



the David &
Lucile Packard
FOUNDATION

U.S. Marine Strategy

Phase II: 2018-2021

FEBRUARY 2018



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INTRODUCTION

For more than 50 years the David and Lucile Packard Foundation has made investments to expand our understanding of the ocean and worked with partners across the globe to improve its long-term health. Guided by science and inspired by human ingenuity, we invest in countries and global strategies that help improve ocean health. The U.S. has always been a pillar of our ocean work, with investments in marine science beginning in 1968. Since then, the Foundation has supported a diversity of approaches resulting in significant gains in ocean conservation.

Marine and coastal waters are under increasing pressure from overconsumption of ocean resources and encroaching development. Impacts from these activities, in addition to climate change, will continue to grow in severity, substantially changing ocean ecosystems over the next century. The ability of the ocean to maintain diversity and productivity, and be resilient to the effects of climate change, is contingent on reducing existing pressures and preparing for the coming changes.

Our U.S. Marine theory of change works to strengthen fisheries management and habitat protections, and to enhance the ability of these management systems to adapt to change. While applying a science-based approach remains central, we also recognize the increasing importance of deploying sophisticated advocacy approaches to defend gains made over the past 20 years. While this Strategy increases emphasis on defending prior gains at the federal level, it also recognizes the importance of continued innovation to advance ocean conservation, especially on the West Coast and connected to climate change. Across the entire Strategy, we will support efforts to build a stronger ocean conservation field with more diverse constituencies and leaders.

The U.S. Marine Strategy is part of the recently approved Packard Foundation 15-year **Ocean Strategic Framework** (2016-2030). This framework describes a set of priorities for enabling sound marine management in six focal countries encircling the Pacific Ocean: Chile, China, Indonesia, Japan, Mexico, and the United States. Together, these countries represent globally significant marine biodiversity and account for the majority of the world's seafood production.

In addition to working in these six focal countries, the Foundation supports four global strategies that transcend national boundaries:

1. Promoting global markets for sustainable seafood through the design, implementation and financing of new standards of practice for the private sector seafood supply chain;
2. Protecting marine birds through habitat protection and bycatch reduction;
3. Eliminating illegal, unreported, and unregulated (IUU) fishing around the world; and
4. Working to understand and proactively address the impacts of climate change on ocean systems.

Through our U.S. Marine Strategy, we work to ensure the U.S. remains a global leader on ocean management by building a stronger ocean conservation movement, advancing leadership along the West Coast and defending national ocean policies now at risk.



U.S. Is a Marine Conservation Priority

The U.S. is the world's third most populated nation¹, and has jurisdiction over the world's largest swath of ocean area, with an extensive coastline and several overseas territories.² The U.S. is third in wild capture fisheries landings³ and imports more than 80 percent of its seafood, about 50 percent of which is from aquaculture, making it influential in global markets.⁴

Over the past 20 years the U.S. has emerged as a global leader on fisheries and ocean management. This leadership is driven by a network of engaged activists and conservation organizations, and a robust scientific community. Such world-class capacity is paving the way for new practices and policies that can serve as models for place-based marine conservation in other geographies.

Maintaining strong, science-based fisheries management will be an important contributor to meeting the Ocean Strategic Framework's 2030 goal for more than half of global seafood to come from countries with sound management policies. This is due to the significant scale of U.S. wild-capture landings.

While the U.S. ranks third globally in wild capture fisheries landings, it still imports more than 80 percent of its seafood to feed the world's third-largest population.⁵ This influence in global markets means that federal legislation and policies which govern seafood imports, including policies and rules intended to curb illegal, unregulated, and unreported (IUU) fishing, have had and will continue to have an influential impact on seafood production globally.

From a habitat perspective, the United States controls the world's second largest Exclusive Economic Zone (EEZ), extending throughout a range of oceans and marine environments. In particular, the West Coast is ecologically important, supporting a diverse array of marine wildlife and fisheries.

Finally, the U.S. will be severely impacted by ocean related aspects of climate change. Coastal communities, including several major metropolitan areas around the country, will be impacted by sea-level rise, and ocean acidification and changing water temperatures threaten marine species and food webs, the livelihoods of fishery-dependent communities, and the efficacy of marine protected areas and fisheries management.

¹ "Total Population – Both Sexes," *World Population Prospects, 2017 Revision*, United Nations Department of Economic and Social Affairs, Population Division, June 2017.

² "Drops in the ocean: France's marine territories," *The Economist*, January 13, 2016, <https://www.economist.com/blogs/graphicdetail/2016/01/daily-chart-10>.

