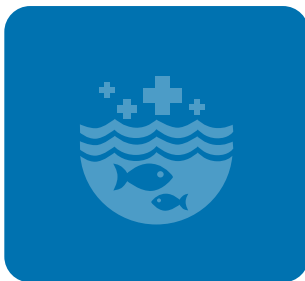




# Sustainable Development Strategy for the Seas of East Asia Updated Implementation Plan 2023-2030



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**Sustainable Development  
Strategy for the Seas of East Asia  
Updated Implementation Plan  
2023-2030**

# **Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) Updated Implementation Plan 2023-2030**

December 2025

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## **About Us**

Partnerships in Environmental Management for the Seas of East Asia (PEMSEA) is a regional coordinating mechanism for the sustainable coastal and marine development in the East Asian Seas Region.

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### **PEMSEA Resource Facility**

P.O. Box 2502, Quezon City 1165, Philippines  
Tel: (+632) 8929-2992 Fax: (+632) 8926-9712  
Email: [info@pemsea.org](mailto:info@pemsea.org)

**[www.pemsea.org](http://www.pemsea.org)**



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ID 9105075187



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# List of Acronyms

ACB	ASEAN Centre for Biodiversity
ALDFG	Abandoned, Lost or otherwise Discarded Fishing Gear
ASEAN	Association of Southeast Asian Nations
ATSEA	Arafura and Timor Seas Ecosystem Action Programme
ATS	Arafura and Timor Seas
BC	Blue Carbon
BCE	Blue Carbon Ecosystem
BCESMM	Blue Carbon Ecosystem Services Management Mechanism
BE	Blue Economy
BSC	Balanced Scorecard
CCA	Climate Change Adaptation
CP/CPs	Country Partners
CPC	China-PEMSEA Center
CSA	Cost Sharing Agreement
CSL	Coastal Sustainable Livelihood
CTI-CFF	Coral Triangle Initiative on Coral Reefs, Fisheries and Food Security
DRR	Disaster Risk Reduction
EAFM	Ecosystem Approach to Fisheries Management
EC	Executive Committee
EAS	East Asian Seas
ENMAPS	Enhancing Marine Protected Area System Project
ESG	Environmental, Social, and Governance
GA	General Assembly
GESI	Gender Equality and Social Inclusion
GOT	Gulf of Thailand
GPA	Global Programme of Action for the Protection of the Marine Environment from Land-Based Activities
HR	Human Resources
ICM	Integrated Coastal Management
IKI	International Climate Initiative (Germany)
IMO	International Maritime Organization
IND	Indonesia
IOC-WESTPAC	Intergovernmental Oceanographic Commission Sub-Commission for the Western Pacific

IRBM	Integrated River Basin Management
IUCN	International Union for Conservation of Nature
IWRM	Integrated Water Resource Management
KMGBF	Kunming-Montreal Global Biodiversity Framework
LOC	Letter of Commitment
MANCOM	Management Committee
METT	Management Effectiveness Tracking Tool
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MPA	Marine Protected Area
MSP	Marine Spatial Planning
NAPs	National Action Plans
NBSAPs	National Biodiversity Strategies and Action Plans
NCP/NCPs	Non-Country Partners
NDCs	Nationally Determined Contributions
NDRRMPs	National Disaster Risk Reduction and Management Plans
NEAMPAN	North-East Asian Marine Protected Areas Network
NFPs	National Focal Points
NSOC	National State of the Coasts
OCA	Organizational Capacity Assessment
ODA	Official Development Assistance
OECM	Other Effective Area-based Conservation Measures
OSPR	Oil Spill Preparedness and Response
PACS	Plastics Analysis and Characterization Studies
PC	Partnership Council
PEMSEA	Partnerships in Environmental Management for the Seas of East Asia
PHL	Philippines
PNLC	PEMSEA Network of Learning Centers
PNLG	PEMSEA Network of Local Governments
PNYL	PEMSEA Network of Youth Leaders
PRF	PEMSEA Resource Facility
PRICELESS Project	Philippine Rise Integrated Conservation for Livelihood and Ecosystem Sustainability Project
PRMRR	Philippine Rise Marine Resource Reserve
PSC	Project Steering Committee
R&D	Research and Development
RAP	Regional Action Plan
RSOC	Regional State of the Coasts
SAP	Strategic Action Programme

SCS	South China Sea Project
SD	Strategic Domain
SDG	Sustainable Development Goals
SEAKB	Seas of East Asia Knowledge Bank
SOC	State of the Coasts
SO	Strategic Objective
SORB	State of River Basins
SRF	Strategic Results Framework
TL	Timor-Leste
TWG	Technical Working Group
UN	United Nations
WEFE/REWEFE	Water-Energy-Food-Ecosystem Nexus (Toolkit)



# Introduction

PEMSEA is at a strategic crossroads, facing growing complexity in the coastal and ocean governance landscape while working to ensure operational and financial sustainability and to reinforce its continued relevance. Persistent and emerging challenges, including the triple planetary crisis of pollution, climate change, and biodiversity loss, amplified by polycrisis of economic instability, food insecurity, geopolitical tensions, and rapid technological advancements require stronger collaboration and consensus among diverse stakeholders at various levels and sectors with varying priorities, capacities and challenges.

Since its adoption in 2003, the Sustainable Development Strategy for the Seas of East Asia (SDS-SEA) has served as the overarching framework for sustainable development and a platform for cooperation among PEMSEA Country Partners, Non-Country Partners, networks and stakeholders. The Strategy has continuously evolved with emerging priorities, global and regional frameworks, and national commitments guided by the EAS Partnership Council (PC) and the triennial EAS Ministerial Forums and its Declarations.

To operationalize the SDS-SEA, Implementation Plans (IPs) have been developed for successive periods (2012–2016, 2018–2022, and 2023–2027) to guide joint actions, strengthen governance, and align local, national and regional efforts with global ocean sustainability goals. As 2030 approaches and new developments in ocean-related matters emerge, it is crucial to ensure the continued relevance, effectiveness, and long-term sustainability of PEMSEA and its SDS-SEA goals and initiatives. To achieve this, the SDS-SEA IP 2023-2027 has been updated to extend its timeframe to 2030, incorporating synergistic actions and commitments under the (a) [Xiamen Ministerial Declaration \(2024\)](#), (b) insights from the [mid-term review of the SDS-SEA IP 2023-2027](#), (c) [research on coastal and ocean governance status and trends](#), (d) PEMSEA's organizational capacity assessment (OCA), and (e) stakeholder consultations with the Executive Committee (EC), Partnership Council (PC), and the PEMSEA Resource Facility (PRF) (see Annex 1 Summary of Results and Insights). Furthermore, the updated SDS-SEA IP underscores the need to sustain PEMSEA's niche and value-added role in coastal and ocean governance in the EAS region (see Annex 2) while addressing organizational gaps, leveraging emerging opportunities, and responding to external pressures.

To enhance organizational effectiveness, financial sustainability, and operational efficiency of PEMSEA, while laying the groundwork for long-term SDS-SEA initiatives beyond 2030, the updated SDS-SEA IP adopts the Balanced Scorecard (BSC) framework. This includes a high-level Strategy Map and Balanced Scorecard (BSC) with four key perspectives (Stakeholder Engagement, Programs and Processes, Learning and Growth, and Financial Sustainability) to guide strategic alignment with the SDS-SEA IP pillars and decision-making, supported by a detailed Strategic Results Framework (SRF) for operational planning, monitoring and performance tracking.

## SUMMARY OF MODIFICATIONS AND NEW FEATURES OF THE SDS-SEA IP 2023-2030

The following provides an overview of the key considerations, modifications or refinements, and new features integrated into the updated SDS-SEA Implementation Plan 2023-2030.

- The updated SDS-SEA IP introduces a Strategy Map and Balanced Scorecard (BSC) to strengthen results-based management and support high-level monitoring, planning, and decision-making. Organized around four perspectives - Stakeholder Engagement, Programs and Processes, Learning and Growth, and Financial, the Strategy Map and BSC provide a holistic view of performance and align the organization and its stakeholders around a common plan for achieving SDS-SEA goals. This high-level framework is complemented by a detailed Strategic Results Framework (SRF), which is structured around the four pillars of the SDS-SEA vision - Governance, Healthy Oceans, People, and Economies. These pillars are aligned with and reinforce the four perspectives of the Strategy Map and BSC, ensuring coherence between strategic outcomes and operational implementation. The SRF synthesizes indicators and targets across Strategic Objectives and Domains (formerly priority programs), with supporting indicators to guide operational planning, track implementation, and generate evidence needed to achieve the high-level outcomes. In brief, **the Strategy Map and BSC will serve as high-level tools for leadership and overall strategic direction, while the SRF will guide operational implementation, with results feeding upward to inform the BSC and Strategy Map.**
- Grounding in PEMSEA's niche and value-added contributions, with integration of the 10 synergistic actions of the Xiamen Ministerial Declaration (Annex 3) across the different aspects of the updated IP.

- The updated SDS-SEA IP retains most of the priorities and targets from the 2023-2027 plan, while refining their structure and categorization (including some merged or realigned targets) and incorporating new ones to reflect the 10 synergistic actions of the Xiamen Declaration, findings from the mid-term review, recent status and trends research, results and recommendations from the OCA, and insights from the PC workshop (July 2025) and PRF workshop (September 2025).
- The SRF retains all four components/pillars of the SDS-SEA IP 2023-2027, with Pillar 1 enhanced from 'Effective Governance' to 'Effective and Transformative Governance'. This update underscores PEMSEA's commitment to build on over three decades of progress and to align with the global emphasis on ocean governance that actively shifts toward sustainability through innovation, inclusivity, and systemic change.
- Key modifications and new indicators under each pillar include:



### **Enabling Pillar 1: Effective and Transformative Governance**

- Divided into two clusters to delineate key targets in support of PEMSEA's institutional governance and broader cross-cutting objectives and targets on Coastal and Ocean Governance.
- Enhanced as an enabling and cross-cutting pillar supporting all other pillars.
- Inclusion of organizational capacity and performance assessment (OCA) as part of strengthening PEMSEA's effectiveness.
- Integration of ocean literacy with capacity development.
- Separate emphasis and targets on communication science, knowledge and innovation systems, with strengthened emphasis on R&D and scientific knowledge to support science-policy interface.
- Promotion of stronger joint or cross-partnership or cross-networking among PEMSEA partners and networks in line with the Xiamen Declaration's call for blue synergies
- Expansion of the Gender Equality and Social Inclusion (GESI) priority program to include Stakeholder Engagement, and dedicated target for strengthened Youth Engagement. Stakeholder Engagement, previously under Pillar 3, is now positioned under governance to enable Pillar 3 (Healthy People) to focus on more tangible, on-the-ground actions that support human health, livelihoods, and community resilience.
- Inclusion of a separate target specific to PEMSEA Communications, Outreach and Brand Positioning as part of PEMSEA's institutional governance domain.



## **Core Pillar 2: Healthy Ocean**

- Retains the 4 original priority areas of the SDS-SEA IP 2023-2027 as strategic domains but with reorganized sequence considering the prioritization highlighted from the Partnership Council workshop, with strategic growth on ICM and other area based integrated management approaches maintained as the first domain.
- Inclusion of more concrete targets considering relevant ongoing and incoming PRF-managed and supported projects, and building on key progress/programs/plans developed in 2023 to 2025 (e.g., PEMSEA Blue Carbon program, Regional Network of MPAs in East Asia, Regional Action Plan on Biofouling for East Asia, etc.)



## **Core Pillar 3 Healthy People**

- Focuses on two strategic domains by retaining sustainable livelihoods and adding Blue Food Systems, Nutrition and Health in line with the Xiamen Declaration strategic action, and PC workshop recommendation related to “One Health”.



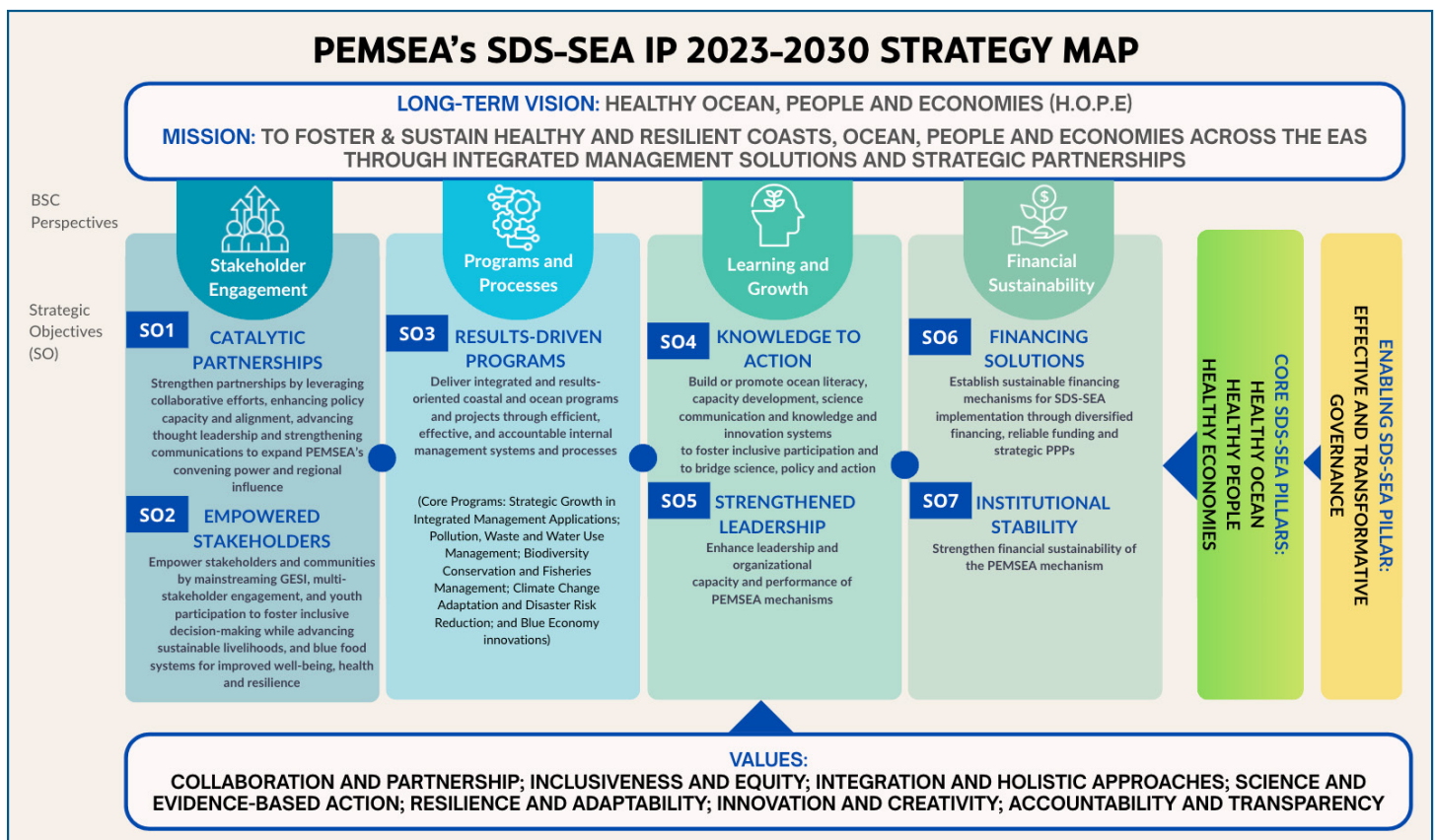
## **Core Pillar 4 Healthy Economies**

- Added emphasis on the importance of linking with other regional Blue Economy (BE) Programs (e.g., ASEAN BE, FAO’s Blue Transformation Agenda); emerging BE sectors; and blue financing frameworks including blue carbon market and non-market mechanisms and Environmental, Social and Governance (ESG) in line with the Xiamen Declaration strategic action.

