ocean Science Report 2020 \(GOSR2020\)](#). The network engages in various activities to foster collaboration and knowledge-sharing, including hosting workshops at events such as the UNOC meeting in Portugal in 2022, webinars, and networking events, promoting interdisciplinary research, and integrating local knowledge into scientific processes. Moreover, the WIO-ECSN publishes its findings and outputs to disseminate knowledge widely and inform policy and practice. The network leverages regional expertise to address local challenges and uses digital tools to enhance capacity-building and outreach efforts.

The WIO-ECSN has aligned its efforts with the goals of the UN Ocean Decade in terms of capacity-building, interdisciplinary research, and fostering a sustainable ocean, as well as empowering the next generation of ocean leaders. Furthermore, WIO-ECSN has shared training opportunities and events with its members, some organized by the Ocean Decade, that are specifically tailored for early-career ocean professionals. The network has engaged with Decade structures by participating in global forums, leveraging its endorsement for visibility, and aligning its activities with the Decade's thematic priorities, including capacity development, transformative ocean science, and community engagement.

### 2. Key Achievements and Success Factors

The WIO-ECSN has made progress towards strengthening scientific collaboration in the WIO region and enhancing capacity-building efforts among early-career scientists, including the promotion of inclusive and community-driven science. Key outputs of the WIO-ECSN aligned to the UN Ocean Decade include:

- **Fenoy-X Platform:** The [Fenoy-X Platform](#), a pilot project running from 2021 to 2030 under the UN Ocean Decade, is an open-access and interactive tool used to identify knowledge gaps in ocean sciences, promote data sharing, and foster collaboration across the WIO region by Western Indian Ocean Early-Career Scientists.

- **UN Ocean Decade for Africa Booklet:** As part of the Decade Implementation Plan, the WIO-ECSN has worked closely with UNESCO-IOC Africa to produce a [booklet](#) (published in 2022) on the 10 Ocean Decade Challenges from an African perspective.
- **Global Collaborations:** The WIO-ECSN collaborates with [Black in Marine Science \(BIMS\) Tidal Wave](#) program to highlight the important role of Western Indian Ocean Early-Career Scientists play as Early Career Ocean Professionals (ECOPs) to advance the UN Ocean Decade Agenda 2030 with a focus on Africa and the WIO region. For example, over 40 Tidal Wave scholars attended and participated in the 2024 UN Ocean Decade Conference in Spain.
- **Marine Research Grants (MARG) Program:** Between 2021 and 2024, the [Marine Research Grants \(MARG\)](#) program (led by WIOMSA) awarded 104 MARG grants to support Masters and PhD students with funding ranging from USD 6,000 to 10,000. Women represented 53% of recipients, highlighting the program's commitment to gender equity in marine research. In addition, the MARG II grants have supported ECOPs in publishing their research in reputable journals by covering publication fees, ensuring wider dissemination of scientific findings. MARG III grants have enabled ECOPs from the Western Indian Ocean region to attend international workshops and conferences, fostering professional growth and global collaboration.
- **Scientific Storytelling:** In partnership with the Indian Ocean Commission and University of Seychelles' Blue Economy Research Institute, a session for early career scientists on scientific storytelling was hosted at the [12th WIOMSA Symposium](#) in October 2022. The objective was to highlight the role of knowledge sharing through storytelling to facilitate the co-design of ocean science for sustainable development in the WIO.
- **Ocean Literacy Through the Ocean Retrace Program:** in the interviews, WIOMSA shared that they conducted a baseline assessment in secondary schools, piloted in Zanzibar with funding from the Trevor Foundation, with plans to expand across the WIO region.

A notable success amongst WIO-ECSN members is Nancy Iraba, an ECOP from Tanzania. She initiated an underwater program at Aqua-Farms Organization, which focuses on capacity-building for early career researchers in the field of marine sciences in Tanzania. This program provides dive certifications and internship opportunities in coral restoration along the southern coast of Dar es Salaam, with a particular emphasis on female participation. Currently, four out of five enrolled participants are women. Nancy also launched the Seaweed Café to empower women working in seaweed production in Tanzania, one of the world's largest producers of this resource. She developed a range of value-added products, such as soaps, seaweed flour, and shower gels, while promoting sustainable practices and supporting the local economy. Based in Dar es Salaam, this initiative strengthens community livelihoods and adds value to local products.