³ FishStatJ – software for fishery statistical time series, *FAO Fisheries and Aquaculture Department*, accessed December 5, 2017, <http://www.fao.org/fishery/statistics/software/fishstatj/en>.

⁴ "FishWatch: U.S. Seafood Facts," NOAA, accessed December 5, 2017, <https://www.fishwatch.gov/sustainable-seafood/the-global-picture>.

⁵ The U.S. exports a significant portion of its catch, even as it imports 80 percent of its seafood (FishStatJ). This is due in part to less-expensive processing abroad, U.S. consumer preferences for certain seafood types, and the globalized nature of the seafood supply chain.



Updating Our U.S. Marine Strategy

After nearly four years of grantmaking beginning in 2014, the Foundation is updating the U.S. Marine Strategy to incorporate both changes in the external landscape and progress toward achieving our original outcomes.

We began this strategy update with a review of progress made during the first four-years of operations (2014-2017). Overfishing in the U.S. is at its lowest level since NOAA began to track stock status in 1997,^{6,7} and our domestic fisheries law remains a global model for science-based management. A seafood traceability rule was established in 2017 to reduce IUU seafood products from entering U.S. markets. Almost a quarter of U.S. waters are now strongly protected in large part due to the designation and expansion of marine national monuments, and marine protected areas (MPAs) and marine reserves in California and Oregon are on a path to long-term durability.

While grantees and partners have made progress toward the Strategy, much work remains to be done to maintain these gains and advance conservation and stewardship in the face of a dramatic shift in the political landscape. Overfishing, fossil fuel exploitation and coastal development threaten to rollback progress made in the past two decades. While the ocean conservation community has built considerable advocacy capacity in some areas, new approaches and new partners will be needed to defend progress at the national level in the next four or more years in the face of substantial obstacles.

At the same time, the West Coast continues to demonstrate conservation leadership and conditions remain ripe for continued advancements. Existing leadership and capacity also provide opportunities to raise awareness and address the impacts of climate change on ocean wildlife, fisheries and communities.

This **second phase of the Strategy [2018-2021]** requires a fresh look at our work. Over the life of the Strategy we have placed an increased emphasis on federal-level efforts, and this is even more necessary today as we work to safeguard key conservation policies in a fractured political climate. At the same time, this updated Strategy continues to advance ocean conservation on the West Coast. While this Strategy focuses on the next four years, we will also build for the future so that the field may be more effective past the life of this Strategy.

The context in which we are now working is very different than in 2014; however, the core elements of our Strategy remain unchanged. The U.S. Marine Strategy will continue to invest in three major initiatives, 1) advancing sustainable fisheries, 2) conserving habitat and biodiversity, and 3) integrating climate change into our work. At the same time, we recognize that our approaches and tactics must adapt to shifting circumstances to be effective, so each initiative will now be strengthened by new support for more sophisticated advocacy and broader constituency-building. We have also updated our goal and theory of change to reflect our transition from a primarily regional focus to one of national scope that maintains a continued emphasis on the West Coast.

⁶ Lyons, Jennie, "U.S. Fisheries continue to rebuild; overfishing and overfished numbers at all-time lows," *NOAA Fisheries*, April 15, 2015, http://www.nmfs.noaa.gov/mediacenter/2015/04/04_StatusofStocks2015.html.

⁷ "Stock Status as of September 30, 2017," *NOAA Fisheries*, September 30, 2017, http://www.nmfs.noaa.gov/sfa/fisheries_eco/status_of_fisheries/archive/2017/third/q3-2017-stock-status-update.png.

U.S. MARINE STRATEGY: PHASE II 2018-2021

STRATEGY GOAL: The goal of the Packard Foundation’s U.S. Marine Strategy is to sustain biodiversity and productivity in a changing ocean by building a stronger ocean conservation movement, advancing West Coast leadership and defending national ocean policies.

Theory of Change

Our theory of change builds upon the 2014-17 Strategy, continuing the work to strengthen fisheries management and habitat protections, and to enhance the ability of these management systems to adapt to change. While applying a science-based approach remains central, we also recognize the increasing importance of deploying sophisticated advocacy approaches to defend gains made over the past 20 years. While this Strategy increases emphasis on defending prior gains at the federal level, it also recognizes the importance of continued innovation to advance ocean conservation, especially on the West Coast and connected to climate change. Across the entire Strategy, we recognize the importance of building a stronger ocean conservation field with more diverse constituencies and leaders to be successful.

This strategy focuses on three reinforcing initiatives that are summarized below, with more detail on each in the pages that follow.

