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# Ocean Initiative Strategy Overview

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## Executive Summary

The goal of the Ocean initiative is to protect and restore the ocean for people and nature, now and in the future. Taking a 10-year outlook, the initiative focuses on three drivers of ocean health decline and harm to ocean-reliant communities: (1) illegal and unsustainable fishing, (2) habitat loss, and (3) climate change.

To address these threats, the initiative focuses on civil society, seafood supply chains, and governance to drive positive change for ocean health. There is an inextricable link between healthy ocean ecosystems and the human and labor rights of communities that rely on the ocean for their livelihoods, food security, and cultural heritage. Recognizing this, we prioritize interventions that advance their leadership.

*Ocean-reliant communities are those that rely on the ocean for their livelihoods, food security, and cultural heritage. These communities include Indigenous peoples, coastal communities, small-scale fishers, and seafood workers.*

The initiative works across local, national, regional, and global levels to have the greatest impact on ocean health and ocean-reliant communities. There are three focus areas:

- **Global fisheries:** Strengthening the capacity of ocean-reliant communities in East and Southeast Asia to shape the business and policy decisions that affect their lives, increasing transparency and accountability of seafood supply chains, and implementing international agreements that address fisheries and worker protection to end illegal fishing and human rights abuses in the seafood sector.
- **Ocean habitats and communities:** Supporting equitable, area-based marine conservation and stewardship in Chile, Indonesia, and the United States, designed and implemented by ocean-reliant communities to increase durability. This includes marine protected areas, Indigenous and traditional territories, and other effective conservation measures, as well as an additional focus on seabird conservation through the restoration of key island ecosystem habitats.
- **Ocean-based climate solutions:** Engaging Tribes, coastal communities, scientists, and others in the equitable development of floating offshore wind energy in California – a clean energy solution essential to curbing the climate crisis – as a model for responsible offshore energy development across the U.S. and globally.

The ocean is capable of remarkable resilience and recovery when civil society, seafood supply chains, and governments prioritize the health of ocean ecosystems and the rights of ocean-reliant communities.

The following includes more detail on the Ocean initiative's theory of change and the specific work we fund within our strategy. Please email [csgm@packard.org](mailto:csgm@packard.org) with questions or to request more information.



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## Ocean Initiative Goal and Approach

The goal of the Ocean initiative is to protect and restore the ocean for people and nature, now and in the future.

Illegal and unsustainable fishing, habitat loss, and accelerating climate change are three primary and interconnected threats to ocean health. These threats harm billions of people that rely on the ocean for their livelihoods, food security, and cultural heritage. The Foundation supports solutions to address these interlinked drivers and their root causes through work that elevates the needs and leadership of ocean-reliant communities for several key reasons:

- Solutions are more durable, both for the environment and for human well-being, when ocean-reliant communities lead in the design and implementation of solutions.<sup>1</sup>
- Conserving coastal and nearshore ocean ecosystems, which contain the highest levels of marine biodiversity<sup>2</sup> and are critically important for local communities, requires the engagement of those most directly impacted by marine and fisheries management decisions.
- Investing directly in ocean-reliant communities and supporting civil society and leadership capacity creates more inclusive, powerful, and stronger ocean conservation movements.



<sup>1</sup> Dawson, N. M., B. Coolsaet, E. J. Sterling, R. Loveridge, N. D. Gross-Camp, S. Wongbusarakum, K. K. Sangha, L. M. Scherl, H. Phuong Phan, N. Zafra-Calvo, W. G. Lavey, P. Byakagaba, C. J. Idrobo, A. Chenet, N. J. Bennett, S. Mansourian, and F. J. Rosado-May. 2021. The role of Indigenous peoples and local communities in effective and equitable conservation. *Ecology and Society* 26(3):19. <https://doi.org/10.5751/ES-12625-260319>. A.W. Wamukota, J.E. Cinner, T.R. McClanahan, Co-management of coral reef fisheries: A critical evaluation of the literature, *Marine Policy*, Volume 36, Issue 2, 2012, Pages 481-488, ISSN 0308-597X, <https://doi.org/10.1016/j.marpol.2011.09.001>.