# PEMSEA's SDS-SEA IP 2023-2030 Strategy Map


# 2

The SDS-SEA IP 2023–2030 Strategy Map defines the strategic objectives and their linkages, providing a holistic framework for performance through four Balanced Scorecard perspectives: Stakeholder Engagement, Programs and Processes, Learning and Growth, and Financial Sustainability. It sets out seven high-level Strategic Objectives (SOs) anchored in the SDS-SEA vision, mission, and values, guided by the enabling and cross-cutting pillar on Effective and Transformative Governance and the core programmatic pillars of Healthy Ocean, Healthy People, and Healthy Economies.




The Strategy Map and its supporting Balanced Scorecard (BSC) are also designed to ensure coherence with the 10 synergistic actions of the Xiamen Ministerial Declaration<sup>1</sup>, address the OCA findings<sup>2</sup> and priority areas for improvement, and connect seamlessly with the detailed strategic domains outlined in the SDS-SEA IP's Strategic Results Framework (SRF) (Section 4).

## ALIGNMENT OF THE STRATEGY MAP WITH SDS-SEA IP PILLARS, OCA RESULTS, AND THE XIAMEN DECLARATION



Strategy Map BSC Perspectives & Strategic Objectives (SO)	SDS-SEA IP Pillars & Strategic Domains (SD) (Based On SRF, Section 5)	Xiamen Ministerial Declaration 2024	Organizational Capacity Assessment (OCA) Findings & Priorities for Improvement
 <p><b>Stakeholder Engagement Perspective</b></p> <ul style="list-style-type: none"> <li>• <b>S01 Catalytic Partnerships</b></li> </ul>	<ul style="list-style-type: none"> <li>• Pillars 1 (Governance) and 4 (Healthy Economies) SD 1.1, 1.2, 1.5, &amp; 4.1</li> </ul>	<ul style="list-style-type: none"> <li>• Action 1 (integrated ocean governance)</li> <li>• Action 3 (synergistic approaches)</li> <li>• Action 9 (mainstreaming ICM in planning)</li> <li>• Call to Action (partnerships, enabling policies)</li> </ul>	<p><b>Partnership and Thought Leadership</b> (Score: 2.00) Partnerships and thought leadership are in place but need expansion to drive innovation and scaling.</p> <p><b>Policy-Making in Ocean Governance</b> (Score 1.33) This remains a relatively weak area, underscoring the need for strengthened capacity in policy development and application.</p> <p><b>Communication and Brand Management</b> (Score 2.17) This would benefit from a more unified approach and consistent stakeholder outreach.</p>

<sup>1</sup> [Xiamen Ministerial Declaration 2024](#)

<sup>2</sup> See the [34<sup>th</sup> EC Meeting Proceedings](#) section on OCA Report Proposal for Capacity Building Strategy for PRF. Note that OCA Scores indicated in the table are rated from Level 1 (Poor) to Level 4 (Excellent), reflecting the extent to which organizational capacities are present, applied, and institutionalized.

Strategy Map BSC Perspectives & Strategic Objectives (SO)	SDS-SEA IP Pillars & Strategic Domains (SD) (Based On SRF, Section E)	Xiamen Ministerial Declaration 2024	Organizational Capacity Assessment (OCA) Findings & Priorities for Improvement
<ul style="list-style-type: none"> <li><b>S02 Empowered Stakeholders</b></li> </ul>	<ul style="list-style-type: none"> <li>Pillars 1 (Governance) and 3 (Healthy People)SD 1.4, 3.1 &amp; 3.2</li> </ul>	<ul style="list-style-type: none"> <li>Action 1 (integrated ocean governance)</li> <li>Action 3 (synergistic approaches)</li> <li>Action 10 (food security, Blue Foods, and health)</li> <li>Linked to actions supporting inclusive and resilient Blue Economy</li> </ul>	<p><b>Change Leadership</b> (Score 1.50) Develop change leadership skills across different levels (including within the PEMSEA mechanism) to guide strategic direction and performance.</p> <p><b>Inclusive Decision-Making</b> (Score: 1.83) Engagement of diverse stakeholders in governance and decision-making processes remains limited, indicating opportunities to strengthen inclusivity.</p>
 <p><b>Programs and Processes Perspective</b></p> <ul style="list-style-type: none"> <li><b>S03 Results-Driven Programs</b></li> </ul>	<ul style="list-style-type: none"> <li>Pillars 1 (Governance), 2 (Healthy Ocean) and 4 (Healthy Economies) SD 1.1, 2.1, 2.2, 2.3, 2.4, 4.2</li> </ul>	<ul style="list-style-type: none"> <li>Action 4 (ocean-based climate solutions + innovative tech and strategies linked to addressing key ocean pressures)</li> <li>Action 5 (ecosystem-based DRR as part of ICM)</li> <li>Action 8 (monitoring and reporting)</li> <li>Action 9 (mainstreaming ICM in planning)</li> <li>Linked to Actions 1 (related to ecosystems connectivity), 2 (leverage science-based data) and 3 (synergistic approaches)</li> </ul>	<p><b>Operational Strengths</b> (Score: 2.83) Internal Controls and Quality Compliance score high; updating and digitizing systems would further strengthen compliance and streamline processes.</p> <p><b>Risk Management</b> (Score: 1.50) Existing risk framework and tools are applied reactively; a comprehensive framework and staff training are needed for a more proactive approach.</p> <p><b>ICT &amp; Knowledge Management</b> (Score:2.33) ICT systems are underutilized with limited access and documentation, requiring modernization and staff training.</p>



Strategy Map BSC Perspectives & Strategic Objectives (SO)	SDS-SEA IP Pillars & Strategic Domains (SD) (Based On SRF, Section E)	Xiamen Ministerial Declaration 2024	Organizational Capacity Assessment (OCA) Findings & Priorities for Improvement
 <p><b>Learning and Growth Perspective</b></p> <ul style="list-style-type: none"> <li>• <b>S04 Knowledge to Action</b></li> <li>• <b>S05 Strengthened Leadership</b></li> </ul>	<ul style="list-style-type: none"> <li>• Pillar 1 (Governance) SD 1.3 and 1.5</li> </ul>	<ul style="list-style-type: none"> <li>• Action 2 (leverage science-based data)</li> <li>• Action 3 (synergistic approaches)</li> </ul>	<p><b>Progressive Capacity Development</b> (Score: 1.17)</p> <p>This is the lowest-rated area, underscoring the need for structured learning systems, competency-based frameworks, and partnerships for mentorship and innovation.</p>
	<ul style="list-style-type: none"> <li>• Pillar 1 (Governance) SD 1.1</li> </ul>	<p><b>Leadership Development &amp; Succession Planning</b> (Score: 1.67) Processes for PRF talent mapping, succession, and competency-based staff development need strengthening, alongside leadership for the HR function.</p> <p><b>Change Leadership</b> (Score: 1.50) Provide training/capacity building on change leadership to encourage more strategic risk-taking but calculated directions and thinking.</p>	<p><b>Inclusive Decision-Making</b> (Score: 1.83) Promoting ocean literacy requires learning systems that engage youth, women, and local stakeholders in dialogue, education, and project/program initiatives.</p>
 <p><b>Financial Perspective</b></p> <ul style="list-style-type: none"> <li>• <b>S06 Financing Solutions</b></li> <li>• <b>S07 Institutional Stability</b></li> </ul>	<ul style="list-style-type: none"> <li>• Pillar 4 (Healthy Economies) SD 4.2</li> </ul>	<ul style="list-style-type: none"> <li>• Action 6 (blue carbon market and non-market)</li> <li>• Action 7 (engagement of financial institutions, application of ESG and sustainable financing frameworks)</li> </ul>	<p><b>Resource Mobilization</b> (Score: 1.33) Remains limited and reactive, underscoring the need for a proactive resource mobilization and a unified strategy to diversify funding sources.</p>
	<ul style="list-style-type: none"> <li>• Pillar 1 (Governance) SD 1.1</li> </ul>	<ul style="list-style-type: none"> <li>• Call to Action (resource mobilization and partnerships, voluntary contributions to PRF)</li> </ul>	<p><b>Finance Policies and Procedures</b> (Score: 2.67) A relatively strong area, but updating policies, ensuring consistent application, and strengthening staff training are needed to sustain compliance.</p> <p><b>Financial Planning, Budgeting, and Reporting</b> (Score: 2.50) A basic framework is in place, but stronger integration of program planning with budgeting and alignment with strategic priorities is needed for further improvement.</p>



# Balanced Scorecard

The Balanced Scorecard (BSC) provides a strategic management and reporting framework. It translates the Strategy Map into measurable high-level indicators and targets that will enable PEMSEA leadership to view progress at a high level across four key perspectives. The BSC distills the detailed results from the Strategic Results Framework (Section 4) into core or high-level priorities and performance metrics. This provides the decision-makers of PEMSEA with a concise, evidence-based tool to track progress, guide direction-setting and resource allocation, and strengthen PEMSEA's performance.

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
<b>Stakeholder Engagement Perspective</b>  <i>(How well does PEMSEA engage, empower, and satisfy multi-sectoral &amp; multi-level actors toward shared solutions and impacts?)</i>	<b>SO1:</b> Strengthen partnerships by leveraging collaborative efforts, enhancing policy capacity and alignment, advancing thought leadership and strengthening communications to expand PEMSEA's convening power and regional influence. (Linked to SRF Pillars 1 and 4; SD 1.1, 1.2, 1.5, & 4.1)	<b>1.1 Partnership reach, influence and convening capacity</b>	<ul style="list-style-type: none"> <li>Assesses PEMSEA's reach and influence through formal agreements, collaborative initiatives and its ability to provide thought leadership on policy and program agendas across networks and stakeholders</li> </ul>	1.1a At least 2 new or revitalized Non-Country Partners and Network members, with supporting collaborative agreements  1.1b At least 2 Cross-partnership/ Cross-networking programs/initiatives among CPs, NCPs, PNLC, PNLC, and PNYL annually  1.1c Forge formal partnerships/ initiatives with non-member EAS countries (i.e., Brunei Darussalam, Malaysia, Thailand, and Myanmar)	PRF, PC, NCP, PNLC, PNLC   PRF, CPs, NCPs, PNLC, PNLC, PNYL, and PRF-managed/ supported projects  PRF, PC, PRF-managed/ supported projects

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
		<b>1.2 Policy integration</b>	<ul style="list-style-type: none"> <li>Tracks how PEMSEA supports countries in aligning national and regional policies, plans, and programs with global and regional ocean and Blue Economy frameworks through policy integration, policy forums and demonstration projects, including in key areas such as pollution and waste management, biodiversity and fisheries conservation, CCA, DRR, and ICM</li> </ul>	1.2a National policies, plans, or programs aligned with new global and regional frameworks, ridge-to-reef and Blue Economy frameworks (e.g., related to coastal and ocean-governance; NBSAPs, pollution-related NAPs; EAFM plans; climate change NAPs/NDCs; NDRRMPs, etc.) 1.2b At least 2 Policy Forums organized and policy briefs developed to support policy development 1.2c EAS Ministerial Declarations (2027 & 2030) adopted and implemented as regional commitments aligned with global frameworks and national priorities	CPs
		<b>1.3 PEMSEA brand visibility and recognition</b>	<ul style="list-style-type: none"> <li>Measures the effectiveness of PEMSEA's branding, outreach, and awareness efforts in strengthening recognition of its role and value among stakeholders and the wider public</li> </ul>	1.3a PEMSEA Communications and Brand Strategy refined and implemented 1.3b PEMSEA-specific regional awareness or branding campaign implemented per year (e.g., PEMSEA Day; annual thematic communication timed around ocean roundtable dialogues and events; Humans of EAS) 1.3c Documented increase in stakeholder awareness of PEMSEA's role, measured through perception surveys, partner feedback, or media tracking	PRF, media partners

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
	<b>S02:</b> Empower stakeholders and communities by mainstreaming GESI, multi-stakeholder engagement, and youth participation across SDS-SEA pillars to foster inclusive decision-making while advancing sustainable livelihoods and blue food systems for improved well-being, health and resilience. (linked to SRF Pillars 1 and 3; SD 1.4, 3.1 & 3.2)	<b>2.1 Gender equality and social inclusion (GESI), multi-stakeholder engagement, and youth empowerment</b>	<ul style="list-style-type: none"> <li>Tracks the extent to which PEMSEA initiatives mainstream gender equality and youth participation, strengthen community benefits and foster inclusive decision-making and change leadership through gender-responsive, and youth-engaged programs and projects</li> </ul>	2.1a GESI considerations integrated into project work plans/proposals/reports, with sex-disaggregated beneficiary data tracked across PEMSEA-led initiatives/PRF-managed projects  2.1b Reactivation and sustained engagement of PEMSEA Network of Youth Leaders (PNYL) and youth representatives across SDS-SEA pillars  2.1c Inclusive and multi-stakeholder decision-making mechanisms and change leadership practices promoted in PRF-supported initiatives/projects	PRF, PRF-managed and supported projects   PRF, PNYL, PNLC, PNLC   PRF, PRF-managed and supported projects
		<b>2.2 Sustainable livelihoods and enterprises</b>	<ul style="list-style-type: none"> <li>Tracks adoption of sustainability of livelihood programs and biodiversity-friendly enterprises in ICM sites/coastal communities, with Coastal Sustainable Livelihood (CSL) indexes providing a framework for guidance and monitoring</li> </ul>	2.2a Addition or enhancement of Coastal Sustainability Livelihood (CSL) indexes within ICM assessments and local SOC or equivalent reports  2.2b At least 5 ICM sites or coastal communities demonstrate sustainable livelihood programs or biodiversity-friendly enterprises	PRF, PNLC, PNLC   PRF, PRF-managed or supported projects, PNLC