Strategic Logic Model

Goal	Initiatives	Outcomes
To sustain biodiversity and productivity in a changing ocean by building a stronger ocean conservation movement, advancing West Coast leadership and defending national ocean policies.	Advancing Sustainable Fisheries	<p>1.A By 2021, current federal policies requiring an end to overfishing and rebuilding of fish stocks are maintained and implemented.</p> <p>1.B By 2021, the West Coast maintains and expands its leadership in ecosystem-based fisheries management.</p> <p>1.C By 2023, California fisheries are actively managed through a performance-oriented, ecosystem-based management framework.</p> <p>1.D By 2021, federal and California fishery managers have established policies and programs to achieve real-time data collection and use of data-limited methods.</p>
	Conserving Marine Habitats	<p>2.A By 2021, California and Oregon MPA systems are effectively managed and monitored, appropriately resourced, and equipped for long-term durability.</p> <p>2.B(1) By 2021, critical marine conservation accomplishments (e.g., Marine Monuments & Sanctuaries, West Coast offshore oil and gas ban) and underlying public policies and resources remain intact.</p> <p>2.B(2) By 2021, new approaches to defending against current, serious threats to the ocean are demonstrating effectiveness and building toward a stronger ocean conservation movement over the long-term.</p> <p>2.B(3) By 2021, advocacy on priority ocean conservation issues will have an increased number of organizations led by and representative of people of color and indigenous people.</p>
	Managing for Climate Change	<p>3.A(1) By 2021, state managers have articulated science-based principles and taken actions that demonstrate effective approaches to prepare fisheries and associated communities for climate change, and that serve as a model for other management contexts.</p>

		<p>3.A(2) By 2021, an integrated understanding of climate change impacts on West Coast marine ecosystems is reflected in fisheries policy discussions and research priorities.</p>
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Strategic Initiative 1: Advancing Sustainable Fisheries

Outcomes
<p>1.A By 2021, current federal policies requiring an end to overfishing and rebuilding of fish stocks are maintained and implemented.</p>
<p>1.B By 2021, the West Coast maintains and expands its leadership in implementing advanced ecosystem-based fisheries management policies and programs.</p>
<p>1.C By 2023, California fisheries are actively managed through a performance-oriented, ecosystem-based management framework.</p>
<p>1.D By 2021, federal and California fishery managers have established policies and programs to achieve real-time data collection and accurate, quick delivery to decision-makers that ultimately catalyzes more responsive and cost-effective management.</p>

The following priorities and approaches will guide the updated Strategy.

A. Defend Science-Based Decision-Making in Federal Fisheries Management

The U.S. is a global leader of sustainable fisheries management. This success is due to strong, science-based standards in the Magnuson-Stevens Fishery Conservation and Management Act (MSA) that require an end to overfishing and rebuilding of fish stocks. The core conservation provisions of U.S. fisheries policies are now under threat. Efforts are underway in Congress to roll back the MSA’s core conservation provisions, slow down rebuilding efforts and once again allow for overfishing. We will work with partners to demonstrate the importance of science-based decision-making and benefits accrued by rebuilding U.S. fisheries.

B. Advance West Coast Fisheries

The Pacific Fisheries Management Council (PFMC), which manages the region’s federal fisheries, is leading the way on incorporating ecosystem considerations into West Coast management, including climate impacts. The PFMC’s Fishery Ecosystem Plan provides a framework for considerable achievement, having already led to forage fish protections and the use of ecosystem indicators in fisheries management. We will continue to invest in work to promote specific priorities being considered by the Council that move the West Coast toward ecosystem-based fisheries management. These include policies addressing bycatch, habitat, food web interactions, and climate change impacts. Examples of areas for support include finalizing the Essential Fish Habitat protections for the West Coast Groundfish fishery, addressing bycatch in key fisheries, and developing and pursuing a new Climate Shifts Initiatives under the Fisheries Ecosystem Plan. See Initiative III: Climate Change for more details on the Climate Shifts Initiative.

C. Improve California’s Fisheries Management System

In 2014 we pursued our first state-level fisheries work by engaging in an effort to improve California’s management system. The California Master Plan for Fisheries is on course to be amended in 2018. The Master Plan will help establish a long-term strategy for improving the performance of state-managed fisheries by providing guidance to enhance the sustainability of the state’s ocean fisheries and including tools for implementation that can be applied in data-poor contexts. We will support efforts to ensure the Master Plan is used to guide future investments in state fisheries so that California fisheries are actively



managed for sustainability and there is greater transparency in fisheries management. Rapid change events are expected with more frequency and we will continue to support tool development and demonstration projects needed to respond appropriately. Updated data collection will allow for more rapid response analyses and management action.

