

The Big Leap

Connecting different
worlds to take coral reef
conservation to scale

Prospects for vibrant reefs and thriving communities are enormous when you connect the spirit, experience, and traditions of local stewards with finance, technology, and scientific support from global partners who share their goals.

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Welcome to Big Leap

Join a growing team of global partners working with local people to keep coral reefs healthy, beautiful and beneficial to people

Vibrant reefs and thriving communities

Watching schools of extravagantly multicolored fish dart between bulbous coral heads and feathery anemones is an amazing experience. This sheer awe-inspiring beauty reflects a booming ecosystem that supports a huge variety of marine species, and thousands of Pacific Island communities whose economies and cultures depend on healthy reefs.

Our vision is vibrant reefs and thriving communities for the long term. In the face of growing global pressures, our task is to connect an explosion of local conservation efforts with needed partners who can provide the resources needed to take this action to scale. Together we can take a Big Leap towards vibrant reefs and thriving communities for years to come.

Welcome to big leap

Today we are watching an amazing renaissance in community-based marine stewardship right across the Pacific. Local people are setting up and running local programs to protect and manage the coral reefs that are so important to their economies and cultures.

Over the last 20 years, hundreds of these programs have made impressive headway in reef conservation, working primarily on their own against increasingly global pressures. Ultimate success now depends on whether these Pacific Islanders can secure the resources they need to maintain and grow their efforts.

Imagine what can happen when we connect these local stewards to a community of partners with access to global solutions. When we combine local conviction, experience and traditions with international scientific, technical and financial resources. When hundreds of local communities are in control of highly effective conservation programs resourced to run for at least 20 years.

The goal of Big Leap is to realize an opportunity that coral reef conservation has been nibbling around for decades. To really take local conservation efforts to scale by connecting local stewards to a community of global investment partners who share their goals. When connected directly and equitably, these two worlds can achieve conservation outcomes neither could individually.

Big Leap is an amazing opportunity to help keep coral reefs healthy, beautiful and beneficial to people for years to come.

A springboard for support

OneReef has a proven model and organizational platform ready to take advantage of this opportunity.

The Big Leap is our vehicle for leveraging the resources we need to secure our existing sites, to grow the organization so we can scale up, and embed the systems we need to service local communities across vast areas and in remote locations.

We are looking to capitalize our big three priorities:

- 1 Know what works**
Achieve success at trial marine conservation agreement sites
- 2 Get ready to grow**
Prepare the organization to scale up
- 3 All systems go**
Embed great systems and processes that can be replicated in new regions

What sets our global partners apart?

OneReef's funding model enables us to partner with a range of small donors and large investors. But all of our global partners are prepared to invest in three key things:

A shared vision.

Global partners share our vision of vibrant reefs and thriving communities. They commit to being an integral part of our long-term plans and a reliable partner to local stewards, who in turn invest their own time and energy daily to protect and manage their reefs.

A strong relationship.

Our pioneering approach to conservation depends on the strength of the partnerships we can create between Pacific island communities and a growing community of global partners who want to support their efforts for the long term. Through direct partnership with a global community, local stewards get the inspiration and support that helps them meet local challenges.

An amazing return.

The return we all want is measured by the health of reef ecosystems and local benefits created for people. Global partners recognize the importance of their consistent contribution, and we strive to grow and show the impact their investments are making.

Our community of global partners is always growing. Will you join us?

Today we have the opportunity to take a Big Leap forward

By connecting local stewards to global partners, we have an opportunity to leap into a positive future.

- Hundreds of reef communities who want to protect their reefs are located in places where local stressors are controllable
- With a predictable supply of resources, these communities can lead efforts to successfully control these stressors at the right scale
- A Big Leap forward is possible if we build an Asia-Pacific community service platform, made possible when locals are directly connected to global partners with shared objectives

Why invest in the Big Leap?

OneReef already supports the protection of about 350,000 acres of reef in Micronesia. We have a scalable system that can rapidly grow this to 1 million acres by 2018.

As well as increasing the resilience of reefs and reef species in the face of global threats, the Big Leap is our chance to improve the livelihoods of thousands of people in Micronesia who depend directly on reef ecosystems that are increasingly at risk.

The vast majority of these communities are determined to protect their reefs but their efforts are overwhelmed by the impacts of growing human pressures such as unauthorized fishing and land-based pollution and, increasingly, by climate change. Reef decline is not happening for lack of will, it is a lack of resources that holds the key to conservation.

