



United Nations
Educational, Scientific and
Cultural Organization

Ocean Decade Capacity Development Facility

1. Project information

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Geographical scope/benefitting country(ies)	N°	Global/Region/Subregion/Country	Amount (US\$)
	1	Global	1 089 109
Duration in months	24		
Total funding requested in US\$	1 089 109 + 1% UN Levy		
Donor/funding Source	Flanders Government (FUST)		

Project description (including rationale, background and implementation strategy)

2. Rationale and background

2.1 Summary Description

The vision of the UN Decade of Ocean Science for Sustainable Development is the ‘science we need for the ocean we want’. To achieve the transformative revolution in ocean science generation and uptake that is envisaged by the Ocean Decade, it is essential that all actors – regardless of geography, gender or generation – can actively participate in and benefit from the Decade. This will require the fostering and strengthening of skills and capacity in the co-design, co-delivery and use of ocean science and knowledge in decision making and policy for all actors. The proposed project is for an Ocean Decade Capacity Development Facility that will build on the unique strengths and expertise of IOC-UNESCO in terms of capacity development and provide a flexible and evolutive means of supporting the capacity

development needs of individuals and institutions involved in the Ocean Decade. This will include support to actors wishing to engage in co-design of future Decade Actions, as well as support to proponents of existing Decade Actions who require support on targeted capacity development initiatives. The proposed project will contribute to several of the Sustainable Development Goals, primarily SDG 14: Life under water, and SDG4: Quality education. To ensure its sustainability the proposed project would integrate specific activities to establish partnerships and mobilise resources. The proposed project would be implemented over 24 months by the Decade Coordination Unit of the IOC-UNESCO in close collaboration with other IOC programmes and under the strategic guidance of a Steering Group.

The outcomes, outputs and activities of the project are described in the Results Framework in ANNEX A.

2.2 Sustainable Development Goals

The proposed project will contribute to several of the Sustainable Development Goals, primarily SDG 14: Life under water, and SDG4: Quality education. In keeping with the goal of the Ocean Decade to contribute to the achievement of the overall 2030 Agenda, the proposal would also have indirect benefits for a range of other SDGs with links to the Decade. Such links are described in detail in the following document: <https://unesdoc.unesco.org/ark:/48223/pf0000381919.locale=fr>

2.3 Overall purpose and relevance (including needs, issues and baselines)

The vision of the UN Decade of Ocean Science for Sustainable Development is the ‘science we need for the ocean we want’. To achieve the transformative revolution in ocean science generation and uptake that is envisaged by the Ocean Decade, it is essential that all actors – regardless of geography, gender or generation – can actively participate in and benefit from the Decade. This will require the fostering and strengthening of skills and capacity in the co-design, co-delivery and use of ocean science and knowledge in decision making and policy for all actors.

To this end, and with the goal of ‘leaving no one behind’, the Ocean Decade has a strong focus on capacity development, including for partners in Least Developed Countries, Small Island Developing States and for Early Career Ocean Professionals. The Ocean Decade is structured around ten Ocean Decade Challenges that represent the most pressing needs for ocean science over the next ten years. Challenge 9: Skills, Knowledge and Technology for All specifically refers to capacity development. However, capacity development is an underlying theme and requirement for all ten Decade Challenges. All Decade Actions that are submitted for endorsement, no matter which Challenge they specifically focus on, must demonstrate how they contribute to capacity development, with special emphasis on SIDS, LDCs, and LLDCs.

There is a significant demand for support for capacity development from Decade partners. This includes support requested from partners wishing to develop and submit Decade Actions for endorsement, as well as from proponents of existing Decade Actions who have specific thematic capacity development needs. Calls for Decade Actions are launched biannually by the Decade Coordination Unit and there is a strong demand from partners, including in SIDS and LDCs, for increased skills in co-design to allow them to respond to these Calls. In addition, to date over 180 Decade programmes and projects collectively addressing the ten Ocean Decade Challenges have already been endorsed and the vast majority of these Decade Actions have capacity development needs. In parallel, several of the endorsed Decade contributions and an emerging network of Decade Collaborative Centres are developing capacity development initiatives to support Decade Actions under their purview.