Partnering with the Foundation’s Science program, we will assess the viability of data-limited methods for fisheries management and build momentum for broader uptake where appropriate. The approach being considered for managing California fisheries is innovative in that it accounts for the data-poor nature of many California fisheries and the capacity constraints of the state management agency. To ensure limited resources are focused on the highest priorities, California is applying several tools that can be used in situations where there is limited information about the health of individual fisheries, and then tailor management approaches accordingly.

D. Modernize Fisheries Data Systems

Rebounding U.S. fisheries provide our nation with an exciting moment of opportunity to unlock the full potential of healthier American fisheries, and to improve our ability to respond quickly and effectively to changing ocean conditions. The success of U.S. fisheries management relies on our legal framework and on the science that informs decision-making. That science runs on data. In order to move to modern fisheries management, including climate readiness, the U.S. needs a blueprint for an interoperable, distributed, accurate and innovative data system that can support sustainability.

At the national level we will support implementation of the following recommendations from the 2017 “Improving Net Gains” report. Priorities include adoption of a national data modernization policy that articulates key priorities and includes an updated directive on the use of electronic technologies in data collection and improved data infrastructure. This should encourage digital data transfer between states and accelerate the adoption of data collection tools to increase accuracy and speed of data delivery.

As part of our California fisheries management system reform effort we will support efforts that put the state on a clear path toward a modern fisheries data management system. This includes designing data collection, management and analysis programs to better inform management.

Monitor and Address Illegal, Unregulated and Unreported (IUU) Fisheries

In December 2016, the U.S. adopted a seafood traceability rule that requires more data disclosure from importers to uncover illegal, unreported and unregulated (IUU) fishing and eliminate illegal seafood products from entering the U.S. market. The rule establishes a data reporting procedure for imports of a number of “priority” species from the point of harvest to the point of entry into U.S. commerce. Implementation and compliance efforts by NOAA and U.S. Customs and Border Protection began in 2018. We will partner with our Seafood Markets Strategy and the funders collaborative Oceans 5 to track progress in implementing the rule and potentially addressing gaps as needed.

In addition, we will partner with the Seafood Markets Strategy in scoping opportunities to address human rights issues linked to the U.S. seafood supply chain. This may include strengthening mandates and requirements to address human rights and labor practices as part of the traceability program, and/or addressing human rights violations within the domestic fishing fleet and seafood processing, to the degree such issues present themselves.

Strategic Initiative 2: Conserving Marine Habitats

Outcomes
2.A By 2021, California and Oregon marine protected area (MPA) systems are effectively managed and monitored, appropriately resourced, and are equipped for long-term durability.
2.B(1) By 2021, critical marine conservation accomplishments (e.g., Marine Monuments & Sanctuaries, West Coast offshore oil and gas ban) and underlying public policies and resources remain intact.
2.B(2) By 2021, new approaches to defending against current, serious threats to the ocean are demonstrating effectiveness and building toward a stronger ocean conservation movement over the long-term.
2.B(3) By 2021, advocacy on priority ocean conservation issues will have an increased number of organizations led by and representative of indigenous people and communities of color.

The following priorities and approaches will guide the updated Strategy.

A. Ensure Durable West Coast MPAs & Prepare to Ramp Down Funding

Over the past 15 years we have helped to establish MPA and marine reserve systems in California and Oregon. During the first phase of our Strategy the Foundation has supported efforts to ensure successful implementation. During this phase of our Strategy we will gradually transition away from supporting the ongoing implementation of these MPA systems. As we exit, we will continue to fund specific projects associated with these MPAs in the context of our other work.

We are interested in strengthening the connections between California and Oregon MPA/marine reserve efforts to support long-term implementation. The durability of these protected areas will require supportive constituencies and leadership, in tandem with sufficient resources to sustain monitoring, management and enforcement in the decades to come. Both Oregon and California are scheduled to conduct a review or evaluation of their MPAs/marine reserves after this Strategy ends in 2021. Partnering with our Science program, we will support efforts to frame the evaluation objectives and priorities are science-based.

In this next stage we will assess and implement opportunities to further study and share learnings from West Coast experiences. Collaboration with several donors on a coordinated California MPA strategy will continue to be managed by the Resources Legacy Fund. In Oregon, we recently helped launch an ocean conservation fund at Oregon Community Foundation to support community-based efforts and will work with a strategy consultant, as needed, to maximize effectiveness of our investments in both conservation and science.