Our opportunity is to connect local reef owners to the resources they need. Together with our current global partners, we have made a strong start.

To find out more about the threats facing coral reefs, and the science behind the solution visit www.onereef.org

Building on success

We are building on a strong foundation. We already have operations based in the US and Micronesia, a growing community-based endowment fund for reef conservation and long term Marine Conservation Agreements (MCAs) at four sites in Micronesia.

We also have invitations to partner with local reef communities from Indonesia, Fiji and Samoa. Today we have demand for 15 new Marine Conservation Agreements from communities who want to protect the reefs they own but lack the means to do so.

Taking this success to scale means growing our community of global partners and raising the capital we need to expand. This is where you come in.

Marine Conservation Agreements (MCAs)

MCAs are the basis for building long-term relationships based on mutual cooperation, making sure we put systems in place that ensure a reef can be protected for at least 20 years.

MCAs are the explicit plans shared by local communities and their global partners that set out the terms of each partnership: shared vision, roles and responsibilities, conservation and spatial management commitments, costs and financing, local governance, and dispute resolution.

The agreements ensure that local communities receive the jobs, new skills and resources they need. And that global partners receive commitment to actions from local stewards that will create the outcomes we all want: vibrant, healthy reefs and thriving local communities.

MCAs are a vital mechanism that enables communities to use reef ecosystems in a way that combines long-term stewardship and conservation with meeting more immediate food security, development, and welfare needs.

OneReef has already created MCAs at four sites across the Micronesia Region: Helen Reef Atoll located in the Republic of Palau; and, Ngulu Atoll (Yap State), Nimpal Channel (Yap State), and Ant Atoll (Pohnpei State), located in the Federated States of Micronesia.



Our Priorities

Making the Big Leap depends on us achieving our big three priorities

With investment in these three areas, we will be able to scale up our operations and the support we can offer reef communities.

What’s the return?

The overall goal of the Big Leap is a scalable portfolio of marine conservation agreements, verifiably enforced and monitored, that provides measurable benefits to local communities and their global partners.

Global partners and local communities are looking for the same critical return: healthy, vibrant coral reefs and the benefits they create for years to come.

This shared goal underpins the partnership that is so essential to delivering the outcomes we all seek. OneReef’s unique way of connecting global reef partners and reef communities enables us to support local people with the relationships, tools and financing they need to look after reefs for the long term.

1 **Know what works**
Achieve success at trial marine conservation agreement sites

We need to start by making sure our four existing MCA sites are equipped with the financing, skills and equipment they require, and that we can consistently monitor and improve our processes.

2 **Get ready to grow**
Prepare the organization to scale up

We need to create an organization that is attractive to the best partners, a great place to work, where everyone understands the approach that sits at the heart of our success.

3 **All systems go**
Embed great systems and processes that can be replicated in new regions

We need a mobile, versatile and replicable set of tools and processes that enable us to reliably enforce, monitor and finance our MCAs.

Making an Impact

The story of Helen Reef Atoll: When a Pacific Islander and a business-savvy philanthropist partner for a healthier, more beautiful world.



Helen Reef Atoll is one of the Republic of Palau's largest, most biologically diverse coral reefs. The area has been managed and conserved by the community for generations.

Thomas Patris is an avid fisherman and a state governor. He co-lead a pioneering local effort to stop illegal fishing at this remote coral atoll, which is owned by his community.

However, since the 1980s, increased unauthorized commercial fishing and the effects of a changing climate have presented global challenges to the community's efforts. Unchecked, these pressures can rapidly deplete populations of reef species that are important to a community's fishing needs and critical to maintaining the reef's ability to resist the ongoing effects of climate change.

Barrett Walker is a successful entrepreneur and board member at the Alex C. Walker Foundation. He is an ocean lover with a flair for market-based solutions, and has a keen interest in Asia-Pacific cultures and the environment. He is clearly focused on measurable impact that he can see with his own eyes.

Together they are working to protect Thomas' atoll from poaching. The ingredients? The right resources, scientific monitoring of progress, and an approach that gives respect to all involved yet leaves the community in the driver's seat.

OneReef negotiated an explicit Marine Conservation Agreement that spells out their commitments to protection and finance. And now we are helping them live up to it, to ensure this special place remains beautiful and beneficial to people.