### 3. Key Challenges

Key challenges for the WIO-ECSN include limited funding and few resources available to carry out planned activities and extend the network's influence. For example, although launched successfully as part of the UN Ocean Decade initiatives, the Fenoy-X Platform faces challenges in securing funding for full implementation. Efforts are ongoing, including discussions with the [Global Ocean Observing System \(GOOS\)](#), to establish a comprehensive data depository for the WIO region. Furthermore, many ECOPs face challenges in funding their own participation in training and events. Furthermore, the network has faced challenges in securing stable, long-term positions for ECOPs. While ECOPs participating in the WIO-ECSN are highly passionate and committed, the lack of financial security and permanent job opportunities often leads members to pursue other careers. Another key hurdle is the limited participation of SIDS and island nations in the WIO-ECSN and wider ocean initiatives. This is primarily due to the scarcity of local scientists and technical expertise in nations such as Comoros that limits their ability to contribute actively to the network.

To address the financial constraints, the network is actively leveraging partnerships with organizations like WIOMSA and other stakeholders to secure both financial and logistical support. These partnerships aim to provide stability and resources to sustain operations and expand outreach efforts. To improve communication amongst the membership base, the WIO-ECSN has adopted virtual tools and platforms to facilitate interaction among geographically dispersed members to enable real-time collaboration and maintain engagement. To enhance participation, particularly from SIDS, the network is offering incentives such as small grants to support community-driven research initiatives. These grants not only encourage involvement but also help build local capacity by empowering researchers and organizations to contribute towards the network's goals and ocean science.

#### **4. Future Plans or Next Steps**

The WIO-ECSN has focused on strengthening its contribution to the Ocean Decade agenda through supporting ECOPs from the WIO region to ensure these young professionals are equipped with the knowledge and skills required to pursue their work through ocean science. Following the 2024 UN Ocean Conference in Barcelona (Spain) and in collaboration with various partners, the WIO-ECSN will embark on the “[Many Faces Programme](#)” in 2025 to foster diversity, inclusivity and innovation among African youth. This initiative will focus on tackling the ten challenges of the UN Ocean Decade and promoting ocean literacy, with the aim to grow connections between ECOPs across Asia and Africa.

The network also intends to engage with organizations such as [Professionals Without Borders](#) to equip ocean scientists from the WIO region with skills to better communicate their work and raise awareness of the importance of their research in the region. There are also plans for the WIO-ECSN to train at least a hundred ECOPs to dive for underwater research. By the end of the Decade, the WIO-ECSN also envisions organizing a “hackathon” to bring ECOPs together from across Africa to solve ocean challenges and work towards tangible ocean solutions for the wider region. To ensure long-term sustainability, the WIO-ECSN also plans to expand its mentorship programs (consisting of supporting ECOPs to participate in conferences and capacity-building events).

#### **5. Conclusion and Lessons Learned**

The WIO-ECSN has played a key role in strengthening the capacity of and mentoring ECOPs in the WIO region through fostering regional collaboration and enhancing global partnerships, aligning with the goals of the UN Ocean Decade. The WIO-ECSN has the potential to contribute towards ocean sustainability by continuing to build local capacity, strengthen regional networks, and foster global partnerships.



## **Our Shared Ocean:**

### **A case study on capacity building and partnerships with Caribbean SIDS**

#### **1. Overview**

[Our Shared Ocean](#) (OSO) is a capacity-building initiative led by the Government of Ireland targeting Small Island Developing States (SIDS). OSO was developed as part of the [commitment and strategy](#) of the Government of Ireland to partner with SIDS. The broader initiative has a global geographic focus, with a primary emphasis on SIDS in the Caribbean, Pacific, and AIMS (Africa, Indian Ocean, Mediterranean, and South China Sea) regions. The Government of Ireland and the [Marine Institute \(Foras na Mara\)](#), the focal point for the National Decade Committee, also have the ambition to support the UN Ocean Decade (OD). The programme is managed by Ireland's Department of Foreign Affairs (DFA) and the Marine Institute, with collaborations involving Swedish and German institutions and the Ocean Decade structures. The main objectives of OSO focus on Oceans and Climate, Inclusive Blue Economy, and Marine Governance. OSO aligns with Ireland's commitment to sustainable development and leverages the OD's framework to enhance its credibility and outreach.