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
		<b>2.3 Blue food systems, nutrition and health</b>	<ul style="list-style-type: none"> <li>Assesses progress in advancing sustainable blue food systems in strengthening nutrition and human health, as well as in providing resilient livelihoods and safeguard ecosystem health, supported by knowledge exchange, ICM/ local site adoption, and collaborative research</li> </ul>	2.3a 1-2 Technical briefs or studies developed to support integration of blue food systems into ICM and other integrated management approaches planning 2.3b At least 5 ICM/ local sites have integrated blue food system practices, with documented benefits for nutrition, livelihoods, or food security 2.3c Collaboration identified and established with at least one regional or global 'One Health' platform through information exchange, joint events or technical forums	PRF, PNLG, PNLC, NCPs, collaborators (e.g., ASEAN)
<b>Programs and Processes Perspective</b>  <i>(How do we build on our strengths to deliver quality programs and projects efficiently, effectively, and accountably?)</i>	<b>S03:</b> Deliver integrated and results-oriented coastal and ocean programs and projects, through efficient, effective and accountable internal management systems and processes	<b>3.1 Operational functionality of PEMSEA mechanisms in fostering delivery of quality programs or projects</b>	<ul style="list-style-type: none"> <li>Tracks the regular convening and effective functioning of PEMSEA's institutional and network governance mechanisms and organizational management systems</li> </ul>	3.1a Annual PEMSEA governance meetings or events convened with recommendations, risks and decisions monitored, managed and implemented (one annual EAS PC, PNLC GA and PNLG GA and one EC meeting each, monthly PRF MANCOM meetings)	PRF, EC, PC, PNLG, PNLC

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
	(Core programs: Strategic growth in ICM and other integrated management approaches, Pollution and waste reduction, Biodiversity and fisheries management, Climate change adaptation and disaster risks reduction, and Blue Economy innovations) (linked to Pillars 1, 2 and 4; SD 1.1, 2.1, 2.2, 2.3, 2.4, 4.2)		(i.e., PRF Committees and management systems, EC, PC, EAS Congress, Ministerial Forum, PNLG and PNLC EC and general assemblies) in managing and driving the delivery of SDS-SEA targets	3.1b Strategic outputs produced and adopted (e.g., SDS-SEA IP 2023-2030; PEMSEA post- 2030 Agenda) 3.1c Comprehensive, digitized, and proactive management systems revisited and updated/ strengthened within PRF (including integrating risk management, internal controls, administration, procurement, and knowledge management)	PRF, EC, PC  PRF
		<b>3.2 Strategic growth in coverage, application and benefits of ICM and other integrated management approaches</b>	<ul style="list-style-type: none"> <li>Measures the expansion (scaling up), institutionalization, and effectiveness (upscaling) of ICM and other integrated management approaches at the national and local levels through strategies, plans, and the PNLG mechanism, with technical support from the PNLC and complementary PRF-managed projects or initiatives</li> </ul>	3.2a Areas covered under integrated management approaches (ICM, MSP, IRBM/IWRM, EAFM, MPA, etc.) in the EAS countries 3.2b National and local strategies and plans on ICM and other integrated management approaches are implemented through PEMSEA-supported mechanisms (i.e., PC, PNLG, PNLC) or PRF-supported projects, with operational budget allocations and aligned with global and regional frameworks 3.2c 1-2 PNLG members /local governments with certified ICM systems per year	PRF, CPs, PNLG  CPs, PNLG, local communities  PRF, PNLG, PNLC

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
		<b>3.3 Improved management performance of priority coastal, marine, and river basin systems through integrated and innovative approaches</b>	<ul style="list-style-type: none"> <li>Captures implementation results and enhanced management performance in priority sites, including conduct of targeted assessments, and integration of innovative tools and systems contributing to pollution reduction, biodiversity conservation, sustainable fisheries, climate adaptation, and disaster risk reduction. (covering both country programs and PRF-managed projects)</li> </ul>	3.3a Evidence of functional and results-oriented pilot projects/programs in priority sites through PRF-managed projects (pollution/waste/water use, biodiversity/fisheries, CCA/DRR, ICM) 3.3b Targeted assessments from PRF-managed or supported projects conducted and shared (e.g., PACs on marine litter, METT for MPAs, river basin assessments, etc.) 3.3c Innovative tools, technologies, or systems adopted for pollution and waste management, water use efficiency, CCA/DRR, biodiversity conservation, and fisheries management	PRF, PRF-managed projects, donors, collaborators, NCPs
		<b>3.4 SOC and SORB reporting system to monitor status, progress and guide planning and decision-making</b>	<ul style="list-style-type: none"> <li>Tracks the development and updating of State of Coasts (SOC) and State of River Basins (SORB) reports as a systematic mechanism to monitor progress, assess impacts of ICM and related area-based management initiatives, and inform planning and decision-making in support of SDS-SEA, blue economy growth, and healthy oceans and contiguous watersheds</li> </ul>	3.4a 1 regional, # national SOC or equivalent reports, and # local SOC or equivalent reports updated and applied to guide local, national, or regional planning and policy processes ( <i>Note: Target for national and local to be determined in consultation with CPs and PNLG</i> ) 3.4b 7 SORB reports developed or completed to inform development of IRBM strategies and plans (IRBM project) 3.4c SORB reporting adopted for wider application by ASEAN Member States (IRBM project)	PRF, CPs, PNLG, PNLC  PRF, PRF-managed project (IRBM), IRBM LCs  PRF-managed project and its PSC (IRBM)

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
		<b>3.5 Blue carbon initiatives and ocean-based climate solutions</b>	<ul style="list-style-type: none"> <li>Measures the development and application of PEMSEA's Blue Carbon Program and related ocean-based climate solutions, focusing on implementing tools, technologies, and systems that support blue carbon accounting, certification, and market mechanisms, as well as innovative solutions for climate change adaptation, mitigation, and disaster risk reduction.</li> </ul>	3.5a National platform for blue carbon assessment established utilizing standard protocols for sampling and analyzing blue carbon stocks and fluxes  3.5b PEMSEA Blue Carbon program implemented (BC accounting; BC voluntary certification system for ecosystem service credits; Regional registry platform of certified blue carbon projects; Market mechanism for BCE; BC Pilot projects)  3.5c Tools, technologies, or systems adopted for ocean-based climate adaptation, mitigation, and DRR	CPs (may be linked to initiatives related to PEMSEA BC Program)  PRF, BC TWG, CPs, NCPs
		<b>3.6 Complementary Initiatives: Facilitation and Technical Support for Regional Action Plans and Cooperative Programs</b>	<ul style="list-style-type: none"> <li>Tracks PEMSEA's contribution to the development, alignment, and implementation of regional plans, networks, and programs led by other regional and global partners, by providing technical assistance and knowledge-sharing platforms</li> </ul>	3.6a Regional plans, programs or collaborations where PEMSEA provided technical inputs and support (e.g., Regional Network of MPAs in East Asia, RAP on Biofouling for East Asia, Gulf of Thailand (GoT) SAP and Guidelines, ATS RAP on ALDFG, ATS Framework Program for Oil Spill Preparedness and Response, etc.)	PRF, collaborators

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target		Partners
<b>Learning and Growth Perspective</b>  (How does PEMSEA build competencies, and foster a culture of agility, innovation and learning?)	<b>S04:</b> Build or promote ocean literacy, capacity development, science communication and knowledge and innovation systems to foster inclusive participation and to bridge science, policy and action in coastal and ocean governance (linked to Pillar 1; SD 1.3 and 1.5)	<b>4.1 Knowledge, capacity, and learning initiatives in coastal and ocean governance aligned with or contributing to global frameworks and regional needs</b>	<ul style="list-style-type: none"><li>Measures the development of knowledge and technical skills in coastal and ocean governance through PEMSEA flagship programs and PRF-managed or supported projects, while capturing improvements in competencies and tracking contributions to UN Decade of Ocean Science via science communications, learning events, workshops, and collaborative initiatives that promote inclusive participation</li></ul>	4.1a	Implement the PEMSEA Capacity Development Plan, including flagship programs, project-based and specialized trainings, collaborative learning initiatives, and technical exchanges across partners and networks, contributing to global ocean science and restoration goals.	PRF, PRF-managed and supported projects, PNLC, NCPs
				4.1b	PNLC contribution and engagement in PEMSEA learning programs or initiatives to advance technical expertise and capacities on ICM and other specialized skills	PNLC
				4.1c	Improvements and behavioral change measured through surveys (e.g. FGDs, KAP, KIIs, etc.) from training beneficiaries and science communication initiatives	PRF, PRF-managed and supported projects
		<b>4.2 Joint or cross-network initiatives advancing data sharing, targeted research and development (R&amp;D), knowledge management, and demonstrating PEMSEA's thought leadership</b>	<ul style="list-style-type: none"><li>Captures collaborative efforts on data sharing and R&amp;D among CPs, NCPs, PNLC, and PNYL, as well as other collaborators to foster ocean literacy, knowledge management, innovation, and inclusive participation</li></ul>	4.2a	Targeted collaborative research, studies, or knowledge products developed with CPs, NCPs, PNLC, PNYL, and other partners to generate new insights, innovations, and best practices in coastal and ocean governance.	PRF, CPs, NCPs, PNLC, PNLC, PNYL, PRF, PRF-managed and supported projects,
				4.2b	At least 3 regional/global forums where PEMSEA contributes knowledge and policy recommendations	PRF
				4.2c	SEAKnowledgeBank (SEAKB) linked with recognized knowledge management platforms	PRF, collaborators



BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
	<b>S05:</b> Enhance leadership and organizational capacity and performance of PEMSEA mechanisms (linked to Pillar 1; SD 1.1)	<b>5.1 PEMSEA Organizational Capacity Assessment (OCA) tool and Organizational Capacity Development Plan</b>	<ul style="list-style-type: none"> <li>Measures the effectiveness and performance of PEMSEA's organizational structures and mechanisms through systematic assessment and capacity-building initiatives. Captures improvements in leadership, management, and operational capabilities, informed by the OCA assessment and implemented through the Organizational Capacity Development Plan</li> </ul>	5.1a Implementation of Organizational Capacity Development Plan and OCA tool, supporting annual assessment and continuous enhancement of PEMSEA mechanisms and PRF operational and management systems (complementary to Core Indicator 3.1)  5.1b Implement leadership and management training, mentorship, and succession planning programs for PRF staff, EC members of PC and PNLG, and NFPs, supporting talent development, competency-based growth, and future organizational leadership.	PRF, EC, PC, PNLG EC  PRF (with engagement of EC, NFPs, and EC members of PNLG and PNLC)
<b>Financial Sustainability</b>  <i>(How does PEMSEA catalyze investment and secure sustainable financing for regional ocean governance and blue economy initiatives?)</i>	<b>S06:</b> Establish sustainable financing mechanisms for SDS-SEA implementation through diversified financing, reliable funding/commitments, and strategic public-private partnerships (linked to Pillar 4; SD 4.2)	<b>6.1 Sustainable financing for SDS-SEA implementation, including promotion of certification systems</b>	<ul style="list-style-type: none"> <li>Measures PRF's ability to develop and secure diversified financing strategies to support the implementation of SDS-SEA initiatives, focusing on ensuring long-term financial resilience, guiding resource allocation, and enabling strategic investment in priority programs and cross-cutting initiatives</li> </ul>	6.1a 3-4 new projects secured; diversified funding instruments tapped, and pipeline of donor-funded projects established with proposals developed and funding secured  6.1b 10 Country partners/industries with ESG-aligned financing and certification systems  6.1c 1-2 Business/Corporate sector engaged and recognized with PEMSEA Sustainable Business Award	PRF (with support from EC and PC), donors  CPs  PRF, private sector

BSC Perspective	Strategic Objective	Core Indicator of Success	Indicator Description	Core Target	Partners
		6.2 Blue Economy enabling systems and investments	<ul style="list-style-type: none"> <li>Demonstrates how PEMSEA fosters green growth in blue economy sectors through the identification and mobilization of new investment commitments, and the implementation of nature-based job programs and industry sustainability upgrades and solutions to enhance resilience and sustainability of traditional and emerging blue economy industries</li> </ul>	6.2a National BE programs, ocean accounting systems, frameworks for facilitating blue carbon market or non-market mechanisms, or governance instruments aligned with regional/global frameworks 6.2b Nature-based job programs and industry sustainability upgrades in BE sectors (e.g., cleaner production and technology; eco-certification and standards; circular economy practices, etc.) 6.2c New investment commitments identified and secured in various BE sectors (traditional and emerging)	CPs  CPs, NCPs, collaborators  CPs, NCPs, collaborators
	<b>S07:</b> Strengthen financial sustainability of the PEMSEA mechanism (linked to Pillar 1; SD 1.1)	<b>7.1 PEMSEA financial sustainability</b>	<ul style="list-style-type: none"> <li>Measures ability to secure stable, multi-year core funding to sustain PRF, while demonstrating partners' commitment and ownership by supporting PRF services, and PEMSEA strategic priorities</li> </ul>	7.1a A comprehensive PEMSEA Financial Sustainability Plan/Resource Mobilization Strategy and Plan covering core funding and diversified financing opportunities developed and monitored through periodic financial performance planning and assessment 7.1b Annual PRF annual core operational budget (Secretariat, Admin and Financial Services) covered by annual/multi-year funding commitments	PRF, CPs, donors, collaborators

# Detailed SDS-SEA IP 2023-2030 Strategic Results Framework (SRF)

# 4

The Strategic Results Framework (SRF) serves as the operational-level tool for planning, monitoring, and tracking the implementation of the SDS-SEA IP guided by the four SDS-SEA IP Pillars on Governance, Healthy Ocean, Healthy People, and Healthy Economies. It provides detailed outputs, indicators, and timelines that guide day-to-day execution and progress measurement across all strategic domains. Results generated from the SRF will directly feed into the high-level Balanced Scorecard (BSC), ensuring that operational achievements are systematically captured and translated into strategic performance reports for the Executive Committee (EC) and Partnership Council (PC).



## Enabling Pillar 1: Effective and Transformative Governance

This pillar encompasses two reinforcing clusters: **(a) PEMSEA's Institutional Governance, and (b) Coastal and Ocean Governance.**

PEMSEA's Institutional Governance covers Strategic Domain 1.1 which focuses on strengthening PEMSEA's sustainability to ensure capacity to deliver the core pillars of the SDS-SEA and support broader ocean governance objectives. This involves enhancing organizational and operational capacity and effectiveness, financial resilience, leadership, partnerships, visibility, and credibility, ensuring PEMSEA's continued growth as a trusted regional coordinating mechanism for sustainable coastal and ocean management in the EAS region.