In a May 2022 workshop convened with a first group of Decade Actions that are the founding partners of the Capacity Development Community of Practice for the Decade, various stakeholders, especially Early Career Ocean Professionals, expressed the need to highlight synergies, identify gaps and needs, reveal opportunities for potential partnerships, as well as to share knowledge and experiences across Decade Actions to improve capacity and contribute to the success of the Decade. Priority themes for capacity development that have been identified include marine biodiversity, the ocean and climate nexus, and sustainable ocean planning with a cross-cutting focus on skills related to co-design and co-delivery of Decade Actions including the science- policy interface.

The proposed project is for an Ocean Decade Capacity Development Facility that will build on the unique strengths and expertise of IOC-UNESCO in terms of capacity development and provide a flexible and evolutive means of supporting the capacity development needs of individuals and institutions involved in the Ocean Decade.

The project further capitalises on the earlier commitments of the Government of Flanders in supporting, through the Flanders Unesco Science Trustfund (FUST), Unesco-IOC projects relevant for the Decade such as Ocean Teacher Global Academy 2, IOC Ocean InfoHub, e-DNA Expeditions and PacMAN. Through this particular project, the outreach of these other projects to target and user groups (in particular on Capacity Development and the use for brokerage of the IOC Ocean InfoHub) can be bolstered.

2.4 Impact

The overall impact of the proposed project will be to substantively contribute to the fulfilment of Ocean Decade Challenge 9: Skills, Knowledge and Technology for All, by identifying and addressing priority capacity development needs of individuals and institutions involved in the Ocean Decade.

Approach

2.5 Implementation strategy

The proposed project to develop and operate an Ocean Decade Capacity Development Facility would be structured in four inter-related components as described in the below table.

Component	Outcomes	Outputs and Activities
<p>Component 1: Setting capacity development priorities</p>	<p>Identification of priority capacity development needs of existing and future proponents of Decade Actions</p>	<p>Activities under this component aim to identify capacity development needs of stakeholders wishing to develop Decade Actions as well as the capacity development needs of endorsed Decade actions. It will include specific initiatives to ensure equitable participation of, and benefits for, LDCs, SIDS and LLDCs in the Decade. In this first phase of the proposed project, the identification of capacity development needs could focus on issues such as marine biodiversity, ocean and climate nexus, and sustainable ocean planning, with a cross-cutting focus on skills related to co-design and co-delivery of Decade Actions. Priority themes would be confirmed by the Steering Group and would include an emphasis on cross-thematic priorities that work across several of the Ocean Decade Challenges.</p> <p>Activities include launching of annual calls for capacity development assistance that would be open to future and existing proponents of Decade Actions as well as an annual survey to determine what capacity development initiatives are on offer from Decade Actions and Decade partners, including existing IOC programmes. This and would be timed to take advantage of regular Calls for Decade Actions.</p> <p>Outputs include an annual list of priorities for capacity development needs (demand side), and an annual inventory of capacity development initiatives offered by Decade Actions and partners (supply side) to inform activities in Component 2. This will be done in close collaboration with the IOC Ocean-CD Hub (Gateway to Ocean related Capacity Development opportunities around the world) so that information on identified opportunities is widely available and has benefits beyond the scope of the project. This inventory exercise will be followed by a matching exercise (demand-offer) described in component 2.</p>