OneReef is now building the systems required to take this approach to a very large scale. We're creating a mobile ranger station that resists typhoon-force winds and water, is easy to assemble and maintain, and can be shipped almost anywhere. Working with the Scripps Institution of Oceanography, we are investing in a cost-effective, go-anywhere system for ecological monitoring, including photo mosaic images of reefs that provide a scientific archive. With the Micronesia Conservation Trust and Thomas' community, OneReef has established a community-based reserve and endowment fund, a cornerstone in the system that will keep this work sustainably financed.

The result will be over 40,000 acres of vibrant coral reef, protected, managed and supported by an agreement that will stay in place for 20 years.

The Hatohebeian community has always had the desire to protect Helen Reef. Now that we have the tools and support we need, we'll put all our efforts into making it happen.

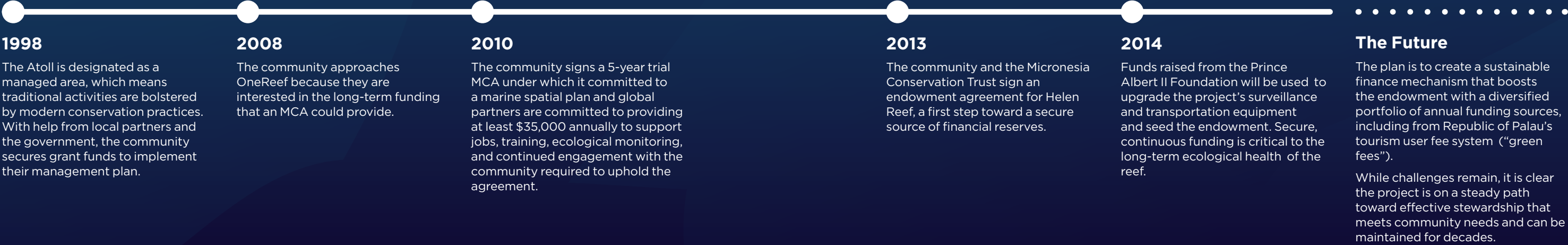
— Thomas Patris
Present Governor of Hatohebei State, former congressional delegate, and avid fisherman

I love measurement. I love impact. I love ideas. But most of all, I love the ocean and the coral reefs that make it amazing.

— Barrett Walker
Global partner, Alex C. Walker Foundation

Ecological monitoring on Helen Reef Atoll in 2000, 2006, and 2013 shows a big change. Not only is fish biomass the highest observed in Micronesia, but a suite of ecological measurements indicates that Helen Reef shows resilience to the effects of a shifting climate.

Here's how it happened:



Our Approach Connecting different worlds

Our approach depends on a powerful relationship between global partners and communities, who live worlds apart, but share the same vision for vibrant reefs and thriving communities.

The heart of our approach is connecting different worlds. The global investment community and local reef communities may seem unlikely partners, but together they can achieve amazing results. Here's how our approach works.

A model designed for success

Before we start implementing new systems we always take time to catch up on what everybody else has learned. We start with research to understand the state of knowledge, then produce a concept, then make a prototype to prove the concept, and then go to scale.

The OneReef approach to reef conservation uses a simple six-step model that can be replicated across regions in the Pacific.

The reef

Find biologically important reefs that are key to the resilience of other reefs

The people

Work with people who own important reefs and want to protect them

The plan

Involve communities and others with a common interest to create a simple plan informed by science

The agreement

Agree formally about all the roles, responsibilities, actions and rules necessary to implement that plan

The funds

Provide reliable funding to fill gaps

The return

Verify protection and community benefits, and monitor ecological resilience

Choosing our natural assets wisely

Like all investments, finding the best returns means finding the best assets to invest in. Reef ecosystems are complex, so our choices must be extremely well informed if we are to deliver the returns our global partners and communities expect. OneReef targets sites that have five key features known to produce the conservation outcomes that will meet our vision.

No take areas

They are places where removing living organisms is prohibited

Enforced

They are protected by enforced rules, laws, and policies, at least to the extent that infractions do not result in significant ecological impacts

Long-term

They are great prospects for at least 20 years of continuous support by communities and government for enforcement, monitoring, and outreach efforts.

Large

The protected and managed areas are large enough to create an ecological response. The size can vary depending on the place, but we use at least 100km² (24,710 acres) as a gold standard

Isolated

The reef habitat is surrounded by deep water or large expanses of sand.