Coastal and Ocean Governance covers Strategic Domains 1.2 to 1.5. This cluster serves as a core enabling and cross-cutting driver of the SDS-SEA, to be systematically mainstreamed across all components of the Implementation Plan. It promotes effective, inclusive, and science-based governance; aligns national and local policies with regional and global commitments; strengthens capacity through ocean literacy, digital innovation, thought leadership and evidence-informed decision-making; and advances gender equality, social inclusion, youth engagement, and multi-level collaboration to foster shared responsibility and synergistic actions.

## Strategic Domain 1.1: PEMSEA's Regional Governance Mechanism

**Objective:** Strengthen and ensure PEMSEA's institutional effectiveness, sustainability, influence, visibility and value on regional integrated coastal and ocean governance through strong partnerships, enhanced organizational capacity, effective mechanisms, predictable funding, and strategic communications and targeted branding initiatives.

Core Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
1.1.1 PEMSEA regional governance effectiveness	<ul style="list-style-type: none"> <li><b>Organizational Capacity and Performance</b> (Implementation of Organizational Capacity Assessment (OCA) tool and CapDev Plan; Combined OCA score from assessments and recommendations)</li> </ul>	<ul style="list-style-type: none"> <li>OCA Tool and Capacity Development Plan rolled out, with findings and recommendations presented to the EC and PC</li> <li>Leadership/management training/mentorship/succession planning programs in place for PRF staff, EC members of PC and PNLG, and NFPs</li> </ul>	<ul style="list-style-type: none"> <li>OCA Five-Year Cumulative Assessment completed, based on OCA reports, and submitted to the EC and PC to inform enhancement of PEMSEA mechanisms, and PRF capacity and operational and management systems</li> </ul>	PRF
	<ul style="list-style-type: none"> <li><b>Partnership Reach, Influence and Convening Capacity</b> (# of new and operationalized partnerships and collaborative agreements, including cross-partnership or cross-networking initiatives among CPs, NCPs, PNLG, PNLC and PNYL)</li> </ul>	<ul style="list-style-type: none"> <li>At least 1 new Non-Country Partners and Network members, with formal collaborative agreements on specific projects or programs (MOA, MOU, LOC) supporting the delivery of SDS-SEA IP targets</li> <li>At least 50% of existing NCPs, including revitalized under-engaged NCPs, support collaborative activities with PRF and other PEMSEA Networks (PNLG, PNLC and PNYL)</li> <li>Building on their engagement with relevant PRF-managed projects (IRBM and ENMAPS) pursue formal partnerships/initiatives with non-member EAS countries (e.g., Malaysia, Thailand)</li> <li>Invite PNLC to become a member of the EAS Partnership Council (Technical Session), ensuring academe participation</li> </ul>	<ul style="list-style-type: none"> <li>At least 2 new Non-Country Partners and Network members, with formal collaborative agreements on specific projects or programs (MOA, MOU, LOC) supporting the delivery of SDS-SEA IP targets</li> <li>At least 75% of existing NCPs, including revitalized under-engaged NCPs, support collaborative activities with PRF and other PEMSEA Networks (PNLG, PNLC and PNYL)</li> <li>Pursue formal partnerships/initiatives with non-member EAS countries (e.g., Brunei Darussalam, Myanmar)</li> </ul>	PRF  NCPs  PRF, EC, PC

## Strategic Domain 1.1: PEMSEA's Regional Governance Mechanism

Core Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<ul style="list-style-type: none"> <li><b>Operational Functionality and Impact of Key PEMSEA Governance &amp; Reporting Mechanisms</b> (% of EC &amp; PC decisions implemented; EAS Ministerial Declarations adopted; # of regional and national SOC reports produced)</li> </ul>	<ul style="list-style-type: none"> <li>Monthly PRF Management Committee Meetings conducted</li> <li>Annual EC &amp; PC meetings conducted</li> <li>Annual bilateral meetings between PRF with CPs and NCPs</li> <li>9th EAS Congress and Ministerial Forum conducted</li> <li>Annual PNLC and PNLC EC meetings and general assemblies conducted</li> <li>1 Updated Regional SOC (RSOC) Report developed and published</li> <li>11 Updated National SOC (NSOC) or equivalent reports developed and published</li> <li>Participation in global marine assessment and regional reporting system (e.g., ASEAN State of Environment report)</li> </ul>	<ul style="list-style-type: none"> <li>Revisit PEMSEA Rules of Governance to ensure relevance, effectiveness and strategic alignment with new developments</li> <li>Monthly meetings of PRF Management Committees conducted</li> <li>Annual EC &amp; PC meetings conducted</li> <li>Annual bilateral meetings between PRF with CPs and NCPs</li> <li>10<sup>th</sup> EAS Congress and Ministerial Forum conducted</li> <li>Annual PNLC and PNLC EC meetings and general assemblies conducted</li> <li>SDS-SEA IP 2023-2030 Progress Synthesis Report completed and presented at EC and PC</li> <li>PEMSEA Post-2030 Agenda completed and presented at EC and PC, and adopted at the 10<sup>th</sup> EAS Ministerial Forum</li> </ul>	<p><b>PRF, EC, PC</b></p> <p><b>PRF</b></p> <p><b>PRF, EC, PC</b></p> <p><b>PRF, CPs, NCPs</b></p> <p><b>PRF, Host Country, Partners PNLC, PNLC and their Secretariats</b></p> <p><b>PRF</b></p> <p><b>PRF</b></p>
	<ul style="list-style-type: none"> <li><b>Financial Sustainability of PEMSEA mechanism</b> (% of PRF's annual core operational budget covered by annual/multi-year funding commitments from voluntary country contributions and project fees, guided by PEMSEA Financial Sustainability Plan)</li> </ul>	<ul style="list-style-type: none"> <li>PEMSEA Financial Sustainability Plan/ Resource Mobilization Strategy and Plan implemented, supporting identification of diversified funding instruments, mapping of donor-funded project opportunities, and development of funding proposals, leading to at least 1-2 projects secured</li> </ul>	<ul style="list-style-type: none"> <li>Diversified funding instruments tapped, with a pipeline of donor-funded opportunities established, and proposals developed, leading to additional 1–2 major projects secured.</li> <li>PRF Work Plan and Budget, and annual Financial Performance Assessment Report</li> <li>At least 9-10 of CPs providing voluntary contribution</li> </ul>	<p><b>PRF</b> (in collaboration with Partners and Donors)</p> <p><b>PRF</b></p> <p><b>CPs</b></p>

Strategic Domain 1.1: PEMSEA's Regional Governance Mechanism				
Core Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<ul style="list-style-type: none"> <li><b>Financial Sustainability of PEMSEA mechanism</b></li> </ul>	<ul style="list-style-type: none"> <li>PRF Work Plan and Budget, with annual Financial Performance Assessment Report presented and reviewed by the PC</li> <li>At least 7-8 of CPs providing voluntary contribution</li> <li>100% of annual PRF Secretariat (core group) operations funded by voluntary contributions supported by agreements with CPs (e.g., CSA, MOA, MOU, LOC)</li> </ul>	<ul style="list-style-type: none"> <li>100% of PRF Secretariat (core group) operations funded by voluntary contributions supported by agreements with CPs (e.g., CSA, MOA, MOU, LOC)</li> </ul>	<b>PRF, CPs</b>
	<ul style="list-style-type: none"> <li><b>PEMSEA Brand Visibility and Recognition</b> (# of international, regional and national outreach and awareness campaigns targeting specific stakeholders; PEMSEA communication platforms)</li> </ul>	<ul style="list-style-type: none"> <li>PEMSEA-wide Communications Plan and Brand Strategy developed and implemented, highlighting PRF and PEMSEA partners' initiatives</li> <li>PEMSEA media partners established and Media Forum convened at the EAS Congress 2027</li> <li>PEMSEA-specific regional awareness or branding campaign implemented (e.g., PEMSEA Day; annual thematic communication timed around ocean roundtable dialogues and events; Humans of EAS)</li> <li>Enhanced functionality and accessibility of PEMSEA online and offline media platforms fostering broader stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>Media Forum convened at the EAS Congress 2030</li> <li>PEMSEA-specific regional awareness or branding campaign implemented (e.g., PEMSEA Day; annual thematic communication timed around ocean roundtable dialogues and events; Humans of EAS)</li> <li>Increased engagement in PEMSEA communication/media platforms, measured through perception surveys, partner feedback, or media analytics</li> </ul>	<b>PRF</b> (in collaboration with CPs, NCPs, PNLG, PNLC, PNYL, PRF-managed or supported projects, and media partners)

## Strategic Domain 1.2: Policy Integration

**Objective:** Align national and local ocean and coastal policies with global and regional frameworks, ensuring vertical, horizontal, and spatial integration across sectors and governance levels, to strengthen policy coherence, integrate land-sea connectivity (“ridge to reef”), and enhance the science-policy-practice interface to support sustainable ocean and coastal management.

Core Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>1.2.1</b> <b>% of Country Partners with aligned and integrated policies vis-à-vis key international instruments on sustainable coastal and ocean governance</b>	<ul style="list-style-type: none"> <li><b>Alignment of National Policies with Global and Regional Frameworks</b> (# and status of Country Partners’ signatures and accessions to new international instruments related to coasts and ocean; % of Country Partners with officially adopted ocean/coastal policies aligned with major global/regional frameworks and integrating ridge-to-reef ecosystem management)</li> </ul>	<ul style="list-style-type: none"> <li>Signature, accession to or ratification of new international instruments in support of sustainable coastal and ocean governance (e.g., BBNJ Agreement)</li> <li>National policies and/or legislations aligned with new global and regional frameworks, ridge-to-reef and Blue Economy frameworks (e.g., related to coastal and ocean governance, biodiversity and ecosystems, fisheries and aquaculture, pollution and waste, MSP, ICM, river basin and watersheds, shipping, ports, climate change, disaster risk reduction, etc.)</li> <li>At least 1 policy forum organized by PEMSEA every 3 years to facilitate knowledge and experience sharing on policy development aligned with SDS-SEA target priorities or emerging trends (e.g., every EAS Congress)</li> </ul>	<ul style="list-style-type: none"> <li>Signature, accession to or ratification of new international instruments in support of sustainable coastal and ocean governance</li> <li>National policies and/or legislations aligned with new global and regional frameworks, ridge-to-reef and Blue Economy frameworks (e.g., related to coastal and ocean governance, biodiversity and ecosystems, fisheries and aquaculture, pollution and waste, MSP, ICM, river basin and watersheds, shipping, ports, climate change, disaster risk reduction, etc.)</li> <li>At least 1 policy forum organized by PEMSEA every 3 years to facilitate knowledge and experience sharing on policy development aligned with SDS-SEA target priorities or emerging trends</li> <li>EAS Ministerial Declarations (2027 &amp; 2030) adopted and implemented as regional commitments aligned with global frameworks and national priorities</li> </ul>	<p><b>CPs</b></p> <p><b>CPs</b></p> <p><b>PRF</b> (in collaboration with <b>NCPs</b> specializing in policy research and development, and CPs)</p> <p><b>PRF</b> (in collaboration with CPs)</p>

Strategic Domain 1.2: Policy Integration				
Core Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<ul style="list-style-type: none"> <li><b>Integration of ICM or similar integrated management programs in National and Local Plans</b> (% of Country Partners with ICM or other similar integrated management programs incorporated or implemented as part of national development plans and legislative agendas)</li> </ul>	<ul style="list-style-type: none"> <li>11 CPs with ICM or similar integrated management programs (e.g., MSP, IRBM/IWRM, etc.)</li> <li>Technical support or inputs provided to countries in the development of relevant ICM policies and legislation</li> </ul>	<ul style="list-style-type: none"> <li>11 CPs with ICM or similar integrated management programs (e.g., MSP, IRBM/IWRM, etc.)</li> </ul>	<b>CPs, PNLG or local governments with technical support from PRF</b>
	<ul style="list-style-type: none"> <li><b>Functionality of Country Institutional Frameworks</b> (Country Partners with functional institutional arrangements supporting national ocean and coastal policies)</li> </ul>	<ul style="list-style-type: none"> <li>New or restructured institutions or national coordinating mechanisms for coasts and ocean (e.g., National SDS-SEA Committees or equivalent)</li> </ul>	<ul style="list-style-type: none"> <li>New or restructured institutions or national coordinating mechanisms for coasts and ocean (e.g., National SDS-SEA Committees or equivalent)</li> </ul>	<b>CPs</b>



### Strategic Domain 1.3: Ocean Literacy and Capacity Development

**Objective:** Advance ocean literacy and strengthen capacity development across all stakeholders at regional, national, and local levels to foster informed, capable, and empowered stakeholders in line with the objectives of the UN Decades of Ocean Science and Ecosystem Restoration. This entails raising public awareness and understanding of the ocean's value and challenges; cultivating stewardship and shared responsibility through education and outreach; and building the technical, institutional, and leadership capacities of governments, communities, and partners to design and implement effective coastal and ocean governance solutions through trainings.