<p>Component 2: Fulfilling capacity development needs</p>	<p>Delivery of initiatives to meet the identified capacity development needs via the facility</p>	<p>Activities under this component aim to define and implement a range of relevant and priority capacity development actions to address priority needs identified in Component 1. This will include via matchmaking of existing supply and demand, and development and deployment of new initiatives. This component will build on and reinforce existing IOC and partners' programmes and projects including the OceanTeacher Global Academy (for continuous professional development) through its e-Learning Platform and where possible, its network of Regional / Specialised Training Centres, the IOC Ocean-CD Hub (Gateway to Ocean related Capacity Development opportunities around the world) and African Training Database, and the Ocean InfoHub ocean data ecosystem project to promote and facilitate access to ocean data and information.</p> <p>Activities include establishment of a Steering Group to review the outcomes of Component 1 and shortlist priority capacity development needs. It would also include a comprehensive matchmaking of existing capacity development initiatives being offered by Ocean Decade partners with priority needs identified through the call in Component1. Finally, it would involve the identification, development and delivery of new capacity development initiatives to meet priority identified gaps and needs. New capacity development initiatives would be developed either by IOC through its existing initiatives and programmes (e.g. OTGA, InfoHub, OBIS), or by partners who would commit their resources to the development of these initiatives in the framework of the project via the development of partnerships with IOC-UNESCO.</p> <p>Newly developed capacity development initiatives would take advantage of existing structures and mechanisms including OTGA RTCs that would allow their continued delivery following completion of the 24 month project duration.</p> <p>Outputs include an annual workplan of capacity development priorities, and the successful engagement of beneficiary individuals and institutions in existing and new capacity development initiatives.</p>
<p>Component 3: Empowering collaboration of Ocean Decade stakeholders</p>	<p>Support to the facilitation of an Ocean Decade Community of Practice focusing on capacity development</p>	<p>Activities under this component aim to support structuring, coordination and facilitation of the emerging Ocean Decade Capacity Development Community of Practice. This Community of Practice is established on the Ocean Decade Global Stakeholder Forum and is open to all endorsed Decade Actions. It provides a platform for exchange, collaboration and learning between endorsed Decade Actions. The Community of Practice is housed on the Global Stakeholder Forum which provides connections to other thematic and geographic Communities of Practice and national and regional groups engaged in the Decade. Support to this Community of Practice would ensure that all Decade Actions have the opportunity to engage in dialogue on capacity development priorities and needs within the Decade and would have the opportunity to organically create linkages and collaborations around existing or new</p>

		<p>initiatives. The Capacity Development Community of Practice has already been established and has a small number of engaged core members who would work with the project coordination team and Steering Group to provide strategic guidance on the future direction and activities of the Community of Practice.</p> <p>Activities and outputs would be defined in an annual workplan of the Community of Practice but would include regular meetings of the Community of Practice to discuss needs and initiatives, communications and outreach to attract new members, online and in-person events for and with Community of Practice members, support to the development of knowledge products relevant to Community of Practice members.</p>
Component 4: Sustainability and post-2030 legacy	Ensuring the sustainability of the facility throughout the Decade and beyond	<p>Activities under this component aim to ensure the expansion and sustainability of the Capacity Development Facility beyond the initial support provided by FUST. This work would be carried out in close collaboration with the Steering Group and would include active identification and establishment of partnerships to secure additional in-kind or financial resources to support delivery of the Facility's aims. It would also include development of a resource mobilisation strategy and operational plan to outline the process of expansion and scaling up of the Facility and ensure its long-term sustainability, including post-2030.</p> <p>Outputs include partnership agreements, secured in-kind and financial resources, and a resource mobilisation strategy and operational plan for the Facility.</p>

2.6 Stakeholders: Beneficiaries and partners

The main beneficiaries (individuals and institutional) of the proposed project are:

- Diverse actors interested in submitting proposals for Decade Actions via the regular Call for Decade Actions process. The project would seek to focus on beneficiaries from under-represented groups including actors in SIDS and LDCs, as well as early career ocean professionals, and partners from industry or civil society that are less well represented in Decade Actions to date.
- Proponents of existing endorsed Decade Actions that are seeking support for capacity development initiatives.
- Members of all Decade Actions engaged in the Capacity Development Community of Practice that would benefit from exchange and collaboration on capacity development initiatives.
- Funding and in-kind resource providers contributing to the Facility operation through the availability of a Decade-led platform to support commonly defined capacity development priorities.

The partners of the proposed project would overlap to a large extent with the above list. Proponents of capacity development focused Decade Actions and resource providers - whether in-kind or financial - will be key partners to support and deliver capacity development actions under Component 2 of the proposed project. The Flanders Marine Research Institute (VLIZ) would be a key partner in the project. Its role is expected to include participation in the Steering Group and the provision of in-kind resources to develop capacity development initiatives that meet the needs identified in Component 1. Other partners including philanthropic partners, governments or industry would be targeted throughout the project to contribute in-kind or financial resources to the development of new, priority capacity development initiatives to meet identified needs. Such partnerships would be formalised via existing processes and procedures of IOC-UNESCO for new partnerships.