B. Defend U.S. Policies that Conserve Ocean Habitats and Build a Stronger, More Durable Conservation Movement

The ocean is currently facing assaults on numerous fronts. The integrity of National Marine Sanctuary and Monument sites and the policies that underpin these designations are under threat, while efforts to expand offshore oil and gas production are ramping up. Efforts are underway to weaken bedrock environmental policies and regulations, while efforts to cut ocean and climate program budgets are anticipated.

Existing ocean advocacy efforts have played a critical role in positioning the U.S. as a global leader on ocean conservation and are needed as we defend these gains, but they are insufficient to ensure long-term durability. We will work at the national, regional and local level as appropriate, with a particular focus on safeguarding the West Coast from a range of threats. This element of the strategy will be responsive to

where we see the greatest needs. We expect to focus on maintaining National Marine Monument and Sanctuary designations and protections, minimizing the expansion of offshore oil and gas development nationally with a particular focus on precluding new West Coast development, and maintaining federal ocean research, science and management funding. We will continue to place an emphasis on collaboration as we pursue this work. Ultimately, we will use the threats in front of us today to build a stronger movement for the future.

Core to impact will be new approaches and partnerships that extend the reach of our resources and elevate the voices of populations that are on the frontlines of climate change, feeling the consequences of a rapidly warming world. In this strategy, ocean conservation will more intentionally engage indigenous people and communities of color led by and representative of organizations in conservation efforts. Our historic footprint in the West will afford us the opportunity to partner with tribal governments and institutions. We also aim to convene a racially and ethnically diverse group of marine conservation leaders to both inform our work and to propagate the number of spaces where these individuals convene and extend influence. Ultimately, our goal is to broaden our grant portfolio to build a stronger ocean conservation movement.

Strategic Initiative 3: Managing for Climate Change Impacts on Marine Ecosystems

Outcomes
3.A(1) By 2021, California state managers have articulated science-based principles and taken actions that demonstrate effective approaches to prepare fisheries and associated communities for climate change, and that serve as a model for other management contexts.
3.A(2) By 2021, an integrated understanding of climate change impacts on West Coast marine ecosystems is reflected in fisheries policy discussions and research priorities.

The following priorities and approaches will guide the updated Strategy.

A. Integrate Climate Change into Fisheries Management

Intersects with Strategic Initiative 1: Sustainable Fisheries

The implications of climate change on state and federal West Coast fisheries have become increasingly evident since the Strategy was originally launched in 2014. A warm water “blob” off the Pacific coast has triggered dramatic changes in several key fisheries and habitats and the lucrative Dungeness crab fishery was closed for much of the 2015-2016 season due to a harmful algal bloom. Recognizing the impacts that climate change will have, fishery managers and scientists have collaborated on knowledge pieces such as the *California Fisheries and Climate Change report* that should inform current reform efforts.

Explore Climate Change Adaptation Strategies to Conserve West Coast Marine Habitats

Intersects with Strategic Initiative 2: Habitat Conservation

Climate change is putting ocean ecosystems and coastal communities at risk. Warming waters, sea-level rise, acidification and other dangers threaten the ocean’s ability to absorb carbon and regulate climate, and have dramatic implications for marine ecosystems on which humans depend. While climate mitigation is the ultimate solution, adaptation and proactive resilience strategies must also be considered to address the unavoidable impacts of emissions. Promising solutions include coastal adaptation planning that considers sea-level rise and promotes green infrastructure, protection and

In California, analytical tools are providing viable platforms for incorporating climate change impacts, that together with the recent report, put the state in a good position to consider climate change in management decisions, beginning with the identification of the most vulnerable fisheries. We will support efforts that allow managers to account for climate change vulnerability by considering risk factors in setting priorities for and filling gaps in management.

On the West Coast the PFMC has agreed to move forward with a one-year scoping process for a Climate Shifts Initiative to address current changes, prepare for future changes and increase the resiliency of its fisheries. Once scoped, the PFMC will vote on adopting a Climate Shifts Initiative in late 2018 that likely will be implemented in 2019-20. We will invest in efforts associated with scoping, adoption and implementation of a new Climate Shifts Initiative to prepare West Coast fisheries for climate change- related impacts. Priorities may include incorporating climate change information in stock assessments and harvest control rules for climate robustness, and to strengthen fishing community resilience. Additional priorities are likely to emerge as stakeholders meet in 2018 to scope out the Initiative.