High-Level Core Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>1.3.1 Ocean governance capacity or engagement score</b>	<ul style="list-style-type: none"> <li><b>Extent of Ocean Literacy and Capacity Building Initiatives</b> (Updated CapDev Plan; # of training programs and curricula; participation and engagement of women, youth, local and indigenous communities to PEMSEA CapDev initiatives; Knowledge improvement survey score; learning events or initiatives contributing to UNDOS and UNDER)</li> </ul>	<ul style="list-style-type: none"> <li>Updated PEMSEA Capacity Development Plan developed (incorporating key CapDev targets from PEMSEA flagship programs and PRF-managed projects)</li> <li>Internship or Traineeship and Fellowship programs in PRF</li> <li>Study tours for local chief executives (linked to PNLC and EAS Congress)</li> <li>Knowledge improvement surveys (at least 50% improvement per PEMSEA-led or PRF-managed project trainings)</li> <li>PRF collaborative project with NCP: <ul style="list-style-type: none"> <li>ENMAPS Project with ACB: Development of ICM/MSP/EAFM Integrated Training Manual in support of capacity and development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>100% of Capacity Development Plan targets achieved, including PEMSEA flagship CapDev programs and specialized curricula carried out with PNLC</li> <li>Internship or Traineeship and Fellowship programs in PRF</li> <li>Study tours for local chief executives (linked to PNLC and EAS Congress)</li> <li>Knowledge improvement surveys (at least 70% improvement per PEMSEA-led or PRF-managed project trainings)</li> <li>PRF collaborative project with NCP: <ul style="list-style-type: none"> <li>ENMAPS Project with ACB: ICM/MSP/EAFM Integrated Training Manual completed with demonstrated application</li> </ul> </li> </ul>	<p><b>PRF, PNLC</b></p> <p><b>PRF</b></p> <p><b>PRF, PNLC</b></p> <p><b>PRF, PRF-managed projects</b></p> <p><b>PRF, NCPs</b></p>
	<ul style="list-style-type: none"> <li><b>PNLC and IRBM LCs Contribution in Advancing Technical Expertise and Capacity Building</b> (% of PNLC Operational Plan implemented; # of Learning events conducted with PNLC and IRBM LCs support)</li> </ul>	<ul style="list-style-type: none"> <li>100% of PNLC 2023-2027 Operational Plan implemented</li> <li>1-2 PEMSEA flagship CapDev programs, specialized curricula and learning events carried out with PNLC and IRBM LCs (e.g., ICM course/training, Blue carbon related trainings, IRBM/IWRM trainings Training of Trainers, and other specialized training/curricula such as AI related trainings)</li> </ul>	<ul style="list-style-type: none"> <li>PNLC Operational Plan to 2030 developed &amp; implemented</li> <li>1-2 PEMSEA flagship CapDev programs, specialized curricula and learning events carried out with PNLC and IRBM LCs</li> </ul>	<p><b>PNLC and IRBM LCs</b> (in collaboration with PRF and other PEMSEA partners and networks)</p>

## Strategic Domain 1.4: Gender Equality and Social Inclusion (GESI), Youth Empowerment, and Stakeholder Engagement

**Objective:** Systematically integrate Gender Equality and Social Inclusion (GESI), youth empowerment, and multi-stakeholder engagement across all PEMSEA programs and SDS-SEA implementation to ensure equitable participation, leadership opportunities, and benefit-sharing for women, youth, and marginalized groups in the protection, sustainable use, and management of coastal, ocean, and water resources, fostering inclusive, transparent, and collaborative planning and decision-making.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>1.4.1 Gender-responsive programs or projects</b>	<ul style="list-style-type: none"> <li><b>GESI Integration in PEMSEA's Strategic Initiatives and PRF-managed Projects</b> (% of PEMSEA/ PRF projects with functional GESI mechanisms integrated into design and implementation; # of GESI impact/case studies)</li> </ul>	<ul style="list-style-type: none"> <li>GESI considerations integrated into project work plans/proposals/reports</li> <li>2 case studies on GESI impact, including effective application of inclusive and rights-based approaches in coastal and ocean management in ICM sites or coastal communities</li> <li>Women representation in leadership/decision-making roles in PC, PNLG, and PNLC processes</li> <li>Sex-disaggregated data on tracking of beneficiaries from PEMSEA-led initiatives or PRF-managed projects</li> </ul>	<ul style="list-style-type: none"> <li>Compendium of case studies showcasing effective application of inclusive and rights-based approaches in coastal and ocean management in ICM sites/local communities published in time for the 10th EAS Congress</li> <li>Cumulative sex-disaggregated data on beneficiaries from PEMSEA-led initiatives and PRF-managed projects</li> </ul>	<b>PRF, PRF-managed projects</b>
<b>1.4.2 Institutionalized youth engagement in PEMSEA</b>	<ul style="list-style-type: none"> <li><b>Youth Engagement in PEMSEA's Strategic Initiatives and PRF-managed projects</b> (Youth from EAS countries engaged in the triennial EAS Youth Forum and various learning initiatives linked to PRF-managed projects and PEMSEA Partners' or Network's learning programs)</li> </ul>	<ul style="list-style-type: none"> <li>PEMSEA roster of youth leaders developed (based on delegates from Youth Forums and youth leaders from ICM sites)</li> <li>Youth learning initiatives linked with PNLG, PNLC or PRF-managed projects</li> <li>EAS YF 2027 convened endorsing the reactivation of the PEMSEA Network of Youth Leaders (PNYL) and adoption of the PNYL Work Plan</li> </ul>	<ul style="list-style-type: none"> <li>PNYL Work Plan implemented, including conduct of youth learning initiatives linked with PRF-managed projects and PEMSEA partners and networks</li> <li>EAS YF 2030 convened adopting the PNYL targets in support of the PEMSEA Post-2030 agenda</li> <li>Facilitate PNYL's participation in the EAS Partnership Council (Technical Session) as an observer, with an opportunity to present updates on PNYL- or youth-led initiatives</li> </ul>	<b>PRF, PNYL/ youth leaders, PNLC, PNLC, CPs, NCPs, PRF-managed projects</b>  <b>PRF, PNYL/ youth leaders</b>  <b>PRF, PNYL</b>

#### Strategic Domain 1.4: Gender Equality and Social Inclusion (GESI), Youth Empowerment, and Stakeholder Engagement

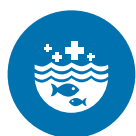
High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>1.4.3 Level of multi-stakeholder participation in the planning, implementation, and reporting of SDS-SEA and initiatives under various integrated management approaches</b>	<ul style="list-style-type: none"> <li><b>Multi-stakeholder Representation in Governance</b> (% of multi-stakeholder participation in PEMSEA-led events or initiatives)</li> </ul>	<ul style="list-style-type: none"> <li>PEMSEA and PRF-project specific Stakeholder Engagement Plans implemented</li> <li>Stakeholder participation rates in PEMSEA-led events and consultations increase by 30%, as measured by attendance and engagement metrics.</li> </ul>	<ul style="list-style-type: none"> <li>Multi-stakeholder participation rates in PEMSEA-led events and consultations increase by 70%, as measured by attendance and engagement metrics.</li> </ul>	<b>PRF</b> , CPs, NCPs, PNLC, PNLC

## Strategic Domain 1.5: Science to Policy Communication, Knowledge and Innovation Systems

**Objective:** Strengthen science to policy communication, knowledge management, and innovation systems to support evidence-informed decision-making and transformative ocean governance in the EAS region. This involves conducting and translating scientific research into accessible and actionable insights; developing digital and knowledge platforms that enhance data sharing; and fostering innovations from research and development that can be scaled and applied to address coastal and ocean challenges. Together, these efforts will bridge science, policy, and practice, driving more effective and progressive implementation of the SDS-SEA.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
1.5.1 Generation, application, and dissemination of science-based knowledge and innovations demonstrating PEMSEA's thought leadership in support of adaptive governance and policy influence	<ul style="list-style-type: none"> <li><b>Joint R&amp;D Initiatives to Support Innovation and Adaptive Governance</b> (# of joint R&amp;D initiatives)</li> </ul>	<ul style="list-style-type: none"> <li>Twinning program for targeted research with universities and other scientific organizations with key support from PNLC and NCPs, delivering at least 1 Joint R&amp;D initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Sustained implementation of Twinning program for targeted research with universities and other scientific organizations with key support from PNLC and NCPs, delivering at least 2 Joint R&amp;D initiatives</li> </ul>	<b>PRF, PNLC and NCPs</b>
	<ul style="list-style-type: none"> <li><b>Adoption and Use of Knowledge Systems, Digital Platforms and Tools</b> (# of SEAKB linkages with other national, regional and global KM platforms; # of PRF-managed projects supporting the application of digital tools, apps, or systems; # of knowledge-sharing forums conducted on digital tools, apps, or systems)</li> </ul>	<ul style="list-style-type: none"> <li>SEAKB and RBIMS linked with recognized KM platforms (e.g., IWLEARN, Asia-Pacific Climate Change Adaptation Information Platform, National Clearinghouse Mechanisms, ASEAN Center for Biodiversity Dashboard; SEA:LEARN)</li> <li>All PRF-managed projects and networks (PNLG, PNLC and PNYL) linked or contributing to SEAKB</li> <li>Adaptive digital tools, apps or systems developed or adapted under PRF-managed projects and shared through knowledge-sharing events</li> </ul>	<ul style="list-style-type: none"> <li>SEAKB periodically updated and linked with at least 2 recognized KM platforms</li> <li>All PRF-managed projects and networks (PNLG, PNLC and PNYL) linked or contributing to SEAKB</li> <li>Digital tools, apps or systems developed or adapted under PRF-managed projects and shared through knowledge-sharing events</li> </ul>	<b>PRF</b>  <b>PRF-managed projects, PNLG, PNLC, PNYL</b>  <b>PRF-managed projects</b>

Strategic Domain 1.5: Science to Policy Communication, Knowledge and Innovation Systems				
High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<ul style="list-style-type: none"> <li><b>Science-based Communication Products and Events</b> (# of regional scientific and technical knowledge products developed or used to inform coastal and ocean as well as Blue Economy national policies, plans, and management actions, contributing to behavioral change)</li> </ul>	<ul style="list-style-type: none"> <li>Science Communication Plan with targeted initiatives and audience developed and rolled out as part of the PEMSEA unified Communications Plan</li> <li>Knowledge Products jointly developed with Partners and PRF-managed/ supported projects (e.g., technical reports, case studies on best practices, lessons and innovations, policy briefs, etc.)</li> <li>Demonstration or evidence of uptake of science-based knowledge products and scientific forums (e.g., citation in policy documents, inclusion in action plans)</li> <li>Surveys carried out on PEMSEA science communications and events to identify improved understanding and behavioral changes (e.g., FGDs, Knowledge-Action-Practice (KAP), KIIs, etc.)</li> <li>In support of Blue Economy initiatives, at least 1 Blue Economy Business Forum conducted every 3 years with participation from CPs/NCPs/ PNLC and private sector, and at least 1 Blue Economy communication product developed and disseminated annually, targeting private sector and industries (e.g., briefs, case studies, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Knowledge Products jointly developed with Partners and PRF-managed/ supported projects</li> <li>At least 3 regional/global fora where PEMSEA contributes knowledge and policy recommendations</li> <li>Demonstration or evidence of uptake of science-based knowledge products and events (e.g., citation in policy documents, inclusion in action plans)</li> <li>Sustained improvement on ocean stewardship practices or activities based on results from surveys (e.g., FGDs, Knowledge-Action-Practice (KAP), KIIs, etc.)</li> <li>In support of Blue Economy initiatives, at least 1 Blue Economy Business Forum conducted every 3 years with participation from CPs/NCPs/PNLG and private sector, and at least 1 Blue Economy communication product developed and disseminated annually, targeting private sector and industries (e.g., briefs, case studies, etc.)</li> </ul>	<p><b>PRF, CPs, NCPs, PNLC</b></p> <p><b>PRF</b></p> <p><b>CPs</b></p> <p><b>PRF, PRF-managed projects</b> (in collaboration with CPs, NCPs, PNLC)</p> <p><b>PRF</b> (with engagement of CPs/NCPs/ PNLG and the private sector/ industries)</p>



## Core Pillar 2: Healthy Ocean

This pillar aims to restore, protect, and sustainably manage the region's coasts and oceans by expanding the application of Integrated Coastal Management (ICM) and related integrated approaches that deliver measurable ecological, social, and economic benefits; reducing land- and sea-based pollution through strengthened governance, innovations, and regional cooperation; conserving marine biodiversity and advancing sustainable fisheries in alignment with global frameworks; and enhancing climate and disaster resilience by integrating ocean-based solutions, ecosystem-based approaches, and blue carbon initiatives into national and regional policies, programs, and partnerships.

### Strategic Domain 2.1: Science to Policy Communication, Knowledge and Innovation Systems

**Objective:** Strengthen and expand the coverage and application of Integrated Coastal Management (ICM) and other integrated management approaches (i.e., MSP, MPA, IWRM/IRBM, EAFM, etc.) across priority coastlines and contiguous watersheds in the EAS region, demonstrating measurable ecological, social, and economic benefits for coastal communities, and institutionalizing these approaches through PNLC and national government actions aligned with the SDS-SEA and global commitments (i.e., UN SDGs, Paris Agreement, KMGBF, Sendai Framework for Disaster Risk Reduction, etc.)

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>2.1.1 Extent of Integrated Management Approaches (i.e., ICM, MSP, EAFM, IRBM/IWRM)</b>	<ul style="list-style-type: none"> <li><b>Area coverage</b> (% of regional coastline under operational ICM or similar integrated management/action plans or programs)</li> </ul>	<ul style="list-style-type: none"> <li>Areas covered under integrated management approaches in the EAS countries (e.g., ICM, MSP, MPA, IRBM.IWRM.EAFM, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Total areas covered under integrated management approaches based on country initiatives (e.g., ICM, MSP, MPA, IRBM.IWRM.EAFM, etc.)</li> </ul>	<b>CPs, PRF</b> (in collaboration with PNLC and PNLC)
	<ul style="list-style-type: none"> <li><b>National and local governments implement integrated management approaches and related action plans to protect, restore, and conserve coastal and marine ecosystems</b> (# of integrated management strategies and action plans)</li> </ul>	<ul style="list-style-type: none"> <li>National and local Integrated Management approaches and related action plans with operational budget allocations</li> <li>PRF-managed project:               <ul style="list-style-type: none"> <li>IRBM target (CAM, IND, LAO, PHL, MAL, VN): 7 IRBM management strategies and action plans</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>National and local Integrated Management approaches and related action plans with operational budget allocations</li> <li>PRF-managed project:               <ul style="list-style-type: none"> <li>IRBM: (post IRBM project) 7 IRBM strategies and action plans operationalized by local governments in respective sites</li> </ul> </li> </ul>	<b>CPs</b> (with technical support from PRF, PNLC, PNLC)  <b>IRBM Project and partner local governments</b>

## Strategic Domain 2.1: Science to Policy Communication, Knowledge and Innovation Systems

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<ul style="list-style-type: none"> <li><b>Certified ICM systems, effectiveness assessment and best practices</b> (# of PNLG members or local governments with certified ICM Systems under the ICM Code and Recognition System, documentation and sharing of China's ICM effectiveness assessment)</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 1 PNLG member or local government with certified ICM systems</li> <li>Results and lessons from China's ICM Effectiveness Assessment packaged and shared through the PNLG and PEMSEA knowledge platforms</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of 2 PNLG members/local governments with certified ICM systems</li> <li>Technical support extended to other PNLG members or local governments with ICM-related programs interested in conducting ICM effectiveness assessment</li> </ul>	<b>PNLG</b> (in collaboration with PRF and PNLC) <b>CPC, PRF, PNLC, PNLG</b>
<b>2.1.2 Documented benefits and impacts of ICM and other integrated management approaches at the local level</b>	<ul style="list-style-type: none"> <li><b>Local SOC reports and other equivalent reports</b> (updated SOC indicators; # of new or updated local SOC or other equivalent reports from ICM sites)</li> </ul>	<ul style="list-style-type: none"> <li>Updated local SOC indicators prepared with PNLC and local governments, showcasing progress in governance, ecological, socioeconomic, and GESI areas</li> <li>Minimum of # new or updated local SOC and other equivalent reports (<i>Note: Target number to be determined in consultation with the PNLG to align with the PNLG SAP implementation</i>)</li> </ul>	<ul style="list-style-type: none"> <li>Minimum of # new or updated local SOC and other equivalent reports (<i>Note: Target number to be determined in consultation with the PNLG to align with the PNLG SAP implementation</i>)</li> </ul>	<b>PNLC, PNLG</b>
	<ul style="list-style-type: none"> <li><b>PNLG SAP implementation and progress reporting</b> (% of PNLG members regularly reporting progress on PNLG SAP implementation)</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of PNLG SAP 2022-2030</li> <li>At least 50% of PNLG members submit annual PNLG SAP progress updates</li> </ul>	<ul style="list-style-type: none"> <li>At least 80% of PNLG members submit annual PNLG SAP progress report</li> <li>PNLG SAP for the post-2030 period developed and adopted</li> </ul>	<b>PNLG and its Secretariat</b> (with Technical guidance/support from PRF)