<sup>2</sup> A.M. Cisneros-Montemayor, D. Pauly, L.V. Weatherdon, Y. Ota "A global estimate of seafood consumption by coastal Indigenous peoples." *PloS One*, 11 (12) (2016), Article e0166681.

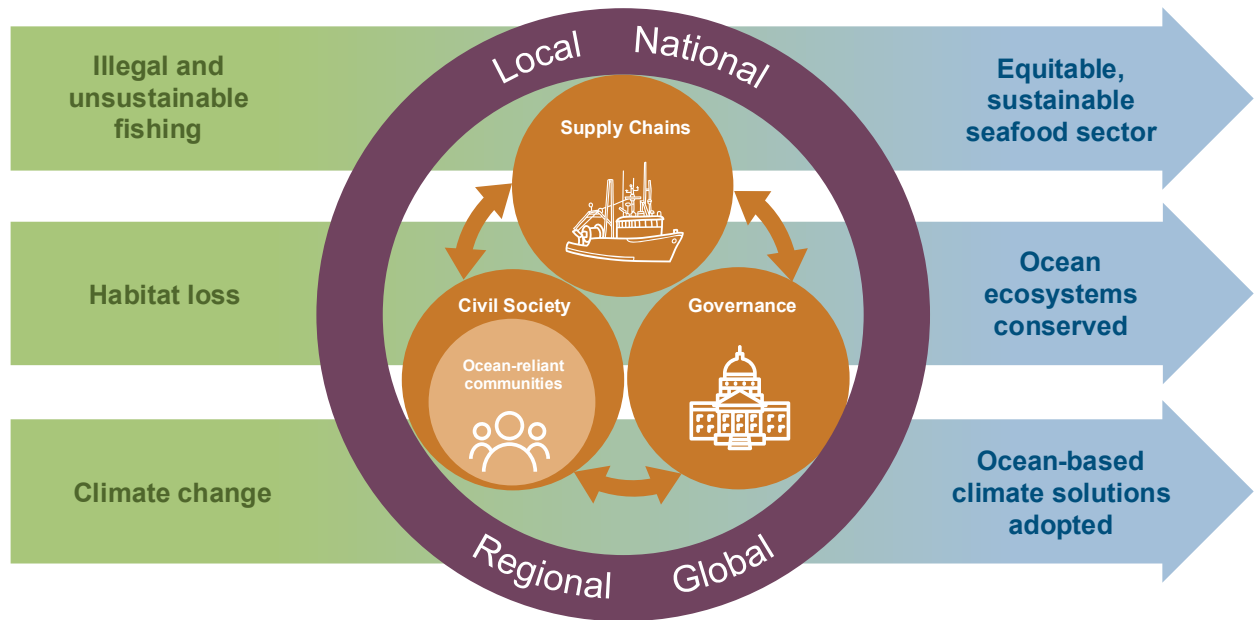


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## Ocean Initiative Theory of Change

The Ocean initiative theory of change integrates work across key issues facing the ocean (illegal and unsustainable fishing, habitat loss, and climate change) by working through systems (civil society, supply chains, and governance) that have the greatest influence on ocean health. To achieve the ambitions of this global program, we work at multiple geographic scales, from local to global, to protect and restore the ocean for people now and in the future.



## Systems Influencing Ocean Health

Civil society includes ocean-reliant communities and other grassroots organizations, conservation and human rights organizations, scientists, academics, and journalists. The Ocean initiative supports programs that equip civil society organizations with the knowledge, capacity, and authority to influence supply chains and governance.

Businesses in seafood supply chains can drive progress both within their own operations and industry wide by engaging producers and buyers in improved practices and advocating for stronger governance. The initiative funds organizations working with businesses to assess risks in the seafood they are buying and selling and engage in projects that improve fisheries management and safeguard human rights.

Governance ranges from local and subnational management to national laws and international treaties and agreements. Our work focuses on shaping ocean resource management policies that are environmentally sustainable and uphold the rights of ocean-reliant communities.



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## What We Fund

Through our funding, we drive progress toward an equitable and sustainable seafood sector, ocean ecosystem conservation, and ocean-based climate solutions. Our support ranges from local to global levels, with a particular interest in local and national interventions that can become models for regional and global advancement. Across geographies and issue areas, we recognize the power, leadership, and agency of ocean-reliant communities in the design and implementation of durable solutions for both ocean health and human well-being. See below for more detailed information on our funding.

