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## EVALUATION OF THE STRATEGIC POSITIONING OF IOC-UNESCO

UNESCO Internal  
Oversight Service  
Evaluation Office

August 2021  
IO5/EVS/PI 197

# Key Findings (1)

The work undertaken by IOC-UNESCO is increasingly **relevant** in the context of the **Decade of Ocean Science** for Sustainable Development and **urgently needed to strengthen the sustainable management of the ocean**

IOC-UNESCO has made **vital technical contributions** at the outcome level towards its high-level objectives, although an increasing number of actors have become active in this space

Nonetheless, **IOC-UNESCO faces difficulties in engaging policy makers at the national level**

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Nonetheless, **IOC-UNESCO faces difficulties in engaging policy makers at the national level**

## Key Findings (2)

Capacities have been developed at the individual and organizational levels but lack the necessary political will at national level to guarantee more sustainable results

The UNESCO global priority Gender Equality is not sufficiently resourced and lacks visibility in the ocean space within and outside IOC-UNESCO.

While Priority Africa is well represented, attention to other UNESCO regional priority groups such as Pacific SIDS is considered as insufficient

IOC is not always fully recognized for its contributions not least as a result of inadequate communication

## Key Findings (3)

The UN **Decade** of Ocean Science **is an important opportunity**, but the absence of a clearly defined results framework could jeopardize its success

IOC-UNESCO and UNESCO have an opportunity to explore mutually beneficial ways of **promoting the cultural, educational, and scientific dimensions of the Ocean**

The **optimal institutional relationship between UNESCO and IOC-UNESCO** is yet to be clarified

**IOC-UNESCO's activities increased over the last years, but its budget has not kept pace**

# Conclusions, way forward (1)

The **Decade is thus an opportunity** for IOC-UNESCO to reaffirm its global leading position and relevance to the members of UN Oceans, to policy makers and to the world at large in helping to bring about a more sustainable management of the ocean.

**Collaboration with other agencies to develop a monitoring framework with measurable indicators** should be prioritized to ensure an optimum allocation of resources and tasks.

Increasing decentralized work at the regional level, with existing regional networks and organizations

**Advisory services to Member States** at the national level, supporting the **capacity development and national policy development** in alignment with objectives laid out in SDG 14 of Agenda 2030.

# Conclusions, way forward (2)

IOC-UNESCO should fully assume its **role as steward of the ocean science agenda**

Promote **gender equality in leadership** positions

Explore the **optimal financial and organizational arrangements** to support Member States in decision-making in view of IOC-UNESCO's envisaged global positioning **in science-based ocean management and for leading the UN Ocean Decade** as well as to facilitate intersectoral collaboration

# 6 Recommendations

⇒ Management response

⇒ Draft Action Plan presented to EC-55

...

**Urgently requests the IOC Executive Secretary to provide by September 2022 an estimate of the budget, including the needs in human resources, necessary to sustainably deliver IOC's core programmes and to expand its activities in response to increasing demands of Member States and other stakeholders (reference Resolution IOC-XXX-3) and share it with all IOC Member States through a circular letter;**

...

**Further invites the Executive Secretary and the IOC Officers to continue to refine the draft Action Plan on the basis of feedback received from Member States and to prepare a final version of the Action Plan for consideration and adoption by the IOC Assembly at its 32nd session.**





INTERGOVERNMENTAL OCEANOGRAPHIC COMMISSION  
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COMISIÓN OCEANOGRÁFICA INTERGUBERNAMENTAL  
МЕЖПРАВИТЕЛЬСТВЕННАЯ ОКЕАНОГРАФИЧЕСКАЯ КОМИССИЯ

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**IOC Circular Letter No 2912**

(Available in English, French, Russian and Spanish)

IOC/VR/XY

14 November 2022

**Subject: Follow-up to Internal Oversight Service Evaluation  
of the Strategic Positioning of IOC**

# Content

**Executive Summary**.....

**1. Global developments and the growing role of IOC-UNESCO** ..

**2. Current Objectives, Situation, and Challenges** .....

**3. IOC Programmatic Perspectives** .....

**4. Estimate of resources required** .....

**5. Key Conclusions** .....

**IOC staff that are funded through EXB require more stability.**

# Summary of the Estimate

Based on an analysis of current and anticipated activities and their expected results across all IOC Functions and the Ocean Decade<sup>1</sup>, this note estimates a required **IOC integrated budget of \$50 million**, and a required **increase in the *total* number of staff working for IOC from 60 to 90** (including RB-based staff on fixed-term positions). This represents an increase of approximately 57% in the total budget and 50% in the combined workforce.

## **IOC staff that are funded through EXB require more stability.**

This note recognizes that significant changes to the IOC RP are difficult to achieve given the low prospect of UNESCO RP nominal budget growth (which, in practice, translates into a reduction of resources in real terms). For this reason, **the only feasible means of meeting IOC's urgent need for an increase in its budget is likely to be an increased commitment of IOC Member States to provide more stable and predictable EXB resources, i.e. so called core voluntary EXB.**

IOC Member States are therefore invited to consider innovative ways of providing increased and more stable resources to IOC. Such an increase would allow IOC to successfully implement its growing mandate, and coordinate the Ocean Decade, thus paving the way for a new era in ocean science, one in which humankind can begin to manage the ocean in a sustainable manner.

**Comments from several Member States only – almost no comment on core voluntary funding – an analysis of comments will be conducted**

## **What's next**

...

**Further invites the Executive Secretary and the IOC Officers to continue to refine the draft Action Plan on the basis of feedback received from Member States and to prepare a final version of the Action Plan for consideration and adoption by the IOC Assembly at its 32nd session.**