## Strategic Domain 2.2: Pollution, Waste and Water Use Management

**Objective:** To reduce land- and sea-based pollution, including plastics, wastewater, and hazardous substances, by strengthening the implementation of national action plans and local governance, advancing integrated river basin and water resource management, promoting best practices and innovations in marine plastics management, enhancing monitoring, capacity, and awareness, and supporting complementary regional cooperation frameworks.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
2.2.1 Strengthened implementation and monitoring of national plans, and programs on pollution reduction, waste, and water use management, aligned with global and regional frameworks	<ul style="list-style-type: none"> <li><b>National and Local Strategies and Plans<sup>3</sup></b> (Country Partners mainstreaming marine litter action plans into national development plans (i.e., NAPs on GPA or equivalent plans); # of local marine plastics management strategies and action plans)</li> </ul>	<ul style="list-style-type: none"> <li>Objectives and priorities of GPA on pollution reduction and waste management mainstreamed under the framework of integrated coastal area and river basin management into NAPs on GPA or its equivalent National Action Plan.</li> <li>PRF-managed project:               <ul style="list-style-type: none"> <li>ODA Marine Plastics (PHL and TL): 10 Draft local marine plastics management strategies</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>NAPs on GPA or its equivalent National Action Plan implemented and monitored.</li> <li>PRF-managed projects:               <ul style="list-style-type: none"> <li>ODA Marine Plastics target (PHL and TL): 10 local marine plastics management strategies adopted</li> </ul> </li> </ul>	<p><b>CPs</b></p> <p><b>ODA Marine Plastics Project and partner local governments</b></p>
	<ul style="list-style-type: none"> <li><b>Assessments and Monitoring</b> (National monitoring programs and systems on pollution reduction, waste and water use management; # of SORB reports developed; REWEFe Toolkit application; Database or reporting system for pollution and marine litter data)</li> </ul>	<ul style="list-style-type: none"> <li>National monitoring systems and/or programs on pollution reduction, waste and water use management developed or in place with key information and results included in updated SOC or equivalent reports</li> <li>PRF-managed projects:               <ul style="list-style-type: none"> <li>IRBM: 7 SORB reports; WEFE Nexus Report; REWEFe Toolkit rolled out in 7 river basins</li> <li>ODA Marine Plastics: 10 Plastics Analysis and Characterization Study (PACS); 1 Data Center for marine litter in SEAKB</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>National monitoring systems and/or programs on pollution reduction, waste and water use management developed or in place with key information or results included in updated SOC or equivalent reports</li> <li>PRF-managed projects:               <ul style="list-style-type: none"> <li>IRBM (post IRBM project): SORB reporting sustained by respective sites; SORB reporting adopted for ASEAN-wide application</li> <li>ODA Marine Plastics: Marine litter baseline data analyzed and published</li> </ul> </li> </ul>	<p><b>CPs and PRF</b></p> <p><b>IRBM and ODA Marine Plastics Projects in collaboration with partner countries and local governments</b></p>

<sup>3</sup> Note that issue-specific policies and legislations are under Pillar 1, SD 1.2 on Policy Integration, while Pillar 2 focuses on issue-specific Strategies and Plans.



## Strategic Domain 2.2: Pollution, Waste and Water Use Management

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>2.2.2 Regional and multistakeholder cooperation on pollution reduction, waste, and water use management</b>	<ul style="list-style-type: none"> <li>• <b>Partnerships or Collaborative Agreements</b> (# of partnerships forged/collaborative agreements signed among and between government and non-government sectors to support the implementation of NAPs on GPA and Marine Litter, including agreements signed to support pilot projects under PRF-managed projects or programs (i.e., IRBM project, ODA on Marine Plastics); Collaborative initiatives with NCPs and collaborators with relevant programs on pollution, waste and water use management)</li> </ul>	<ul style="list-style-type: none"> <li>• National projects on pollution reduction, waste, and water use management</li> <li>• PRF-managed projects and programs:               <ul style="list-style-type: none"> <li>o IRBM project: 7 agreements signed with responsible national and local governments to proceed with IRBM pilot demonstration projects</li> <li>o ODA Marine Plastics project: 10 pilot projects for reducing marine plastics and improved management; Small Grant Program for marine plastics recycling and upcycling</li> </ul> </li> <li>• Collaborative initiatives with NCPs specific to pollution reduction, waste and water use management</li> </ul>	<ul style="list-style-type: none"> <li>• National projects on pollution reduction, waste, and water use management</li> <li>• PRF-managed projects and programs: pilot projects under the IRBM and ODA Marine Plastics implemented in respective sites</li> <li>• Collaborative initiatives with NCPs specific to pollution reduction, waste and water use management</li> </ul>	<p><b>CPs</b> (with support from donors)</p> <p><b>IRBM and ODA Marine Plastics Projects in collaboration with partner local governments</b></p> <p><b>PRF, NCPs and collaborators related to OSPR</b> (IPIECA/ GISEA, OSRL); NCPs or collaborators related to plastic pollution management, waste and water use (KIOST, ASEAN, etc.)</p>

Strategic Domain 2.2: Pollution, Waste and Water Use Management				
High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<b>Complementary initiatives*</b> <ul style="list-style-type: none"> <li><b>Complementary Contributions (technical/participation in forums) to Regional Oil Spill Preparedness and Response Initiatives</b> (e.g., OSPR initiatives in the Gulf of Thailand and Arafura and Timor Seas)</li> </ul>	<ul style="list-style-type: none"> <li>Gulf of Thailand: Implementation of GoT SAP 2022-2027</li> <li>ATSEA program: PEMSEA support as Strategic Development Partner (SDP)</li> </ul>	<ul style="list-style-type: none"> <li>Gulf of Thailand: Support to post-2027 GoT plan</li> <li>ATSEA program: PEMSEA support as Strategic Development Partner</li> </ul>	<p><b>PRF</b> in collaboration with GoT countries/ GoT coordinating mechanism</p> <p><b>PRF</b> in collaboration with ATSEA Regional Secretariat</p>
	<ul style="list-style-type: none"> <li><b>Complementary Contributions (technical/participation in forums) related to the Development and of Arafura and Timor Seas (ATS) Regional Action Plan to Combat ALDFG</b> (ATS RAP on ALDFG development)</li> </ul>	<ul style="list-style-type: none"> <li>ATSEA program: Development of draft ATS RAP to combat ALDFG; Establishment of scalable circular economy pilot and pilot programs to recover and recycle ALDFG waste</li> </ul>	<ul style="list-style-type: none"> <li>ATSEA program: ATS RAP to combat ALDFG</li> </ul>	<p><b>PRF</b> in collaboration with ATSEA Regional Secretariat</p>

\* Will depend on invitation to PEMSEA

## Strategic Domain 2.3: Biodiversity Conservation and Fisheries Management

**Objective:** Strengthen biodiversity conservation and sustainable fisheries management in the EAS region by aligning national and regional actions with the post-2020 Global Biodiversity Framework, supporting accession and implementation of global agreements (e.g., High Seas Treaty or BBNJ), enhancing management effectiveness and collaborative protection of marine biodiversity through MPAs, marine corridors, and community-based enforcement, as well as scaling up initiatives on ecosystem-based and climate-smart and sustainable fisheries management.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>2.3.1 Integration and implementation of global biodiversity conservation commitments at national and regional levels</b>	<ul style="list-style-type: none"> <li><b>National Strategies and Plans</b> (# of Country Partners with updated NBSAPs aligned with KMGBF and BBNJ targets; # of Country Partners submitting/sharing NBSAP implementation reports)</li> </ul>	<ul style="list-style-type: none"> <li>All CPs have updated and are implementing NBSAPs</li> <li>NBSAP implementation reports submitted by countries (7th National Reports due in 2026)</li> </ul>	<ul style="list-style-type: none"> <li>NBSAP implementation reports submitted by countries (8th National Reports due in 2029)</li> </ul>	<b>CPs</b>
	<ul style="list-style-type: none"> <li><b>Improved management of target biodiversity conservation sites</b> (# of hectares- MPAs and marine corridors- under improved management using integrated approaches like ICM and MSP)</li> </ul>	<ul style="list-style-type: none"> <li>National programs contributing to coastal and marine biodiversity conservation</li> <li>PRF-managed project: <ul style="list-style-type: none"> <li>PRICELESS project (PHL) initiated in collaboration with Conservation International</li> </ul> </li> <li>Collaborative project with NCP: <ul style="list-style-type: none"> <li>ENMAPS project (key responsibility under ACB): METT undertaken in target sites in IND, PHL and TH</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>National programs contributing to coastal and marine biodiversity conservation</li> <li>PRF-managed project: <ul style="list-style-type: none"> <li>PRICELESS project: 352,390 ha Philippine Rise Marine Resource Reserve (PRMRR) with improved METT score</li> </ul> </li> <li>Collaborative project with NCP: <ul style="list-style-type: none"> <li>ENMAPS project (key responsibility under ACB): 2,659,459 ha MPAs with improved management effectiveness; 13.3 million ha of marine habitat under improved practices</li> </ul> </li> </ul>	<b>CPs, NCPs</b>  <b>PRICELESS Project and PHL</b> ( <i>NOTE: The Project is to be initiated by 2026. While it is included as a target, the timeline and activities may be adjusted depending on the project's agreed final work plan</i> ) <b>ENMAPS Project (ACB) in collaboration with partner countries (IND, PHL, TH)</b> ( <i>Note: ENMAPS is cited as an example; additional collaborative projects with partners may be identified and reported over the course of SDS-SEA IP implementation</i> )

## Strategic Domain 2.3: Biodiversity Conservation and Fisheries Management

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<p><b>Complementary initiatives</b></p> <ul style="list-style-type: none"> <li><b>Complementary Contributions (technical/participation in forums) to Regional Collaborations on Biodiversity Conservation</b> (e.g., Establishment and operationalization of Regional Collaborative Network of MPAs in the EAS region in collaboration with other regional organizations; Implementation of Regional Action Plan on Biofouling for East Asia particularly to prevent invasive aquatic species; and inputs to ATSEA MPAs/OECM initiative- by invitation to PEMSEA)</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of Regional Collaborative Network of MPAs in the EAS region with defined partnership arrangements</li> <li>Operationalization of the Regional Action Plan (RAP) on Biofouling for East Asia</li> <li>Technical inputs to the identification/ establishment of new MPAs and OECMs under the ATSEA program/ATS SAP</li> </ul>	<ul style="list-style-type: none"> <li>Regional Collaborative Network of MPAs operational with demonstrated joint actions and joint funding proposal/ resource mobilization</li> <li>Regional Action Plan on Biofouling for East Asia operational with demonstrated joint actions (subject to funding availability)</li> <li>Technical inputs to ATSEA initiatives on MPAs and OECMs</li> </ul>	<p><b>PRF</b> (in collaboration with COBSEA, ACB, CTI-CFF, IOC-WESTPAC, IUCN Asia-Pacific, NEAMPAN, ATSEA, SCS Project, Global Network of MPA Networks)</p> <p><b>PRF</b>, IMO, CPs, Glofouling Partnerships Project</p> <p><b>PRF</b>, ATSEA Regional Secretariat</p>

### Strategic Domain 2.3: Biodiversity Conservation and Fisheries Management

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>2.3.2 Effective fisheries management and community-based enforcement</b>	<ul style="list-style-type: none"> <li><b>National Strategies and Plans</b> (Country strategies and plans on sustainable fisheries management linked to ICM, MSP, EAFM and other area-based management approaches)</li> </ul>	<ul style="list-style-type: none"> <li>Integration of sustainable fisheries or ecosystem management approach into national and local planning and development of coastal and marine areas (linked to ICM, MSP and other area-based management approaches and in line with the FAO Code of Conduct for Responsible Fisheries)</li> </ul>	<ul style="list-style-type: none"> <li>Integration of sustainable fisheries or ecosystem management approach into national and local planning and development of coastal and marine areas (linked to ICM, MSP and other area-based management approaches and in line with the FAO Code of Conduct for Responsible Fisheries)</li> </ul>	<b>CPs</b>
	<ul style="list-style-type: none"> <li><b>Sustainable fishing practices</b> (Country Partner initiatives in support of sustainable aquaculture and climate-smart fisheries)</li> </ul>	<ul style="list-style-type: none"> <li>Country initiatives (pilot or ongoing) on sustainable aquaculture and climate-smart fisheries</li> </ul>	<ul style="list-style-type: none"> <li>Country initiatives (pilot or ongoing) on sustainable aquaculture and climate-smart fisheries</li> </ul>	<b>CPs</b>

## Strategic Domain 2.4: Climate Change Adaptation and Disaster Risk Reduction

**Objective:** To strengthen national and regional resilience to climate change and disaster risks by integrating ocean-based climate solutions, ecosystem-based disaster risk reduction, and blue carbon initiatives into national plans and programs; advancing innovative “Blue Tech” applications; enhancing the implementation and reporting of NAPs, NDCs, and DRR plans in line with global commitments; and promoting regional knowledge sharing, monitoring, and cooperation through PEMSEA’s established mechanisms.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>2.4.1 Country Partner NAPs and NDCs demonstrate progressive integration of commitments under the Paris Agreement, subsequent COP decisions</b> (Glasgow Climate Pact, Sharm El-Sheikh Implementation Plan, COP28 Global Stocktake, and forthcoming COP29 to COP30 frameworks), and annual Ocean and Climate Change Dialogues, with explicit inclusion of ocean-based mitigation, adaptation, and Loss and Damage measures	<ul style="list-style-type: none"> <li><b>NAPs/NDCs updates with ocean-related commitments, implementation and reporting</b>                (# of Country Partners updating, implementing, and reporting NAPs/ NDCs with integrated ocean-based climate actions in line with Paris Agreement and COP26 to COP30 commitments)</li> </ul>	<ul style="list-style-type: none"> <li>Ocean-related commitments integrated in updated NAPs/NDCs</li> <li>Progress reports on NAPs/NDCs submitted by countries</li> </ul>	<ul style="list-style-type: none"> <li>11 Country Partners with updated NAPs/NDCs with ocean-related commitments and aligned with global climate change global frameworks</li> <li>Progress reports on NAPs/NDCs submitted by countries</li> </ul>	<b>CPs</b>
<b>2.4.2 National Disaster Risk Reduction and Management Plans (NDRRMPs) demonstrate the integration of ecosystem-based disaster risk reduction (Eco-DRR) approaches, in line with the targets and priorities of the Sendai Framework (2015–2030), relevant regional frameworks</b> (i.e., ASEAN Agreement on Disaster Management and Emergency Response and the ASEAN Capacity Building Roadmap 2025–2030 for Disaster Management)	<ul style="list-style-type: none"> <li><b>Country Partners with Eco-DRR integrated into coastal management and/or DRR plans in alignment with the Sendai Framework and relevant regional frameworks</b>                (# of CPs with Eco-DRR plans and initiatives)</li> </ul>	<ul style="list-style-type: none"> <li>Country Partners with Eco-DRR measures implemented and monitored as part of NDRRMPs</li> </ul>	<ul style="list-style-type: none"> <li>Country Partners with Eco-DRR measures implemented and monitored as part of NDRRMPs</li> </ul>	<b>CPs</b>