This work also links to modernizing fisheries data systems (Initiative 1.D) which will allow for real-time data collection that is readily available to managers and partners for adaptive management.

restoration of coastal ecosystems that serve as carbon “sinks” and multi-stakeholder efforts to address ocean acidification. Initially, we seek to better understand the potential conservation benefits of these emerging solutions, and implications for coastal and ocean-dependent communities with a focus on those communities that are most vulnerable to climate impacts.

Areas of inquiry may include:

- Understanding the effectiveness of West Coast spatial protections to achieve intended goals with the projected impacts of climate change, including the role of MPAs as refugia for impacted species of ocean acidification.
- Assessing the impacts of sea level rise on West Coast communities, and those communities that will be most impacted. We will use an equity lens to understand which communities will be most challenged to address these impacts and explore effective and equitable approaches to prepare communities for climate change impacts to coastal and ocean systems.
- Understanding how to maintain strong support for addressing ocean acidification and maintaining forums for constructive action.

We will begin by adding this as an element of our learning agenda. This could include a set of monitoring and assessment activities, supplemented by a small amount of grantmaking. We will begin by reaching out to grantees and partners who have knowledge that could inform these lines of inquiry. Depending on those results, we may scope out an additional element of the initiative assuming sufficient resources are available.



IMPLEMENTING OUR STRATEGY

In updating and deploying our U.S. Marine Strategy, we are guided by the core values of the Foundation, our Ocean Framework, and by the fundamental principles of transparency, partnership and adaptive learning. This learning will happen in collaboration with our partners and colleagues. We will continue to listen to the important messages grantees and stakeholders have to communicate with us, and adapt our work accordingly.

Diversity, Equity and Inclusion (DEI)

The ocean conservation field needs a broader and more diverse constituency that reflects all whom depend on and benefit from a healthy ocean ecosystem, to advocate for strong ocean policies. Coalitions with diverse members and leaders with diverse backgrounds will inspire more creative, resilient strategies and a more effective ocean conservation field. All of these elements are critical to long-term success.

We seek to better understand how diversity, equity and inclusion are reflected and could be strengthened in the Foundation's U.S. Marine Strategy work and that of our grantees. We intend to work in partnership with our Organizational Effectiveness Program to support our grantees' efforts to further develop their DEI competencies and will be proactive and intentional about sharing resources that may assist our grantees in their own DEI work. We will strive to support new leaders and identify new organizations for partnership based on areas of mutual interest.

U.S. Marine Strategy Team

The U.S. Marine program staff partners with other Packard Foundation teams, particularly the Foundation's Science Strategy, to achieve mutual outcomes. Roughly 15 percent of the Strategy budget (\$1M/yr) is supported by our **Science Strategy**, and will be dedicated to achieving the following:

1. By 2019, the viability of data-limited methods for fisheries management has been implemented in California, and builds momentum for broader uptake.
2. By 2020, groundwork will be laid for Oregon's 2023 MPA program evaluation and California's adaptive management process to help ensure the framing of evaluation objectives and priorities are science-based.
3. By 2021, California state managers have articulated science-based principles and taken actions that demonstrate effective approaches to prepare fisheries and associated communities for climate change, and that serve as a model for other management contexts.
4. By 2021, an integrated understanding of climate change impacts on West Coast marine ecosystems is reflected in fisheries policy discussions and research priorities.

The **Resources Legacy Fund (RLF)** is a key grantee and adviser to the Foundation in implementing both marine and terrestrial conservation strategies in California. For the U.S. Marine Strategy, RLF will continue to serve as an intermediary to the Foundation on California MPA implementation and as an adviser and key grantee on our California fisheries work. Emerging work on habitat conservation and climate change is expected to provide additional areas of partnership.

Organizational Effectiveness

The U.S. Marine program staff work closely with the Foundation's Operational Effectiveness (OE) to further the Strategy. Our OE program aims to increase the effectiveness of grantee leaders, organizations and networks, enhancing their capacity to achieve their mission. OE program funding helps current Foundation grantees to strengthen their organizational fundamentals and capacities so they can focus on achieving



their missions (e.g., planning, leadership transitions or process improvements). OE also supports efforts to build these capacities among groups of leaders and cohorts of grantees, through initiatives called Partnership Projects — so that nonprofit leaders can strengthen their leadership skills, share knowledge, learn from their peers and grow their networks.

Priorities for this strategy may include projects that strengthen organizational capacity in strategic communications and advocacy planning, network/coalition and leadership development. In response to growing demand from the field and internal Foundation priorities, OE is also increasingly working with organizations interested in improving capacity to attract and retain a diverse workforce and to effectively partner with diverse organizations and communities. In addition to providing funding, OE serves as a thought partner on the Strategy, sharing best practices and tools that support our goals in these overlapping areas.