### Global Fisheries

The goal of our global fisheries work is that by 2033, policies, practices, and incentives reinforce a more equitable sustainable seafood sector where fishers and fish workers have secure livelihoods, decent work, and food security.

### East and Southeast Asia

To address illegal fishing and human and labor rights abuses, the Ocean initiative focuses on East and Southeast Asia, a region with an outsized role in global seafood trade. Some of the world's largest distant water fleets that are renown for using illegal practices hail from this region, and Indonesian fishers make up a significant portion of the migrant fishers working on these vessels.



The initiative funds:

- Ocean-reliant communities to strengthen capacity and leadership for engagement in management decisions and advocating for their rights.
- Partners and initiatives working to align incentives and increase transparency and accountability within seafood supply chains and markets, such as Japan.
- Organizations that support key seafood producing countries like Taiwan and Korea in strengthening human rights protections at the national level.
- Organizations that support key migrant worker communities in Indonesia to strengthen organizing rights and protections at the national level.
- Research and initiatives that support the uptake and implementation of international agreements addressing fisheries and worker protection.

### Global

In addition to supporting local capacity for ocean-reliant communities, the Ocean initiative also supports a human-rights-based approach within seafood supply chains and international governance to push supply chains and governance bodies to reinforce (rather than undermine) community leadership and rights.



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The initiative funds:

- Global sustainable seafood organizations working to align supply chains and governance incentives toward a more equitable and sustainable seafood sector.

## **Ocean Habitats & Communities**

The goal of our ocean habitats work is that by 2033, ocean ecosystems in Chile, Indonesia, and the U.S. are effectively conserved, enhancing biodiversity and sustaining the benefits these ecosystems provide to people.

The Ocean initiative supports work in countries with globally significant marine biodiversity whose protection is championed by Indigenous and local community movements.



### **Chile**

The initiative funds:

- The advancement of three area-based conservation tools: (1) Coastal Marine Spaces for Indigenous Peoples (ECMPOs), (2) Marine Protected Areas (MPAs), and (3) marine refugia within Territorial Use Rights for Fishing (TURFs).
- Initiatives led by Indigenous peoples to advance their local conservation agendas and the protection of their territories through the request and effective implementation of ECMPOs.
- Historically supported coastal communities engaged in the effective governance and implementation of MPAs.
- Artisanal fishers interested in establishing marine refugia within their TURFs.
- Allied organizations providing technical assistance to ocean-reliant communities.

### **Indonesia**

The initiative funds:

- National policy advocacy and guidance to inform the government's commitment to marine protection, ensuring conditions to support effective and equitable conservation of 30% of marine areas in Indonesia (MPAs, Other Effective Area-based Conservation Measures [OECMs]).
- Efforts across Indonesia to strengthen effective and equitable MPAs/OECMs and ocean management.
- Civil society organizations and their community partners in Eastern Indonesia to secure rights, establish community-led area-based conservation management and governance (Locally Managed Marine Areas [LMMAs], OECMs), and advance integrated spatial and economic development plans.
- Research, science, and other knowledge-building and communication efforts to support actions and policies in support of the above.





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## U.S.

The initiative funds:

- Effective management of existing area-based marine conservation through equitable management and broad public support.
- Advancement of area-based conservation with a focus on marine protected areas and tribal co-management including building the pipeline of projects, advancing policy tools and co-management, and supporting place-based work.
- Networks and movements that advance new area-based marine conservation, strengthen implementation and co-management of existing area-based marine conservation, and defend science-based ocean management and existing protections.
- Coordinated defense of existing protections through increased collaboration, including novel partnerships whether across sectors or geographies.
- Narrative development on the importance of marine area-based conservation in the U.S.
- Science and traditional ecological knowledge to increase our understanding of protecting and restoring ocean habitats.

## Global

In addition to area-based conservation in Chile, Indonesia, and the U.S., we are interested in enabling conditions that support Indigenous and local community engagement in key global forums. In addition, we fund global seabird conservation.