## Strategic Domain 2.4: Climate Change Adaptation and Disaster Risk Reduction

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>2.4.3 Adoption of blue carbon initiatives and ocean-based climate solutions</b>	<ul style="list-style-type: none"> <li><b>National Platform for Blue Carbon assessment</b></li> </ul>	<ul style="list-style-type: none"> <li>National platform/ plan/roadmap of Blue Carbon developed</li> </ul>		<b>CPs</b> (efforts can be linked with initiatives to be undertaken as part of the PEMSEA BC Program)
	<ul style="list-style-type: none"> <li><b>PEMSEA Blue Carbon (BC) Program guided by the Blue Carbon Ecosystem Services Management Mechanism (BCESMM)</b> (BC accounting; BC voluntary certification system for ecosystem service credits; Regional registry platform of certified blue carbon projects; Market mechanism for BCE; # of Pilot projects)</li> </ul>	<ul style="list-style-type: none"> <li>BC Certification studied for seaweed/ kelp bed, aquaculture, tidal flats, and salt marshes</li> <li>Basic database of BC ecosystem services designed based on SOC format</li> <li>Market demand study on BC ecosystem services</li> <li>Pilot projects from CPs nominated and voluntary funding support identified</li> </ul>	<ul style="list-style-type: none"> <li>Harmonized BC accounting protocol developed and endorsed by EAS PC</li> <li>National plans / roadmap applied in all CPs</li> <li>BC national enabling framework developed</li> <li>BC Certification initiated</li> <li>Basic database of BC ecosystem services rolled out</li> <li>Closed market for partners implemented</li> <li>Pilot projects to test BA accounting protocol confirmed and implemented</li> </ul>	<b>PRF, BC TWG</b> (in collaboration with CPs relevant NCPs and collaborators)

## Strategic Domain 2.4: Climate Change Adaptation and Disaster Risk Reduction

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
	<ul style="list-style-type: none"> <li><b>Blue technology/ blue solutions contributing to climate change adaptation/ mitigation, DRR and blue carbon initiatives</b> (Blue tools, technologies, and systems adopted in countries)</li> </ul>	<ul style="list-style-type: none"> <li>Innovative tools, technologies and systems adopted in Countries with demonstrated results in support of NAPs/ NDCs, NDRRMPs, and blue carbon initiatives (e.g., risk modeling, restoration technologies, carbon accounting tools, etc.)</li> <li>PRF-managed project:               <ul style="list-style-type: none"> <li>Blue Solutions Project: Project approved and initiated in collaboration with IKI and IMO, contributing to IMO GHG Strategy, the IMO Resolution on Cooperation on GHG emissions, as well as related UN SDGs; Assessment of current GHG status in maritime transport and future scenarios along with action plans and roadmaps completed.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Innovative tools, technologies and systems adopted in Countries with demonstrated results in support of NAPs/ NDCs, NDRRMPs, and blue carbon initiatives (e.g., risk modeling, restoration technologies, carbon accounting tools, etc.)</li> <li>PRF-managed project:               <ul style="list-style-type: none"> <li>Blue Solutions Project: Selected decarbonization pilot projects demonstrated</li> </ul> </li> </ul>	<p><b>CPs, NCPs, donor-funded projects in countries</b></p> <p><b>IKI/IMO/PEMSEA Project</b> (NOTE: The IKI/ IMO/PEMSEA Blue Solutions Project proposal is still under review and has not yet been approved. While it is included as a possible target in the updated SDS-SEA IP, the timeline and activities remain tentative and may be adjusted depending on the project's final approval and actual start)</p>





## Core Pillar 3: Healthy People

This pillar aims to enhance inclusive and sustained participation of communities, stakeholders, and youth in the protection and sustainable use of coastal and ocean resources, while strengthening sustainable livelihoods, food security, nutrition, and health through ecosystem-based management, innovative practices, and blue food systems, thereby ensuring the well-being and resilience of coastal populations.

### Strategic Domain 3.1: Sustainable Livelihoods and Enterprises

**Objective:** Advance sustainable livelihood development and biodiversity-friendly enterprises through structured livelihood management strategies, knowledge-sharing, and monitoring of socio-economic and ecological outcomes.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>3.1.1 Extent to which sustainable and diversified livelihood and enterprise opportunities and plans are developed and mainstreamed within ICM programs and partner countries.</b>	<ul style="list-style-type: none"> <li><b>Livelihood Management Strategies or Plans and Sustainability Index</b> (Integration or application of a Coastal Sustainable Livelihood Index for monitoring and evaluation across ICM sites)</li> </ul>	<ul style="list-style-type: none"> <li>Ecosystem-based and inclusive livelihood management strategies developed in select ICM sites and coastal communities, responsive to local contexts</li> <li>Coastal Sustainable Livelihood Index (CSLI) indexes enhanced or added into ICM assessments and local SOC indicators</li> </ul>	<ul style="list-style-type: none"> <li>Ecosystem-based and inclusive livelihood management strategies implemented and mainstreamed into local development and coastal management programs</li> <li>CSLI applied as part of ICM assessments and local SOC reporting, with initial testing in select 1-2 ICM sites</li> </ul>	<p><b>PRF, PNLC, PNLC</b></p> <p><b>PRF, PNLC, PNLC</b></p>
	<ul style="list-style-type: none"> <li><b>Livelihood Programs</b> (# of ICM sites and coastal communities implementing sustainable livelihood programs, including the development, piloting, or scaling up of biodiversity-friendly enterprises and income-generating opportunities)</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable livelihood programs or biodiversity-friendly enterprises identified and initiated in select sites through PRF-managed projects, government programs, or short-term financing</li> <li>Collaborative project with NCP:               <ul style="list-style-type: none"> <li>ENMAPS Project (spearheaded by ACB): Sustainable livelihood initiatives linked to MPA management in select sites in ID, PHL and TH</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Sustainable livelihood programs or biodiversity-friendly enterprises replicated in 4-5 ICM/local sites</li> <li>Lessons from sustainable livelihood programs documented and shared through knowledge and learning platforms</li> <li>Collaborative project with NCP:               <ul style="list-style-type: none"> <li>ENMAPS Project (spearheaded by ACB): Sustainable livelihood initiatives linked to MPA management in select sites in ID, PHL and TH</li> </ul> </li> </ul>	<p><b>PRF, PNLC, donor-funded projects</b></p> <p><b>ACB</b> (Note: ENMAPS is cited as an example; additional collaborative projects with partners may be identified and reported over the course of SDS-SEA IP implementation)</p>

### Strategic Domain 3.2: Blue Food Systems, Nutrition, and Human Well-Being

**Objective:** Integration of blue food systems into ICM or coastal and ocean governance frameworks as a pathway to blue economy, and mainstream these systems in regional, national, and local planning agenda to enhance food security, nutrition, and human well-being. Blue food systems refer to the network of harvesting, cultivation, processing, distribution, and consumption of foods derived from marine and freshwater environments. These systems rely on the responsible management of aquatic resources, equitable social and economic practices, and long-term ecosystem resilience to sustain the interdependent ecological, human, and cultural processes that support them.

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
<b>3.2.1 Integration of blue food systems into coastal and ocean governance frameworks to enhance food security, nutrition, and human well-being.</b>	<ul style="list-style-type: none"> <li><b>Integration of blue food and health considerations into ICM or other integrated management frameworks and planning processes</b> (technical briefs, knowledge exchanges and inclusion in national and local plans)</li> </ul>	<ul style="list-style-type: none"> <li>Technical briefs or studies developed to support integration of blue food systems into ICM or other integrated management planning highlighting pathways for sustainable and regenerative practices that strengthen community resilience and growth</li> </ul>	<ul style="list-style-type: none"> <li>Blue food and health priorities incorporated in national or local coastal management plans</li> <li>Cross-sector exchange on blue food systems (e.g., fisheries, health, nutrition, environment) facilitated through PEMSEA knowledge sharing events</li> </ul>	<b>PRF, CPs, PNLC</b> (with technical support from PNLC and NCPs)
	<b>Complementary initiatives</b> <ul style="list-style-type: none"> <li><b>Collaboration with complementary 'One Health' initiatives or platforms that aim to holistically and sustainably balance the health of humans, animals, plants, and the environment</b> (e.g., ASEAN's One Health initiative; Quadripartite One Health Joint Plan of Action 2022-2026 of WHO, FAO, WOA and UNEP)</li> </ul>	<ul style="list-style-type: none"> <li>Initial collaboration identified and established with at least one regional or global One Health platform through information exchange, joint events or technical forums.</li> </ul>	<ul style="list-style-type: none"> <li>Exploring linkages with One Health initiatives maintained and reflected through participation in regional dialogues, knowledge products, or cross-referenced in PEMSEA reports/platforms</li> </ul>	<b>PRF in collaboration with NCPs, PNLC and other regional/international organizations pursuing One Health initiatives or studies</b> (e.g., ASEAN's One Health initiative; Quadripartite One Health Joint Plan of Action 2022-2026 of WHO, FAO, WOA and UNEP)



## Strategic Domain 4.1: Blue Economy Mechanisms, Finance and Innovative Sectors

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
4.1.1 Blue Economy mechanisms and financing instruments adopted and strengthened across the region.	<ul style="list-style-type: none"> <li><b>National BE Frameworks and Financing Systems</b> (Extent of adoption and strengthening of national Blue Economy frameworks, market and non-market mechanisms (e.g., blue carbon, ocean accounting, ESG), and sustainable financing and certification systems (e.g., ESG-aligned finance, PPPs, circular economy practices))</li> </ul>	<ul style="list-style-type: none"> <li>Country Partners adopt or strengthen Blue Economy frameworks (e.g., blue carbon market/non-market mechanisms, ocean accounting, or ESG-aligned instruments).</li> </ul>	<ul style="list-style-type: none"> <li>Country Partners have adopted/ strengthened Blue Economy frameworks aligned with regional/ global standards (ASEAN BE, FAO Blue Transformation, ESG).</li> <li>At least 4 operational PPPs or financing instruments established/ strengthened to support Blue Economy investments in the countries</li> </ul>	<p><b>CPs</b></p> <p><b>CPs</b></p>
	<ul style="list-style-type: none"> <li><b>PEMSEA Sustainable Business Award<sup>4</sup></b> (# of business/ corporate entities recognized through an updated PEMSEA Sustainable Business Award)</li> </ul>	<ul style="list-style-type: none"> <li>PEMSEA Sustainable Business Award reviewed, updated, and included in the implementation of PEMSEA Sustainable Financing Plan</li> </ul>	<ul style="list-style-type: none"> <li>At least 1-2 business/ corporate entities recognized, creating a strong community of practice and peer learning platform for sustainable Blue Economy leaders</li> </ul>	<p><b>PRF</b></p>

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# Strategic Domain 4.1: Blue Economy Mechanisms, Finance and Innovative Sectors

High-Level Indicator	Supporting Indicators	2027 Target	2030 Target	Partners
4.1.2 Sustainable and innovative BE sectors developed and strengthened	<ul style="list-style-type: none"> <li><b>Innovative BE Pilots/ Projects</b> (# of BE pilots/ projects supported by PRF-managed or supported projects)</li> </ul>	<ul style="list-style-type: none"> <li>At least 1-2 pilots/ projects identified through country-led or PRF-managed or supported projects contributing to BE sectors (e.g., fisheries, aquaculture, tourism, ports, shipping)</li> </ul>	<ul style="list-style-type: none"> <li>At least 1-2 pilots/ projects developed or implemented with documented economic, environmental, and social benefits</li> </ul>	<b>PRF-managed and supported projects, CPs</b>
	<ul style="list-style-type: none"> <li><b>Emerging Blue Economy Sectors</b> (Emerging BE sectors attracting new investments in the region e.g., biotech, bioprospecting, desalination/blue water tech, digital ocean/marine data, blue carbon markets, alternative fuels)</li> </ul>	<ul style="list-style-type: none"> <li>Emerging BE sectors in the region attracting new investment commitments (e.g., country programs/ donor-funded programs in countries)</li> </ul>	<ul style="list-style-type: none"> <li>Emerging BE sectors in the region attracting new investment commitments (e.g., country programs/ donor-funded programs in countries)</li> </ul>	<b>CPs, NCPs, industry partners, donors</b>

# SDS-SEA IP 2023-2030

## Monitoring and Reporting

# 5

The updated SDS-SEA IP will adopt a two-tiered monitoring and reporting system to balance high-level monitoring with operational/ implementation tracking. Tier 1 will focus on concise, high-level or leadership level reporting of outcomes and high-level indicators guided by the Strategy Map and Balanced Scorecard, designed primarily for PEMSEA's EC and PC as governing bodies and partners to assess collective progress towards 2030 targets. Tier 2 will support operational planning and progress tracking at the program and activity level, guided by the detailed Strategic Results Framework (SRF) with information or updates generated from the CPs, NCPs, PNLG and PNLC Secretariats, M&E Reports of PRF-managed projects and the PRF. This approach follows recognized good practice among international organizations, ensuring that monitoring provides both the “big picture” for strategic decision-making and the operational evidence needed for adaptive management.

To streamline reporting, the PEMSEA Resource Facility (PRF) will remain the central coordinating body, responsible for consolidating data and producing annual progress reports covering both Tier 1 and Tier 2 reporting. In response to partners' request, the PRF has developed simplified reporting templates based on the balanced scorecard for high-level monitoring and reporting (for CPs, NCPs and network members), while PRF will consolidate periodic reports or updates from CP, NCPs, PNLG, PNLC, PNYL and PRF-managed and supported projects in an in-house M&E platform. Reporting frequency will follow an annual cycle for strategic indicators, supplemented by mid-year operational updates as needed. Moreover, PEMSEA may adopt a recognition mechanism to highlight “reporting champions,” turning SDS-SEA IP progress reporting into an opportunity to showcase PEMSEA Partners' visibility and leadership.