OSO contacted the UN OD to query how best to support the Decade and it was suggested co-design training courses would be a good way to help build SIDS engagement with the OD, as this was identified as a key skill gap within SIDS to fully develop proposed projects. OSO promotes sustainable ocean management through research, knowledge exchange, and skill development to enable SIDS to participate effectively in ocean research and policy development. The initiative emphasizes building partnerships between Irish institutions and their counterparts in SIDS, facilitating knowledge exchange and capacity building to address shared ocean-related challenges. The programme was launched in 2022 and officially endorsed as an Ocean Decade Contribution in June 2023 – set to run until December 2026. OSO addresses the following OD challenges: Challenge 2 (protect and restore ecosystems); Challenge 5 (unlock ocean-based solutions to climate change); and Challenge 10 (change humanity's relationship with the ocean).

Following the Ocean Decade endorsement in 2023, the programme pledged commitments and partnership with the UN Ocean Decade team, which were two-fold: Firstly, OSO funded an online co-design [training course](#) for SIDS via [the OceanTeacher Global Academy](#) (OTGA) – which was created with UNESCO's International Oceanographic Commission (IOC) and remains freely available from May 2024 to December 2025. To date (January 2025), 103 learners have participated in this course. This course facilitated knowledge transfer by adapting a prior Decade course for African developing nations and was tailored specifically for SIDS.

Secondly, OSO part-funded and developed a support and mentoring programme for Caribbean SIDS project teams on the principles of co-design and to strengthen their project ideas into fundable, actionable proposals to be able to apply for UN Decade Action Endorsement. This included building capacity on how to write grants and how to create a compelling proposal and how to pitch it to the appropriate audience. Under this initiative, 12 teams from the Caribbean SIDS were selected to participate in this initiative through an online interview selection process advertised under OSO, and ran between August to September 2024 over 6 sessions led by expert contributions and delivered online through workshops and seminars. Contributions included expert inputs from the following organisations: SB Science Management, Betterplace Lab, Leibniz Centre for Tropical Marine Research (ZMT), the University of the West Indies (Trinidad and Tobago), and Fish 'N Fins (Montserrat). The mentoring programme targeted young researchers (taking part in Masters and PhD programmes) in the Caribbean, affording Caribbean youth the opportunity to share their ocean-related research and stories with a wider scientific community outside of the Caribbean. The mentoring programme also gave participants the opportunity to travel and exchange knowledge via workshops covering topics such as ocean conservation (including impacts relating to deep-sea mining), marine research, and renewable energy sources for islands.



OSO also promoted this engagement at the [2024 Ocean Decade Conference](#) (held in Barcelona from April 10 to 12 and co-organized by the IOC) and at the [SIDS4 Conference](#) (held in Antigua and Barbuda from 27 to 30 May 2024), which allowed the programme to engage with SIDS stakeholders and the wider international community. During the 2024 Ocean Decade Conference, OSO co-hosted a side event on co-design titled “Effective co-design for the science we need: Perspectives from across the UN Ocean Decade” that brought together experts and practitioners of co-design within the OD. This side event was co-hosted with the Lenfest Ocean Program at The Pew Charitable Trusts, the Bertarelli Foundation, the [Zoological Society of London](#), and the Tula Foundation. On behalf of OSO, David O’Sullivan highlighted the online co-design training course at this side event. Further engagements included attendance at various events in support of Climate Financing, African SIDS, Pacific SIDS and IOCaribe and an invitation to partake in numerous events at the SIDS4 Conference in Antigua. OSO supported the travel of five SIDS researchers to the Conference, where options for collaboration with the programme were discussed with members of the Cabo Verde National Decade Committee.

## **2. Key Achievements and Success Factors**

OSO has been recognized by the Decade for its contribution, notably during the 2024 Ocean Decade Conference and in the Barcelona Statement.<sup>24</sup> The programme has contributed towards co-design processes and capacity-building initiatives tailored to meet SIDS needs that addresses critical skill gaps in project development and stakeholder engagement. Based on the success of this pilot programme in Caribbean SIDS, the OSO model can be scaled-up to be implemented across global SIDS.