These five features, and the empirical basis for selecting them, are well articulated in a recent Nature article: Graham J. Edgar et al., Global Conservation outcomes depend on marine protected areas with five key features, Nature, published online: February 5, 2014.

1

Find the partners

OneReef finds reef communities who own and/or control important coral reefs. The right communities want to protect and adaptively manage their reefs in the face of local and global stressors (like over-fishing or climate change), but don't have all the necessary financial, technical, and scientific resources they need to succeed.

OneReef finds global partners who want to create a scalable investment platform that will support the reversal of coral reef decline and keep reefs vibrant and healthy for years to come.

2

Make the connection

We support the communities to commit to a marine spatial plan that includes no-take areas, catch limits, and ongoing socio-ecological monitoring.

We identify a direct investment partner for the community who shares their goals and is willing to fund the resources they need.

3

Formalize the partnership

We formalize the partnership – and launch a long-term relationship – by documenting the commitments made by each party in a Marine Conservation Agreement (MCA).

4

Support the relationship

As the partners work together and develop their relationship, OneReef verifies outcomes, rewards good performance, and leverages multiple finance sources to create predictable and sustained long-term support.

Finally, OneReef helps communities develop the capacity they need to uphold their commitments, including support of enforcement capacity building, monitoring, and communication.

Invest in an amazing relationship
Investment in our big three priority areas will allow us to scale up the approach that is keeping coral reefs, and the communities that depend on them, healthy and vibrant.

Our Plan

Introducing the Community Service Platform — the launch pad for the Big Leap

Our big three priorities set out the important ingredients that will enable us to make the Big Leap happen. OneReef will use our expertise and local insight to bundle these services into a package that provides a flexible ‘one-stop-shop’ of tools for marine conservation.

The result is a modular, resilient, replicable system that can be adapted and deployed effectively right across the Pacific. The Platform represents the solid resource base from which local stewards can launch their programs with confidence and the best chances of success.

By providing the financial capital, scientific expertise and tech solutions, our reef investors will help us build this platform and accelerate our journey towards vibrant reefs and thriving communities.

The Platform will bring together 4 key systems:

Ranger Station in a Box

Super resilient, base for enforcement operations that fits in a mobile shipping container

Reef Tracker

A pioneering Marine Health Index for monitoring reef health

Connected World

A simple communication system that works across vast, remote areas

Ecosystem Investment Mechanism

A system for ensuring adequate, reliable funding to run and manage programs for the long-term

What our global partners are supporting

We are looking for investment in our big three priorities that will take OneReef’s work to scale.

1

Know what works

Achieve success at trial marine conservation agreement sites

What	Fully capitalized MCA sites	Well trained enforcement officers and managers	Employment that satisfies and retains staff, even in remote areas
Why	Marine Conservation Agreements last for 20 years. We need to make sure we can provide reliable and consistent support to communities so they can maintain their conservation activities.	The job of protecting and managing reefs requires local people to reach out to their communities to enforce certain rules and regulations. We need this process to be self-sustaining to be successful in the long term.	Training is only half the job. Making sure we keep our best people is essential. Given that they are often posted in remote areas, it means we must invest in their wellbeing.
How	<ul style="list-style-type: none">• Conduct site assessments to create a plan for what each one needs• Equip officers with all of the tools necessary to make their conservation efforts fully successful• Build a physical base of operations at each site	<ul style="list-style-type: none">• Formal enforcement training for key community members at Guam Community College• Support trainees to complete a 6-week intern program of experiential learning conducted with seasoned officers in the field in Guam, followed by placement with experienced offices at a fully functioning site for 2-4 weeks	<ul style="list-style-type: none">• Ensure that each site has adequate transportation services, reliable communication devices, sufficient solar power, and sound physical infrastructure• Establish a program that creates good relations with local communities, and fosters a sense of pride