Communications

Intentional and consistent communications are integral to making progress on the U.S. Marine Strategy. The Foundation will focus on the following communication objectives and develop a detailed plan of action:

- **Ensure clarity of communication with grantees, other funders and Foundation colleagues.** Regular and effective communication with partners is central to our approach. It is a priority to clearly communicate the goals and key initiatives of this strategy and how it aligns with the Foundation’s broader goals and other programs. The U.S. team focuses on direct engagement with partners through reporting, discussions and events. We will continue to create and communicate strategy documents and processes, including posting key documents such as this Strategy on our web page.
- **Selectively use the Foundation’s voice to support grantee efforts and amplify/accelerate progress in the field.** We will evaluate opportunities for Foundation leaders and program staff to communicate directly with NGOs, philanthropic funders and the science community to accelerate progress both to further the goals of the U.S. Marine Strategy and to bolster the conservation field. One opportunity where it may be appropriate to elevate the Foundation’s profile is at California Governor Brown’s climate summit in 2018 to highlight the damaging impact of climate change on the ocean, and how California’s innovation may lead the way forward. In addition, we will support the Ocean Framework’s IUU communication plan priorities, with a particular focus on the role that the U.S. can play in closing key markets to IUU fish by establishing new and interoperable traceability, transparency, accountability and enforcement programs.
- **Support communication grantmaking to achieve Strategy goals.** Communication-related grantmaking will be a critical component in implementing this Strategy. As needed, the U.S. Marine program staff will coordinate with the Foundation’s communications team to identify priorities for communication grants to support such activities. One example of this type of communication grant is the Ocean Messaging Project, a coalition of ocean grantees and partners who are working with communications professionals to develop informed and shared messaging about ocean conservation.

Monitoring, Evaluation and Learning (MEL)

As part of our commitment to continuous improvement, the Foundation engages in monitoring, evaluation and learning (MEL) activities on an ongoing basis. The guiding principles for MEL are to: continuously learn and adapt; inform decisions with multiple inputs; cultivate curiosity; and share what we learn to amplify impact. MEL is integrated at the outset of grantmaking and guides our strategy on a regular basis. This process allows Foundation staff to periodically assess the effectiveness of interventions, new



opportunities for greater impact and/or the overall status of the field. Having a strong MEL plan allows us to make strategy decisions and refinements that are based on continuous learning from experimentation and reflection.

The Foundation's U.S. Marine program staff has engaged the Foundation's internal Evaluation and Learning team and outside experts to develop and manage a MEL plan which includes the following elements.

Monitoring is the ongoing collection of information about program implementation and the shifting strategic context. It helps us understand what is and is not working, and what is emerging in our field.

- **Outcomes and Indicators:** For each outcome in this strategy, Foundation staff will develop a suite of indicators by which we can measure progress toward achieving each outcome. We will collect this information through multiple mechanisms including grantee reports, direct communications with grantees and advisers, and external sources (e.g., news, reports, agency websites).
- **Annual grantee reports:** In addition to providing indicator data, grantees provide annual reports (interim or final) with an update on progress for their grant. The grantee reports often include both a narrative update on progress and a financial report.
- **Grantee meetings:** The Foundation staff conduct phone calls and site visits with grantees throughout the year, in group settings with multiple partners as well as through one-on-one meetings.

We will work with Evaluation and Learning team members and external experts to develop a suite of indicators that will be monitored throughout strategy implementation to track progress against the following outcomes.

Outcomes

- By 2021, current federal polices requiring an end to overfishing and rebuilding of fish stocks are maintained and implemented.
- By 2021, the West Coast maintains and expands its leadership in ecosystem-based fisheries management.
- By 2023, California fisheries are actively managed through a performance-oriented, ecosystem-based management framework.
- By 2021, federal and California fishery managers have established policies and programs to achieve real-time data collection and use of data-limited methods that ultimately catalyze more responsive, informed and cost-effective management.
- By 2021, California and Oregon MPA systems are effectively managed and monitored, appropriately resourced and are equipped for long-term durability.
- By 2021, critical marine conservation accomplishments (e.g., Marine Monuments & Sanctuaries, West Coast offshore oil and gas ban) and underlying public policies and resources remain intact.
- By 2021, state managers have articulated science-based principles and taken actions that demonstrate effective approaches to prepare fisheries and associated communities for climate change, and that serve as a model for other management contexts.
- By 2021, an integrated understanding of climate change impacts on West Coast marine ecosystems is reflected in fisheries policy discussions and research priorities.
- By 2021, new approaches to defending against current, serious threats to the ocean are demonstrating effectiveness and building toward a stronger ocean conservation movement over the long term.