Outputs under OSO include an ongoing, self-led, online co-design training course tailored to SIDS that was open to all participants where certifications are awarded upon completion. In addition, OSO mentored 12 Caribbean project teams to build capacity and strengthen their project ideas into fundable, actionable proposals to be able to apply for Decade endorsement. The mentoring programme in the Caribbean was also considered to be a success for participating Caribbean youth in terms of sharing their research with a wider scientific community, learning from different country experiences through knowledge exchanges via workshops, and inspiring and encouraging other youth to take part in ocean research and other mediums of expression such as art. This mentoring programme was able to target underserved communities in SIDS and successfully built ocean research capacity amongst participating Caribbean youth, where certificates were awarded upon completion. Participants indicated that potential Ocean Decade endorsement of their proposed research ideas or start-up projects (such as bioplastic products created from sargassum - i.e., a form of seaweed occurring in the Caribbean) in collaboration with universities in the Caribbean and North America would add great value to develop partnerships with these entities and open funding opportunities.

## **3. Key Challenges**

Highlighted challenges for OSO include bureaucratic hurdles in the endorsement process of the Ocean Decade that are challenging for smaller institutions to navigate. This can potentially be mitigated through leveraging partnerships and external expertise to streamline project development. Other challenges include delays in confirming funding availability for future programme actions due to Ireland’s election cycle. In terms of the mentoring programme, participants in the Caribbean faced challenges related to funding constraints such as acquiring a visa for travel purposes under the programme. This can potentially be mitigated through continued advocacy for securing focused funding and support through national and international collaborations.

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<sup>24</sup> Text referencing the Our Shared Oceans programme in the Barcelona Statement: “Launch of new funding opportunities for ... and SIDS through the Marine Institute, Ireland”

#### **4. Future Plans or Next Steps**

The Caribbean teams that participated in the OSO programme are currently preparing their own Decade endorsement applications, where OSO will issue a call for competitive applications in 2025 to implement up to two of the project ideas from these participating Caribbean teams.

#### **5. Conclusion and Lessons Learnt**

OSO demonstrates a replicable model for advancing ocean sustainability and addressing the specific challenges faced by SIDS, which serves as a bridge between global goals under the UN Ocean Decade and local needs in vulnerable regions. This programme has enhanced skill development and capacity building initiatives among SIDS practitioners and institutions, with a focus on Caribbean SIDS, to remove barriers for SIDS to get involved in ocean research. OSO aligns with the objectives of the Ocean Decade through promoting inclusivity, sustainable resource use, and capacity development.

## #Bharblaplastic:

### A case study on a multi-stakeholder campaign on ocean pollution and environmental education

#### 1. Overview

The [Mohammed VI Foundation for Environmental Protection](#) (FM6PE) launched the #Bharblaplastic operation across Moroccan beaches in 2019. This major awareness campaign on ocean pollution and environmental education is part of the [Clean Beaches](#) initiative, the Foundation's flagship programme that covered 109 beaches in 2024, as well as four marinas and a natural lake. FM6PE is chaired by Her Royal Highness Princess Lalla Hasnaa and is committed to combating marine pollution and protecting the coastal environment and biodiversity in Morocco. The Foundation joined the UN Ocean Decade in 2021, with Her Royal Highness Princess Lalla Hasnaa, designated as a Patron of the Decade Alliance for Ocean Science. The #Bharblaplastic campaign and its planning workshops were endorsed as UN Ocean Decade activities. The campaign primarily addresses the Decade Challenge 1 to "Understand and beat marine pollution" and (more recently) also tackles the Decade Challenge 2 (Protect and restore ecosystems), Challenge 4 (Develop a sustainable and equitable blue economy), Challenge 9 (Skills, knowledge and technology for all) and Challenge 10 (Change humanity's relationship with the ocean).

In 2024, the #Bharblaplastic 2024 operation continued to address its four objectives that structured the campaign for the past three editions: raising awareness among two million young people on marine plastic pollution, initiating at least 40,000 environmental awareness actions, reducing (through collection) plastic waste by at least 10 tonnes per beach, and recycling all collected plastic waste. A fifth objective was included under the 2024 campaign called the Blue Partners Network (BPN), involving economic partners sponsoring socioeconomic initiatives led by local cooperatives, with the aim to support the blue economy, promote Blue Jobs, and foster social inclusion of workers contributing to environmental protection. BPN consists of approximately 20 companies and thirty associations that provide cooperatives with financial, technical, commercial, and logistical support. These partners engage in activities under the Foundation, such as recycling fishing nets, algae farming, aquaculture, and waste sorting and recycling.