The initiative funds:

- **Area-based conservation:** Scoping the most important global and cross-cutting opportunities for advancing Indigenous people and local community-led marine area-based conservation, including high seas governance.
- **Seabird conservation:** Conservation interventions on important seabird islands in support of International Union for Conservation of Nature's (IUCN) downlisting of seabird species, including eradication of invasives, habitat restoration, species translocation, and implementation of biosecurity measures.





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## Ocean-Based Climate Solutions

The goal of our ocean-based climate solutions work is that by 2033, governments, communities, and the private sector adopt and support responsible ocean-based climate solutions, which contribute to limiting climate change to well below 2°C by 2050.

### California

The central focus of our ocean climate work is helping California demonstrate a model for responsible<sup>3</sup> floating offshore wind that meets climate and ocean health objectives, and promoting that model to regional, national, and global partners.



The initiative funds:

- Tribal governments, fishers, scientists, and ocean conservation and climate advocates to engage with offshore wind developers and government in the design, implementation, and adaptive management of an equitable floating offshore wind energy system.
- Participatory research and science-based tools informed by communities, Tribes, and conservation organizations that guide decision-making for responsible offshore wind development.
- The creation of a science-based monitoring program to assess and track impacts of offshore wind energy generation.
- Knowledge exchange among advocates, governments, and Tribes in other regions developing offshore wind to share lessons learned and best practices from developing the model in California.

### Global

Through the Ocean Resilience and Climate Alliance (ORCA), the Ocean initiative aligns funding with other ocean and climate donors to scale high-impact ocean-based climate solutions at the global level.

The initiative funds:

- Global diplomacy and capacity building in support of cross-sectoral commitments to ocean climate action.
- Development of a robust international framework and best practices for equitable and nature-positive offshore wind siting and development.

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<sup>3</sup> Responsible offshore wind is offshore wind that is just, equitable, and sustainable by meeting the clean energy and reliability needs of an all-electric electricity grid in California, is developed with a participatory stakeholder engagement process and with robust Tribal Consultation, and avoids, reduces, mitigates, or compensates for damages to the environment and to ocean-reliant communities.



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## Learning Agenda

The Ocean initiative is designed to balance a long-term commitment to issues and approaches while being adaptive to the changing world around us. To that end, we will support research and learning aligned with the goal of the Ocean initiative. Learning questions include:

- What are the ways in which equitable governance and support for civil society can improve social and conservation outcomes? What are the enabling conditions and mechanisms that support this?
- What are the philanthropic best practices for supporting Indigenous and local communities and integrating human-rights-based approaches in strategy design, engagement, and grantmaking?
- What signals of political, economic, ecological, or community change may indicate a need for adjustments in our strategy?
- What initiative outcomes are we seeing most/least progress on and why?

## The Impact We Expect to See

When essential systems prioritize ocean ecosystems and the rights of ocean-reliant communities, ocean resilience and recovery is possible. The Ocean initiative aims to deliver the following impact:

**Civil society leadership builds power for ocean solutions.** Ocean-reliant communities take a leadership role in designing and implementing fisheries management and marine conservation plans, and a diverse set of civil society organizations and their leaders have the capacity and resources to engage in decision-making. Workers and labor organizations inform corporate commitments and actions and hold the private sector accountable.

**Seafood supply chains stop illegal fishing and human rights abuses and advocate for a more equitable and sustainable seafood sector.** Companies understand the interconnection between illegal fishing, human rights abuses, and environmental degradation and take concerted action to root out illegal fishing and human rights abuses in their supply chains. To level the playing field and encourage widespread change, industry leaders advocate for stronger policies and enforcement at all levels of governance.

**Governance prioritizes human well-being and ecological benefits in decision-making and resource allocation.** Local, national, and international governance frameworks emphasize strong protections for ocean ecosystems, decent work, and equitable access to resources and recognize the rights and leadership of ocean-reliant communities in ocean stewardship. Climate mitigation policies prioritize the most effective solutions that harness the power of the ocean to fight climate change, do not harm local and Indigenous communities, and provide net benefits to ocean health.

Please email [csgm@packard.org](mailto:csgm@packard.org) if you have any questions or would like more information.