2.7 Project timeline

The project would be implemented over a period of 24 months. The timeline of the project per key activity is provided in ANNEX B.

2.8 Risk analysis and preventive mitigation measures

The key risks associated with the proposed project are (i) inadequate resources available to meet the demand identified via the needs assessment; and (ii) lack of sustainability of the Facility following the initial project period. As noted in Section 2.9 below specific measures have been incorporated into the project to minimise these risks. Risk analysis and preventive mitigation measures are described in ANNEX C.

2.9 Sustainability and exit strategy

Components 1 and 2 of the proposed project focus strongly on the establishment and first two years of operation of the mechanisms and processes underpinning the Facility. The up-front investment made via these components over the project duration will ensure a solid base for post-project sustainability of the Facility.

Component 4 of the proposed project focuses on the sustainability and exit strategy. As part of this component, from the outset of the project, the project coordination team would work closely with the Steering Group to identify and establish partnerships with actors that could contribute in-kind or financial resources to the Facility over the long-term. Existing partners in philanthropy via the Ocean Decade Foundations Dialogue, Member States and other key partners including VLIZ would be the initial targets of this work and it is envisaged that they could contribute resources most significantly to Component 2, i.e. the design and delivery of capacity development initiatives, which can be rolled out in a modular fashion according to the availability of resources. In Year 2, resources would be dedicated to the development of a resource mobilisation strategy / operational plan to set out a clear strategy to ensure the financial and institutional sustainability of the initiative throughout the Decade and beyond. The resource mobilisation strategy / operational plan would align with and complement the resource mobilization strategy of the IOC-UNESCO Capacity Strategy which is currently under review.

3. Project Management

3.1 Project management and implementation

The Intergovernmental Oceanographic Commission of UNESCO (IOC-UNESCO) is uniquely placed to deliver the Facility described in this proposal. IOC-UNESCO has been mandated by the United Nations General Assembly to coordinate implementation of the Ocean Decade. In addition, capacity Development is one of the six core functions of the IOC and is a key enabler for Member States to participate in, and benefit from, ocean science and services that are vital to sustainable development and human welfare on the planet. IOC-UNESCO has developed and is deploying innovative capacity development programmes and initiatives, including the OceanTeacher Global Academy, Ocean InfoHub, the IOC CD Compendium and the African training database, that will form a strong basis for this work. The Facility would be coordinated by two newly recruited full-time staff members in the Decade Coordination Unit of the IOC-UNESCO (a senior project coordinator and a junior support officer), with support from other members of the Unit (e.g. communications), and would have strong links to other programmes of the IOC-UNESCO. The Facility is initially planned as a two-year project, although specific efforts would be carried out to mobilise additional and resources to allow for its scaling up and expansion.

A Steering Group would be established to provide strategic oversight and guidance for project implementation. Members of the Committee would be selected based on: (i) their capacity to attract, secure and/or contribute in-kind or financial resources to the Facility to ensure its sustainability; and (ii) their experience in the design and delivery of capacity development initiatives related to the Ocean Decade Challenges, with a focus on initiatives targeting under-represented groups. Specific tasks of the Committee would be to define the broad themes of each annual call / needs assessment; short listing and prioritisation of needs; validation of final proposed list of new initiatives to develop and deliver; and significant engagement in development of partnerships and the resource mobilisation strategy. The IOC-UNESCO Group of Experts for Capacity Development would be represented on the Steering Group.

3.2 Monitoring

The Monitoring and Evaluation (M&E) Framework is provided in ANNEX D.

3.3 Evaluation

A final evaluation of the proposed project would be carried out internally in Q3 of the second year and would be used to refine and finalise the Resource Mobilisation Strategy and Operational Plan.

3.4 Visibility

The project communication plan is contained in ANNEX E.