To meet its targets against plastic pollution, the #Bharblaplastic campaign relies on the communities of young people from summer camps and scouts through the National Federation of Moroccan Scouting, in collaboration with the Ministry of Culture, Youth and Communication and the Ministry of Education. This entails support from more than a hundred local associations, the collaboration of local authorities (coastal municipalities under the General Directorate of Local Authorities and 15 Provincial Directorates), and 30 schools. The campaign also benefits from the financial support of 27 companies. Participating youth engage in workshops on plastic recycling and awareness, discussions and exhibitions on the same theme, algae or artificial reef farming workshops, and painting and colouring activities. Some of these activities are coordinated with 20 diving associations that conduct underwater clean-up operations around 20 beaches each summer period, where the collected marine plastics serve as a basis for awareness and recycling workshops.

#### 2. Key Achievements and Success Factors

The first edition of the #Bharblaplastic initiative received the "best practice awareness campaign" award in 2021 and from the [Blue Flag](#) programme under the [Foundation for Environmental Education](#). Following the start of the #Bharblaplastic campaign, its thematic scope has significantly expanded beyond plastic pollution and this operation now addresses marine biodiversity, underwater heritage, the circular economy and artisanal fishing.

The #Bharblaplastic 2023 campaign (which ran from mid-June to mid-September) covered 109 beaches across Morocco running along the Atlantic and the Alboran Sea coastlines. The 2023 campaign achieved the following notable results:

- A total of 1013 tons of marine plastic waste was collected and approximately 73% of this collected plastic waste was recycled or repurposed – an increase of 9% was recycled compared to the 2022 campaign, indicating an improvement in waste sorting, recycling and reuse practices under #Bharblaplastic.
- The 2023 campaign reported a total of 99,572 awareness raising activities throughout 2023, an increase of 20 % compared to the previous year.
- #Bharblaplastic reached a total of 2,6 million youth in 2023 through a digital campaign on social media channels like Instagram and Facebook, which was a 12% increase of youth engagement in marine environment issues compared to the 2022. This digital campaign also made use of the smartphone application *Ana Boundif*, a citizen application that improves users understanding of environmental issues through games and challenges related to the campaign.

Other notable awareness-raising activities under the #Bharblaplastic campaign included the Interfaces Humans-Ocean initiative that ran in 25 coastal cities across Morocco. This initiative targeted 425 school children, young environmental reporters, 1,225 youths from summer camps and involved 8440 scouts. It was carried out in collaboration with local schools and summer camps with the support of the Ministry of Youth, Culture and Communications. The initiative comprised activities such as underwater cleaning with volunteer divers and diving initiations; an exhibition on the recycling of fishnets; a waste-sorting workshop for children; a photo exhibition on marine biodiversity; a workshop by fishermen on life at sea and aquaculture, sensitizing the participants to sustainable fishing practices; and a workshop for young environmental reporters to share their experience working on marine issues. Interfaces Humans-Oceans hence raised the awareness of participants on ocean protection and promoted environmental preservation engagement. Furthermore, in partnership with the Ministry of Youth, Culture and Communication, libraries were installed on the programme beaches, in addition to giving access to digital libraries. Finally, the campaign relied on the Hassan II International Center for Environmental Training to offer young people workshops and games, many of which are digital.

### 3. Key Challenges

Key challenges for the #Bharblaplastic campaign are noted in the coordination across the numerous and diverse stakeholders (i.e., economic partners, local non-governmental organizations (NGOs), local authorities and volunteers) involved in the campaign and how to maintain their ongoing commitment to the campaign over time. The introduction of an annual planning workshop has proved effective in organizing and coordinating the campaign, which has also nurtured the exchange of ideas and experiences between the various actors involved in #Bharblaplastic.

### 4. Future Plans or Next Steps

The #Bharblaplastic campaign plans to expand its geographical coverage by including more beaches in the future. Furthermore, the scope of the #Bharblaplastic operation will be significantly expanded from 2024 to include additional summer camps through the #CampsWithoutPlastic campaign, which involves collecting and recycling plastic water bottles used by children in more than 40 summer camp centres (representing approximately 3 million bottles during the summer period).

### 5. Conclusion and Lessons Learned

The implementation of #Bharblaplastic campaign through local actions has been greatly facilitated by sponsorships provided by private companies, the collaboration of local authorities and NGOs and the support of ministries. Establishing clear guidelines that clarify the roles and responsibilities of each partner, as outlined in local partnership agreements, is essential to ensure the proper and smooth implementation of the initiative.