2

Get ready to grow

Prepare the organization to scale up

What	Connecting to stakeholders and reporting our impact	Making OneReef a great organization to work for	Organizational systems infrastructure put in place
Why	Our ability to have a big impact depends on our partners. We need to attract the best global partners, scientists and influencers to join us on our mission. We do that through an attractive proposition and reliable, honest communication of our impacts.	OneReef is all about people. We are a human-centered organization. They are the hearts, brains and hands that allow us to do what we do. We want to make sure that we are staffed by committed people in secure, fulfilling positions.	The pool of highly qualified people in our area is very small; thus, we need to retain employees by meeting their specific physical, emotional, and spiritual needs, which fuels their loyalty, productivity, and performance.
How	<ul style="list-style-type: none">• Investing in our brand, external communications and website to shape stronger, longer-lasting relationships with key partners and influencers	<ul style="list-style-type: none">• Migrate existing contractors to permanent, benefited staff positions• Create additional positions in US and Micronesia to enable us to expand• Make best use of volunteers, contracts for specialty services, and partnerships with universities and other organizations	<ul style="list-style-type: none">• Systematic investment beyond financial compensation• Structured and effective leadership and communication, highly productive workplaces, and flexible work schedules

3

All systems go

Great systems and processes that can be replicated in new regions

What	Enforcement Ranger Station in a Box	Monitoring Reef Tracker	Financing Ecosystem Investment Mechanism	Communication Connected Worlds
Why	With modern boats, advanced fishing equipment, and the need to fish to sustain livelihoods, the pressure for fisherman to stray into protected areas has never been greater. We must equip local communities to protect their reefs from these threats, conduct effective outreach, and work alongside sustainable fisheries programs.	Monitoring ecological and socioeconomic conditions is essential to ensuring our approach to conservation and enforcement is as effective as possible. Without it, we can't measure our impact or improve our processes.	MCAs are in place for 20 years, so we need to make sure that the communities who agree them have access to the reliable funding they need to support their conservation efforts over the long term.	Our teams are spread out across the world. Some are in major cities, others on the remotest Pacific atolls. Our ability to stay connected is essential to creating and maintaining the relationships we need to succeed.
How	<ul style="list-style-type: none">• Ranger Station in a Box is a typhoon-resistant, adaptable physical structure that can be shipped, assembled, and maintained anywhere; constructed of uniform and modular materials. It supports surveillance and enforcement equipment; accommodates rangers, community education, visiting partners, trainees, leaders, and scientists.	<ul style="list-style-type: none">• The Reef Tracker is a 'go anywhere' Marine Health Index - a process for cost-effective and science-based monitoring of coral reefs, currently under development with the Scripps Institution of Oceanography and the American Museum of Natural History• Supported by a process for measuring and improving the effectiveness of enforcement, based on knowledge, attitudes and perceptions surveys to monitor understanding and acceptance of enforcement rules and local marine management	<ul style="list-style-type: none">• The Ecosystem Investment Mechanism is a system for predicable and adequate financing of ongoing operations at all sites, including capitalization of a highly-leveraged, diversified fund• Continuous search for a variety of sources, philanthropic and otherwise, including incorporation of public/private partnerships, and a growing blend of local, national and international financial sources• Application of financial and political incentives to encourage public/private co-financing ventures, and capitalization of financial reserves	<ul style="list-style-type: none">• Connected Worlds is a system that informs communities, staff, partners and scientists, using the best tools to reach each stakeholder quickly and with impact• It creates reporting and regular communication standards and obligations that meet the needs of both our communities and global partners• Social media will play an increasingly important role in supporting frequent and unfiltered information sharing between communities and their global partners

Ecosystem Investment Mechanism

Across the Asia-Pacific, communities and their governments can access various funding sources for ecosystem protection and management - in theory. In practice, the track record of applying and leveraging such sources appears patchy and mostly haphazard.

We see an enormous opportunity to align and combine these sources in a way that magnifies and secures a stream of predictable finance.

But how? In short, by combining sources in a logical sequence, starting with early-stage partners, and using development milestones to clearly demonstrate where success is possible, and at what cost. For example, key communities and their global partners - cooperating under MCAs - can show results that attract government co-financing arrangements.

OneReef is attempting to put this into practice by developing a public/private partnership with the Republic of Palau. Under this partnership, finance streams from our global partners are combined with the Republic of Palau's "green fee" systems to magnify results. We think governments will like it because of (i) the financial incentives we provide by combining income streams; (ii) the evidence-based approach that shows real results; (iii) the added security of having endowment finance in the mix; and (iv) because communities that are empowered through the process tend to provide greater political support to current political administrations.

Ultimately, we aim to combine a diverse set of dedicated funding sources adequate to support community action at very large scale across a large region, and can withstand external forces caused by political and economic change.



Contact us

For more information about OneReef and the Big Leap, or to discuss how to become a partner, please contact us directly:

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