Annex A: Project Results Framework

Annex B: Timeline by key activity, including Evaluation plan

Annex C: Risk analysis and Preventive mitigation

Annex D: Monitoring and Evaluation (M&E) Framework

Annex E: Communication plan

Annex A: Results Framework

Impact: To substantively contribute to the fulfilment of Ocean Decade Challenge 9: Skills, Knowledge and Technology for All, by identifying and addressing priority capacity development needs of individuals and institutions involved in the Ocean Decade.				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Increased capacity of targeted individuals in priority ocean science topics	To be established	Post-training surveys of individuals involved in capacity development initiatives	To be established	Assumes strong engagement and interest of Decade Actions and partners to participate in capacity development initiatives
Outcome N° 1: Identification of priority capacity development needs of existing and future proponents of Decade Actions				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of priority capacity development needs identified annually	0	Project records	15	Assumes relevant information received from partners and adequate coherence amongst responses to develop consolidated list of priorities
Output N°1: Annual list of capacity development needs of future and existing proponents of Decade Actions				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of responses to call to existing and future Decade Actions on priority capacity development needs	0	Project records	200	Assumes interest and engagement to respond to solicitation for information
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	1. Annual call to identify capacity development needs of endorsed Decade Actions and of potential future partner / participants in the Ocean Decade			Assumes interest and engagement to respond

				to solicitation for information
Output N°2: Annual inventory of capacity development initiatives available from Decade Actions				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of responses to annual survey of existing capacity development initiatives	0	Project records	100	Assumes interest and engagement to respond to solicitation for information
	Activities:			Assumptions and risks
	1. Annual survey to identify available or planned capacity development initiatives being proposed by Decade Actions and partners of the Ocean Decade			Assumes interest and engagement to respond to solicitation for information

Outcome N° 2: Delivery of initiatives to meet priority capacity development needs via the Facility				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of connections made between partners with priority capacity development needs and existing capacity development initiatives	0	Project records	20	Adequate number and relevance of existing capacity development initiatives
PI 2. Number of new capacity development initiatives developed and delivered	0	Project records	10	Adequate resources available to develop new capacity development initiatives that align with priorities

Output N°1: Beneficiaries connected to existing capacity development initiatives				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of beneficiaries of existing capacity development initiatives	0	Training records	To be determined depending on details of identified initiatives	Adequate number and relevance of existing

				capacity development initiatives
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	1. Matchmaking of priority capacity development needs to existing, available initiatives on the basis of the inventory results			Adequate number and relevance of existing capacity development initiatives

Output N°2: Development and delivery of new, targeted capacity development initiatives				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of beneficiaries of IOC-led capacity development initiatives	0	Training records	Can only be determined depending on details of identified initiatives. This target will be identified annually as part of the work planning and will be validated by the Steering Group.	Alignment between themes and topics able to be addressed in IOC-led initiatives and the needs of partners
PI 2. Number of beneficiaries of partner-led capacity development initiatives	0	Training records	Can only be determined depending on details of identified initiatives. This target will be identified annually as part of the work planning and will be validated by the Steering Group.	Partners are identified with adequate resources to develop required capacity development initiatives
	Activities:			Assumptions and risks
	1. Development and delivery of IOC-led capacity development initiatives			Alignment between themes and topics able to be addressed in IOC-led initiatives and the needs of partners
	2. Establishment of new capacity development initiatives that are led and resourced by partners			Partners are identified with adequate resources to develop required capacity development initiatives

Outcome N° 3: Empowering of stakeholders via the Ocean Decade Community of Practice for Capacity Development				
Quantitative and/or qualitative performance indicator (PI)	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks

(disaggregated by sex):				
PI 1. Number of active members (Decade Actions) of the Community of Practice	0	Global Stakeholder Forum	50	Decade Actions are convinced of the interest of participating in activities led by the Community of Practice

Output N°1: Annual workplan for Community of Practice developed and implemented				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of annual workplans prepared and implemented	0	Project records	2	Active engagement of Community of Practice members in workplan development
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	1. Development and implementation of annual workplan for Community of Practice			Active engagement of Community of Practice members in workplan development

Outcome N° 4: Ensuring the sustainability of the Facility throughout the Ocean Decade and beyond				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Resources secured to continue operation of Facility post initial 24 month period	0	Formal agreements with partners	To be determined	Interest of partners to contribute to the Facility

Output N°1: Partnerships established with in-kind or financial resource providers				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of partnerships established	0	Formal agreements	5	Interest of partners to contribute to the Facility

	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>	Assumptions and risks
	1. Establishment of partnership agreements for in-kind or financial contributions to the Facility	Interest of partners to contribute to the Facility