- By 2021, advocacy on priority ocean conservation issues will have an increased number of organizations led by and representative of indigenous people and communities of color.

Evaluation is the systematic collection, analysis and interpretation of data for the purpose of determining the value of a program or policy. Evaluation looks at what we have set out to do, what we have accomplished and how we accomplished it.

- **Mid-strategy review:** Foundation staff concluded an internal mid-strategy review in 2017. This review took into account all that has been learned during the first four years of implementing the *U.S. West Coast Strategy*. The mid-strategy review process informed this updated *U.S. Marine Strategy*.
- **Annual strategy review:** The main form of evaluation is through an internal annual strategy review. Each November, U.S. Marine staff conduct a strategy review meeting with Foundation leadership. This meeting allows the staff to use quantitative measures (i.e., indicators) and qualitative synthesis (i.e., conversations with peers, and assessment of the field) to reflect on challenges, successes and shifts for the strategy. The meeting is intended to be a retrospective review to consider progress over the past year as well as to anticipate any potential course corrections over the coming year. This allows us to reflect on the effectiveness of our interventions, new opportunities for greater impact, or the overall status of the field.
- **Targeted third-party evaluations:** The Strategy will develop a MEL plan that identifies areas for third-party evaluation. These priorities will be based on where evaluation findings will have the greatest impact on our major outcomes and areas of investment. In addition, we will conduct assessments and evaluations as needed to inform a full U.S. Marine strategy refresh in 2021. This will likely be part of a broader evaluation of the foundation’s ocean work as we update our strategic framework.

Learning is the use of data and insights from a variety of information-gathering approaches—including monitoring and evaluation—to inform strategy and decision-making. Foundation staff conduct a variety of activities to continuously learn, to promote shared learning with grantees, and to further monitor and evaluate the progress of programs. The Foundation has identified a set of learning questions, which are high-level inquiries that are relevant to the assumptions in our Strategy and theory of change. These help Foundation staff focus their learning to improve the Strategy.

Learning Question	
1. Federal Response: How can we improve the durability of key ocean conservation gains (monuments, sanctuaries, limited offshore oil and gas drilling, continued rebuilding and ending overfishing)? What additional efforts are needed to strengthen the ocean conservation movement?	
2. California Fisheries: Is the California fisheries Master Plan providing sufficient guidance and how can it be effectively (and cost-effectively) implemented?	
3. Fisheries & Climate Change: What does adaptive and responsive fisheries management look like on the West Coast given climate change impacts, and what are opportunities for sharing management experiences more broadly?	
4. Marine Protected Areas: Are there additional activities we should be undertaking to improve the durability of Oregon and California’s MPAs and marine reserves?	

5. Habitat & Climate Change: What are the most promising solutions to address climate change impacts on marine biodiversity on the West Coast? What are the potential ecosystem health benefits? What are the potential benefits for vulnerable communities?	
6. Aquaculture: What is the current status of offshore aquaculture in the U.S., including prospects and barriers?	
7. DEI: How can we best support core grantees' DEI efforts? Where are the greatest opportunities to increase people of color and indigenous people serving in leadership positions in the field? Where are the greatest opportunities to broaden ocean conservation constituencies and conservation work in the U.S. to be more inclusive and equitable?	

We will routinely revisit the Strategy through our monitoring, evaluation and learning efforts. We will strive to learn from our progress and failures and adapt the Strategy as conditions change. The Strategy will build out its full monitoring and evaluation plan at the beginning of 2018, and update the plan annually.

BUDGET ALLOCATIONS

The U.S. Marine grantmaking budget target under the Ocean Strategic Framework (2016) was \$4.6 million with additional support from our Science Program of \$1.4 million to achieve the U.S. Marine Strategy's outcomes. Given changes in the federal landscape we are planning an \$8.25 million grantmaking budget in 2018, which includes support from our Science Program of \$1 million and additional federal response funds. We will continue to revisit our annual budget and make adjustments as needed to achieve our U.S. Strategy outcomes given changes in the external landscape.

The Foundation will provide grants and contracts to organizations and individuals to advance this Strategy. We anticipate an annual grantmaking volume of between 25 and 35 grants. Over the next four years (2018-2021), we expect to increase our investments in federal defense and ocean climate work, decrease our investments in West Coast MPAs, and maintain level funding for California and West Coast fisheries.