The #Bharblaplastic campaign has successfully reached its objectives in terms of collection of plastic waste, recycling and recovery as well as awareness raising and educational activities targeting the youth.

Thanks to the success of the #Bharblaplastic campaign, the FM6P highlighted its efforts to protect the marine environment from plastic pollution and inspire youth to take action for ocean preservation.

## Annex 18. Budget Analysis on DCCs and DCOs

Summary of estimated budgets by DCC and DCO (in USD; conversion rate EUR-USD used = 1,04)

	2022-2025	2026-2030	Total	Remark
DCC Coastal Resilience	\$2 036 554	\$512 953	<b>\$2 549 507</b>	Budget estimated until 2026
DCC Indian Ocean Region	\$848 536	\$795 496	<b>\$1 644 032</b>	2021-2030
DCC NEPO	\$2 409 204	\$3 322 138	<b>\$5 731 342</b>	
DCC Ocean Climate Nexus	\$6 900 000	\$10 100 000	<b>\$17 000 000</b>	
DCC Ocean Prediction	\$2 372 174	\$674 658	<b>\$3 046 832</b>	Budget estimated until 2026
DCC Ocean-Climate Solutions and Innovation	\$1 689 936	n/a	<b>\$4 410 201</b>	The DCC ceased its operation as of 31 Dec 2024
DCC Pacific Island Region	\$729 444	\$1 316 300	<b>\$2 045 744</b>	From 2023
DCC Southern Ocean	\$272 480	\$564 720	<b>\$837 200</b>	
DCO Connecting People and Ocean	\$737 489	n/a	<b>\$737 489</b>	From 2023
DCO Ocean Data Sharing	\$2 665 484	\$682 496	<b>\$3 347 980</b>	Budget until 2026
DCO Ocean Observing	\$2 708 037	\$778 115	<b>\$3 486 152</b>	Budget until 2026
DCO WESTPAC	n/a	n/a	n/a	
<b>Grand Total</b>	<b>\$23 369 338</b>	<b>\$18 746 876</b>	<b>\$42 116 214</b>	

	2021-2025	2026-2030	Total
<b>DCCs Total</b>	<b>\$17,26 M</b>	<b>\$17,29 M</b>	<b>\$34,54 M</b>
<b>DCOs Total</b>	<b>\$6,11 M</b>	<b>\$1,46 M</b>	<b>\$7,57 M</b>

The table above is based on estimated budgets provided by UNESCO-IOC. The budget of the DCO of the West Pacific region (WESTPAC) was not available. No data on expenditures or budget consumption were available, nor funding information.

Enhancing the consistency and completeness of financial data is essential to ensure that the 2025–2030 budgets are efficiently allocated, monitored and managed. Sound budget management will also be necessary for resource mobilization.

The DCCs and DCOs allocate 60 % to 90 % of their budget to human resources, except for DCC Indian Ocean (17%) and DCC Ocean Climate Nexus (33%). The rest of the budget covers operational costs. In the case of the DCC Ocean Climate Nexus, almost half of its total budget is dedicated to equipment.

DCOs and DCCs also rely on in-kind support to function, in general, in the form of seconded staff or technical support from partner organizations. For example, DCO Ocean Data Sharing has received from the National Marine Information Service of China a half full-time equivalent staff to support the secretariat.

It is worth noting that the DCO Africa has not been officially established yet due to funding constraints and despite the decision by IOCAFRICA in March 2023 to create it. However, one staff at the IOCAFRICA secretariat, whose position is funded by DCU, has been able to collaborate on several OD actions in the region (for example, working with WIOMSA on the “UN Ocean Decade for Africa” booklet).

Examples of private funding:

- The DCO Connecting People and Ocean, based in Venice, has secured from the PRADA Group, amounting to \$200,000 for 2022, \$250,000 in 2024 and \$150,000 for 2025. The donations cover the most part of the DCO’s estimated budget (the average annual estimated budget represents \$246,000).



- The DCO Ocean Data Sharing (ODS) received an amount of 80,000 EUR (\$83,200) from IOC the first year of operation in 2023 and additional help to attend strategic events. DCO-ODS could secure a donation from the ENGIE Foundation, amounting to 450,100 EUR (\$468,104) over two years. DCO-ODS will continue to engage with private organizations to secure resources. To operate fully as mandated in the second half of the Decade, DCO-ODS estimates its annual budget at \$682,496 for 2025.