Output N°2: Resource Mobilisation Strategy and Operational Plan				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Resource Mobilisation Strategy and Operational Plan being implemented	0	Project records	1	Engagement of partners (beneficiaries and resource providers) in the Facility
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	1. Development and implementation of Resource Mobilisation Strategy and Operational Plan for Facility			Engagement of partners (beneficiaries and resource providers) in the Facility

Annex B: Timeline, including Evaluation plan

Key Activities	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>1.1.1 Annual call to identify capacity development needs of endorsed Decade Actions and potential partners / participants in the Ocean Decade</i>	X				X			
<i>1.1.2 Annual survey to identify available or planned capacity development initiatives</i>	X				X			
<i>2.1.1 Matchmaking of priority capacity development needs to existing, available initiatives</i>		X				X		
<i>2.2.1 Development and delivery of IOC-led capacity development initiatives</i>		X	X	X	X	X	X	X
<i>2.2.2 Development and delivery of partner led capacity development initiatives</i>		X	X	X	X	X	X	X
<i>3.1.1 Development and implementation of annual workplan for Community of Practice</i>		X	X	X	X	X	X	X
<i>4.1.1 Establishment of partnerships for in-kind or financial contributions to the Facility to develop new capacity development initiatives</i>		X	X	X	X	X	X	X
<i>4.2.1 Development and implementation of Resource Mobilisation Strategy and Operational Plan</i>					X	X	X	X
<i>Final project evaluation</i>								X

Annex C: Risk Analysis and Preventive Mitigation

Description of the risk	Likelihood: Critical, Occasional, Seldom	Impact: Critical, Marginal, Negligible	Preventive Mitigation Measure				
			Task	Deliverable	When / Frequency	Risk Owner	Status of the task: not yet implemented, ongoing, implemented
Lack of interest of existing or future Decade Actions to engage in identification of capacity development needs	Seldom	Marginal	Strong communications and contact with partners to demonstrate interest of engaging in project	Communications products as per communications plan	As per communications plan	IOC-UNESCO	
Lack of available existing or future capacity development offers to match to expressed needs	Occasional	Critical	Strong investment of time and resources in the identification of existing and potential future initiatives and development of partnerships	Included in Operational Plan	Throughout project	IOC-UNESCO	
Lack of partners interested in collaborating with project so as to ensure its sustainability	Occasional	Critical	Engagement of expert to develop tailored and robust resource mobilisation strategy	Development of Resource Mobilisation Strategy	Year 2	IOC-UNESCO	

Annex D: Monitoring and Evaluation (M&E) Framework

Impact: To substantively contribute to the fulfilment of Ocean Decade Challenge 9: Skills, Knowledge and Technology for All, by identifying and addressing priority capacity development needs of individuals and institutions involved in the Ocean Decade.				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Increased capacity of targeted individuals in priority ocean science topics	To be established	Post-training surveys of individuals involved in capacity development initiatives	To be established	Assumes strong engagement and interest of Decade Actions and partners to participate in capacity development initiatives
Outcome N° 1: Identification of priority capacity development needs of existing and future proponents of Decade Actions				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of priority capacity development needs identified annually	0	Project records	15	Assumes relevant information received from partners and adequate coherence amongst responses to develop consolidated list of priorities
Output N°1: Annual list of capacity development needs of future and existing proponents of Decade Actions				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of responses to calls for information on priority capacity development needs	0	Project records	200	Assumes interest and engagement to respond to solicitation for information
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks

	1. Annual call to identify capacity development needs of endorsed Decade Actions and of potential future partner / participants in the Ocean Decade	Assumes interest and engagement to respond to solicitation for information
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Output N°2: Annual inventory of capacity development initiatives available from Decade Actions

Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of responses to annual survey of existing capacity development initiatives	0	Project records	100	Assumes interest and engagement to respond to solicitation for information

	Activities:	Assumptions and risks
	1. Annual survey to identify available or planned capacity development initiatives being proposed by Decade Actions and partners of the Ocean Decade	Assumes interest and engagement to respond to solicitation for information

Outcome N° 2: Delivery of initiatives to meet priority capacity development needs via the Facility

Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of connections made between partners with priority capacity development needs and existing capacity development initiatives	0	Project records	20	Adequate number and relevance of existing capacity development initiatives
PI 2. Number of new capacity development initiatives developed and delivered	0	Project records	10	Adequate resources available to develop new capacity development initiatives that align with priorities

Output N°1: Beneficiaries connected to existing capacity development initiatives

Quantitative and/or qualitative performance indicator (PI)	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
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(disaggregated by sex):				
PI 1. Number of beneficiaries of existing capacity development initiatives	0	Training records	To be determined depending on details of identified initiatives	Adequate number and relevance of existing capacity development initiatives
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	1. Matchmaking of priority capacity development needs to existing, available initiatives on the basis of the inventory results			Adequate number and relevance of existing capacity development initiatives

Output N°2: Development and delivery of new, targeted capacity development initiatives				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of beneficiaries of IOC-led capacity development initiatives	0	Training records	To be determined depending on details of identified initiatives	Alignment between themes and topics able to be addressed in IOC-led initiatives and the needs of partners
PI 2. Number of beneficiaries of partner-led capacity development initiatives	0	Training records	To be determined depending on details of identified initiatives	Partners are identified with adequate resources to develop required capacity development initiatives
	Activities:			Assumptions and risks
	3. Development and delivery of IOC-led capacity development initiatives			Alignment between themes and topics able to be addressed in IOC-led initiatives and the needs of partners
	4. Establishment of new capacity development initiatives that are led and resourced by partners			Partners are identified with adequate resources to develop required

		capacity development initiatives
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Outcome N° 3: Empowering of stakeholders via the Ocean Decade Community of Practice for Capacity Development				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of active members (Decade Actions) of the Community of Practice	0	Global Stakeholder Forum	50	Decade Actions are convinced of the interest of participating in activities led by the Community of Practice

Output N°1: Annual workplan for Community of Practice developed and implemented				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of annual workplans prepared and implemented	0	Project records	2	Active engagement of Community of Practice members in workplan development
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	2. Development and implementation of annual workplan for Community of Practice			Active engagement of Community of Practice members in workplan development

Outcome N° 4: Ensuring the sustainability of the Facility throughout the Ocean Decade and beyond				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Resources secured to continue operation of Facility post initial 24 month period	0	Formal agreements with partners	To be determined	Interest of partners to contribute to the Facility

Output N°1: Partnerships established with in-kind or financial resource providers				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Number of partnerships established	0	Formal agreements	5	Interest of partners to contribute to the Facility
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	2. Establishment of partnership agreements for in-kind or financial contributions to the Facility			Interest of partners to contribute to the Facility

Output N°2: Resource Mobilisation Strategy and Operational Plan				
Quantitative and/or qualitative performance indicator (PI) (disaggregated by sex):	Baseline (B):	Source and means of verification (M):	Target (T):	Assumptions and risks
PI 1. Resource Mobilisation Strategy and Operational Plan being implemented	0	Project records	1	Engagement of partners (beneficiaries and resource providers) in the Facility
	Activities: <i>Actions taken or work performed through which inputs, such as funds, technical support and other types of resources, are mobilized to produce specific outputs.</i>			Assumptions and risks
	2. Development and implementation of Resource Mobilisation Strategy and Operational Plan for Facility			Engagement of partners (beneficiaries and resource providers) in the Facility

Annex E: Communication plan

Communication Objective	Target Audience	Message	Communicator	Timeline	Delivery method*	Status
Promotion of call for information on capacity development needs	Existing and future Decade Actions	Solicitation of information on capacity development needs	IOC-UNESCO via Decade Coordination Unit and decentralized coordination structures	First 3 months of each year	Social media, newsletters and direct mail outs	Not yet started
Solicitation of participation in offered capacity development activities	Existing and future Decade Actions	Interest to join capacity development initiatives	IOC-UNESCO via Decade Coordination Unit and decentralized coordination structures	Throughout project	Social media, newsletters and direct mail outs	Not yet started
Visibility of outcomes and impact of project	All with a focus on potential new partners or funders	Achievements of project and encouragement to join future activities	IOC-UNESCO via Decade Coordination Unit	Throughout project	Social media, newsletters and direct mail outs	Not yet started