This system is expected to make monitoring more efficient, participatory, and evidence-driven, while enabling partners to focus on delivering results rather than lengthy documentation. To facilitate the periodic monitoring and reporting, compilation of information, coordination with relevant PRF- managed and supported projects, partners and networks, consolidation of key results, and assessment of impacts, a dedicated staff/officer within the PRF will support the M&E aspect of the SDS-SEA IP.



The simplified M&E Reporting Templates are provided in a separate file (Excel). Note that M&E Reporting Templates may be further refined depending on further refinements or amendments that may arise from further consultations with PEMSEA Partners and Networks.



*Photo by Danilo Victoriano/PEMSEA*



# Costing for SDS-SEA IP 2023-2030 Implementation

# 6

To ensure that the updated SDS-SEA Implementation Plan (IP) is adequately supported, the PEMSEA Resource Facility (PRF) will develop indicative costing that aligns with existing funding commitments, as well as PRF-managed or supported projects. This will provide a clear picture of the resources available to achieve the plan's targets and highlight areas where additional funding will be required. The costing exercise will also serve as an input to the development of the PEMSEA Financial Sustainability Plan, supporting long-term implementation and resource mobilization. Development of the PEMSEA Financial Sustainability Plan and more detailed costing for the implementation of the SDS-SEA IP will commence by November 2025 up to mid-2026.



*Photo by Orange Omengan/PEMSEA*

# ANNEXES

## **Annex 1:** Highlights from the SDS-SEA IP 2023-2027 Mid-Term Review, Research on Status and Trends, and Organizational Capacity Assessment

### *Key Progress from 2023 to June 2025 (SDS-SEA IP Mid-Term Review)*



#### **Effective Governance**

PEMSEA's partnership and networks continue to expand with active but varying levels of engagement. PRF sustains secretariat and technical support while delivering and expanding a diverse project portfolio, applying ICM and area-based approaches to advance Marine Spatial Planning (MSP), pollution control, biodiversity conservation, and climate resilience. Country Partners (CPs) are progressing on ocean-related policies (notably on blue economy, MSP, and green growth). Over 5,000 individuals trained through capacity initiatives under PRF-managed or supported projects. The PEMSEA Network of Learning Centers (PNLC) remains instrumental in providing technical assistance and expert advice to national and local governments, ICM sites, and local communities. SEAKnowledgeBank and partnerships with global platforms (i.e., GEF IW:LEARN, UNDP) are strengthened, while GESI action plans and trainings benefit thousands of women across PRF-managed or supported projects.



#### **Healthy Ocean**

Integrated Coastal Management (ICM) remains a key driver for integrating biodiversity conservation, sustainable fisheries, climate resilience, and pollution reduction in national and local governance frameworks across the region. The PEMSEA Network of Local Governments (PNLG) continues to advance ICM through its SAP 2022-2030 in support of key SDG targets. ICM recognition system continues but with limited uptake. PRF-managed and supported projects (ATSEA-2, ENMAPS, IRBM, Marine Plastics ODA, etc.) are advancing targets on biodiversity conservation and fisheries management, climate change adaptation and disaster risk reduction, and pollution, waste and water use management, through alignment of national plans and programs with global frameworks, as well as through pilot or site-specific initiatives. PEMSEA Blue Carbon program has been launched with initial assessments and forums carried out focusing on harmonized accounting protocols and frameworks. PEMSEA also supports other regional efforts, including the Regional Action Plan on Biofouling for East Asia, Gulf of Thailand SAP and Dispersant Guidelines, transition from ATSEA-2 project to ATSEA program with 10-year SAP, among others.





PEMSEA supporting frameworks and plans are already in place to ensure inclusivity and broader stakeholder engagement. This includes the Gender Equality and Social Inclusion (GESI), Knowledge Management and Stakeholder engagement plans. Sustainable livelihood and enterprise development initiatives through some PRF-managed projects have also demonstrated stakeholder engagement with environmental conservation and economic resilience. Some country led initiatives focusing on community-based engagement were also noted.



Country Partners are aligning financing priorities with blue economy, climate resilience, and green growth frameworks, reflected in strategies and declarations. PEMSEA is contributing by promoting economic resilience through community-based livelihood pilots and regional knowledge-sharing on blue economy and blue financing. Financing mechanisms and partnerships are also being explored (e.g., pilot PPPs under the IRBM project; ENMAPS is leveraging investments for biodiversity; and blue carbon assessments in ICM sites are generating project ideas).

## Key Gaps

Other SDS-SEA IP priorities requiring strengthened focus include securing both annual and multi-year agreements with funding commitments, updating the National and Regional SOC Reports to guide planning, establishing a roadmap for tracking and assessing ICM coverage and effectiveness, enhancing documentation on mainstreaming efforts (ICM and GESI), and enhancing data sharing on biodiversity, fisheries, climate resilience, and pollution reduction. Advancing a Coastal Sustainable Livelihood Index and/or related strategies can strengthen Healthy People outcomes, while a recognition system under Healthy Economies could incentivize greater corporate engagement in ICM and Blue Economy investments.

## Highlights from Research on Status and Trends

Recent assessments and forums highlight the growing triple planetary crisis of climate change, biodiversity loss, and pollution, now intensified by a broader polycrisis of economic instability, food insecurity, and geopolitical tensions. East and Southeast Asia face major risks, with record-high CO<sub>2</sub> levels, warming trends projecting up to 7°C in East Asia by 2100, and rising sea levels

and GDP losses. Biodiversity is in steep decline, with marine species threatened, shark and dugong populations declining, and widespread coral bleaching and mangrove loss. Pollution further compounds threats, as Asia remains a top contributor to marine plastic leakage, with ocean plastic possibly tripling by 2040, while nutrient pollution, oil spills, and biofouling risks persist. Despite this, regional and global actions are advancing, including climate programs like ASEAN's Climate Change SAP and PEMSEA's Blue Carbon initiative, plastic treaty negotiations, the BBNJ agreement, the 30x30 Ocean Action Plan, updated IMO biofouling guidelines, and emerging Blue Tech innovations, alongside nature-based and community-driven resilience solutions. Various blue investments and financing tools are also emerging though SDG 14 remains to be the least funded SDG. Moreover, developments across blue economy sectors show steady aquaculture and capture fisheries growth, expanding maritime transport and tourism, a resurgence in offshore oil and gas with decommissioning challenges, and rapid offshore renewable energy expansion, alongside innovations in blue carbon, biotechnology, circular economy, and other emerging fields. While significant growth in aquaculture, shipbuilding, and offshore wind in the East and Southeast Asia, the region also faces pressures to decarbonize, manage aging infrastructure, and transition toward more sustainable and equitable ocean-based systems.

The research highlighted persistent fragmentation in policy and institutional frameworks; gaps in monitoring, data, science, and technology sharing, particularly at the regional level; major financing shortfalls, with SDG 14 facing a USD 2.5 trillion gap by 2030. At the social level, deepening social and ecological vulnerabilities were noted, some of which may be exacerbated by rapid technological developments. Finally, the research emphasized the rising urgency of strengthened regional cooperation to address these interconnected challenges.

### **Highlights from the Organizational Capacity Assessment (OCA)**

An initial OCA assessment, using an OCA tool developed for PEMSEA, was initially conducted with the participation of PRF staff. The assessment shows that while PRF has a solid foundation and effective operations (overall score 2.04/4), organizational capacity remains at a "Fair" level, with systems and practices not yet fully functional or consistently applied. Strengths lie in PRF management capacity pertaining to internal controls, policies and procedures. Noted gaps or areas for improvement span both PRF and broader PEMSEA governance mechanisms including, resource mobilization, change leadership, innovation, progressive learning, and succession planning, highlighting the need for stronger coordination, business development system, leadership and staff development, and application of digital systems, to meet rising regional sustainability demands.

## Annex 2: PEMSEA's Niche and Value Add

- 1) **Integrated Coastal Management (ICM) Pioneer:** PEMSEA introduced and scaled ICM across the region as its flagship program, now covering 40.48% of East Asian Seas region's coastlines.
- 2) **Trusted Partnership Convenor:** PEMSEA is a homegrown regional partnership mechanism and convenor that connects countries, partners, and communities to jointly manage the East Asian Seas under the SDS-SEA framework. With its credible track record, institutional setup, and established networks, PEMSEA goes beyond facilitation by providing governments and stakeholders with faster, simpler, and more effective access to training, project oversight, policy advocacy, and collaborative action through knowledge-sharing, capacity development, and technical support.
- 3) **Resilience through Multilevel, Community-driven Actions:** PEMSEA strengthens resilience by empowering local governments and communities through capacity building and direct implementation, while mobilizing stakeholders across all levels through a top-down and bottom-up approach that ensures contextual, inclusive, and sustainable solutions.
- 4) **Replication and Network Building:** Creation and engagement of stakeholder and learning networks, such as the PEMSEA Network of Local Governments (PNLG), PEMSEA Network of Learning Centers (PNLC), and PEMSEA Network of Young Leaders (PNYL) facilitates knowledge sharing and adaptability of best practices at the national and local level.
- 5) **Knowledge Management and Capacity Building:** Extensive knowledge products and capacity building programs support EAS government initiatives and help cultivate new agents of change.
- 6) **Policy and Governance Leadership:** PEMSEA helps shape regional policy reforms and legal frameworks, advancing integrated and ecosystem-based management in support of global and regional frameworks on sustainable coastal and ocean development.
- 7) **Catalyzing Investments and Innovation:** PEMSEA supports assessments and collaborates with partners and donors to design bankable, impact-driven projects for the SDS-SEA and Blue Economy, as well as spearheads flagship regional initiatives (e.g., PEMSEA Blue Carbon Program), creating new pathways for investment, innovation, and scaled regional impact.
- 8) **Monitoring and Evaluation Innovation:** State of the Coasts reporting with emphasis on Blue Economy, as well as introduction and application of other monitoring mechanisms (e.g. State of River Basin reporting) help inform planning, policy and decision making.

## Annex 3: Xiamen Declaration (2024)

### 10 Synergistic Actions Committed in the Xiamen Ministerial Declaration 2024 Component Actions

COMPONENT	ACTIONS
Effective Governance	<p>(1) <b>Integrated Ocean Governance</b> - Promote vertical, horizontal and spatial integration to support effective ocean governance and strengthen policy coherence across sectors with full recognition of the land-sea interface and the connectivity of ecosystems from 'ridge to reef' that require integrated management approaches.</p> <p>(2) <b>Leverage Science-based Data</b> - Consider science-based data and information to support planning, policy development, and investment decision-making; measure the effectiveness of integrated coastal management and expand its scope and linkages to marine spatial planning and other area-based management approaches; mainstream ocean accounting and valuation of marine ecosystem goods and services; promote inclusive digitalization and innovative technology to support ocean monitoring, as well as generate smart data-driven maps to better understand and protect the ocean from overfishing, habitat destruction, pollution, and biodiversity loss.</p> <p>(3) <b>Synergistic Approaches</b> - Build synergistic approaches in the application of integrated coastal and/or river basin management, integrated pollution reduction and management, marine and coastal ecosystem conservation and restoration, climate change adaptation and disaster risk reduction programs; develop joint research, training and capacity development programs; measure and monitor impacts; and share knowledge, lessons, and good practices, among others.</p>
Healthy and Resilient Ocean	<p>(4) <b>Ocean-based Climate Solutions</b> - Adopt ocean-based climate solutions, including innovative technologies and strategies to harness renewable and clean energy that will mitigate greenhouse gas emissions while addressing ocean pressures from biodiversity loss, eutrophication, marine plastic pollution, hypoxia, and acidification to be achieved through scaled-up ICM programs that leverage innovative technologies for protecting ocean health and ecosystem supported by PEMSEA's established monitoring and evaluation framework.</p>

COMPONENT	ACTIONS
Healthy and Resilient Ocean	<p>(5) <b>Ecosystem-based DRR</b> - Apply ecosystem-based disaster risk reduction (Eco-DRR) as part of integrated coastal management to contribute to synergistic implementation of the goals and objectives of global instruments and initiatives and national priorities, taking into account socioeconomic imperatives including community engagement, community-based monitoring and participatory processes, strengthening policy and technical capacity; and disseminating good practices of Eco-DRR with scientific evidence of co-benefits to coastal communities.</p> <p>(6) <b>Blue Carbon Market and Non-Market</b> - Tap the potential of blue carbon market and non-market benefits supported by a regional certification scheme based on the PEMSEA Blue Carbon Roadmap.</p>
Sustainable, Inclusive and Resilient Blue Economy	<p>(7) <b>Engagement of Financial Institutions</b> - Engage financial and related non-financial institutions to apply Environmental, Social and Governance (ESG) and Sustainable Blue Financing frameworks and principles to manage risks and opportunities and as a criterion for unlocking capital so as to promote environmentally and socially responsible ocean industries and advance the sustainable growth of the blue economy.</p> <p>(8) <b>Monitoring and Reporting</b> - Refine and update the regional and national state of the ocean and coasts reports and/or similar country reports every 5 years to demonstrate the value add of blue economy through monitoring of impacts and progress made towards reducing pollution, GHG emissions, and biodiversity loss while building innovative, climate-smart, socially inclusive, and resource efficient ocean economies.</p> <p>(9) <b>Mainstreaming ICM in Planning</b> - Strengthen ICM by incorporating in national and local development and investment plans and priorities the 'ridge-to-reef' framework for ecosystem conservation and restoration as well as the climate-smart and inclusive planning approach to support the actions agenda for the blue economy and the SDS-SEA and KMGBF targets</p>
Healthy People	<p>(10) <b>Food Security and Blue Foods</b> - Integrate blue food and health in the ICM framework as a pathway to blue economy, and mainstream blue food systems in the regional, national, and local planning agenda as concrete solutions to SDG 2 on Zero Hunger, SDG 3 on Good Health and Well-being, and SDG 14 on Life Below Water.</p>

COMPONENT	ACTIONS
<b>COMMITMENTS (Call to Action on CPs, NCPs, PNLG and PNLC)</b>	<ul style="list-style-type: none"> <li>• Mobilize resources and build partnerships to implement SDS-SEA IP 2023–2027 and synergistic actions.</li> <li>• Support SDS-SEA goals through enabling policies and aligned national actions.</li> <li>• Foster blue synergies via a whole-of-society approach, engaging all sectors and stakeholders.</li> <li>• Commit to voluntary contributions to continue supporting PRF in coordinating SDS-SEA implementation and reporting progress to the next EAS Congress.</li> </ul>



