

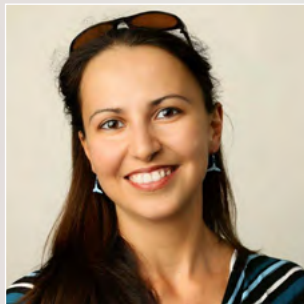
2025

ANNUAL REPORT

Vibrant Reefs, Thriving Communities



From our CEO, Dr. Lida Teneva



At OneReef, we believe the ocean is more than an ecosystem to be protected. It is a living foundation of culture, identity, and livelihoods for Pacific Island communities. As climate impacts accelerate and pressure on coastal fisheries intensifies, the question is not whether solutions exist, but whether we are willing to invest in the leadership, knowledge, and institutions that can sustain them.

In 2025, OneReef took decisive steps to answer that call. Together with our partners, we supported community-based ocean stewardship across 59 communities, helping safeguard approximately 918,627 acres of ocean across the Pacific. These gains reflect years of trust, local leadership, and sustained institutional support coming into full expression.

This year also brought independent validation of what Pacific communities have long known: Indigenous and community-led stewardship works. Analysis by the Scripps Institution of Oceanography and the Micronesia Challenge shows measurable increases in fish biomass and reef health in OneReef-supported sites, confirming that when traditional governance, community enforcement, and science are aligned, ecological recovery and food security follow.

We advanced this integrated model through our leadership of the €5 million Kiwa/MiCOAST initiative, now entering its final phase. Across Palau, the Federated States of Micronesia, the Marshall Islands, and Nauru, the initiative strengthens community-based fisheries management, supports sustainable livelihoods, and embeds gender and social inclusion into coastal governance.

Another milestone was the public launch of the Oceania Collective, a member-governed alliance of seven frontline organizations across seven Pacific Island nations. With initial funding secured and a Strategic Plan approved, the Collective represents a meaningful shift, moving resources, decision-making, and narrative power closer to the communities who most depend on the ocean and affected by climate change.

As I step into the role of CEO, I am honored to build on the vision established by our Founder, Chris LaFranchi, who now serves as President/Founder. We are also strengthening Pacific-based leadership across our team and welcoming additional Indigenous leaders into our governance.

None of this work is possible without the trust of the communities we serve, nor the commitment of partners who understand that lasting impact requires patience and long-term investment. The stakes for coral reefs and coastal communities have never been higher, but neither has the evidence for what works. In the pages that follow, you will see what becomes possible when Indigenous stewardship is recognized, resourced, and allowed to lead.

With gratitude and resolve,

Dr. Lida Teneva
Chief Executive Officer, OneReef

From our Founder and President, Chris LaFranchi



I welcome our new CEO, Lida Teneva, to the OneReef team and couldn't think of a stronger leader to carry OneReef forward. As you read our Annual Report, you will see a vision deeply aligned with the principles upon which OneReef was founded: the belief that the ocean is not merely an ecosystem to be protected, but a living foundation for culture, identity, and livelihoods.

Watching OneReef evolve since our first agreement at Helen Reef Atoll in 2010 (featured in *The Guardian* and *National Geographic*), has been the journey of a lifetime. What began as a single partnership has grown into a powerful movement with OneReef serving 59 communities in 2025. In addition, the Oceania Collective, a coalition of frontline organizations led by Indigenous leaders across 7 countries, was publicly launched. By weaving local efforts into a unified network spanning the Pacific, we are moving from isolated "projects" to regional stewardship.

From the beginning, my greatest education has come from following the direction of community leaders and from the actions of the communities themselves. Their leadership is our true north. I am more excited than ever to see our shared worldviews in which nature is treated more like a member of the family, and less like a resource.

It took many years for me not just to look but to "see" the enormous potential impact of working with Pacific communities. The list of Pacific leaders who helped me "see" is too long to share and thank here. I will mention one leader who exemplified many, Mr. Charles L Chieng, then Executive Director of the Yap Community Action Program.

Charles was dedicated to Yap culture and stewardship; he trusted me, and he went to great lengths to introduce me to the communities of Yap and Ngulu Atoll. What stood out immediately was the many hours he dedicated to the work, the patience he showed, and his unwavering commitment and great care for his community and the ocean. Charles had an unwavering love of community and place. He was willing to try new things to find success and he never gave up.

His inspiration remains indomitable and is imprinted indelibly in our partnerships, our hearts, and our spirit.

Christopher LaFranchi
Founder & President, OneReef

Scaling Impact

Vibrant reefs. Thriving communities. Pacific wide. Forever.

At a time of unprecedented threats to coral reefs, ocean biodiversity, and Pacific Island communities, OneReef scaled and amplified the impact of community-driven solutions. Through our programs, including the MiCOAST project, we supported **59 communities across the Pacific**, working with partner organizations to **manage approximately 918,627 acres of ocean**.

91,559
People

People reached (directly and indirectly) by our work including the MiCOAST project. Equal 1:1 ratio of females and males, including youth and people with disabilities

918,627
Acres

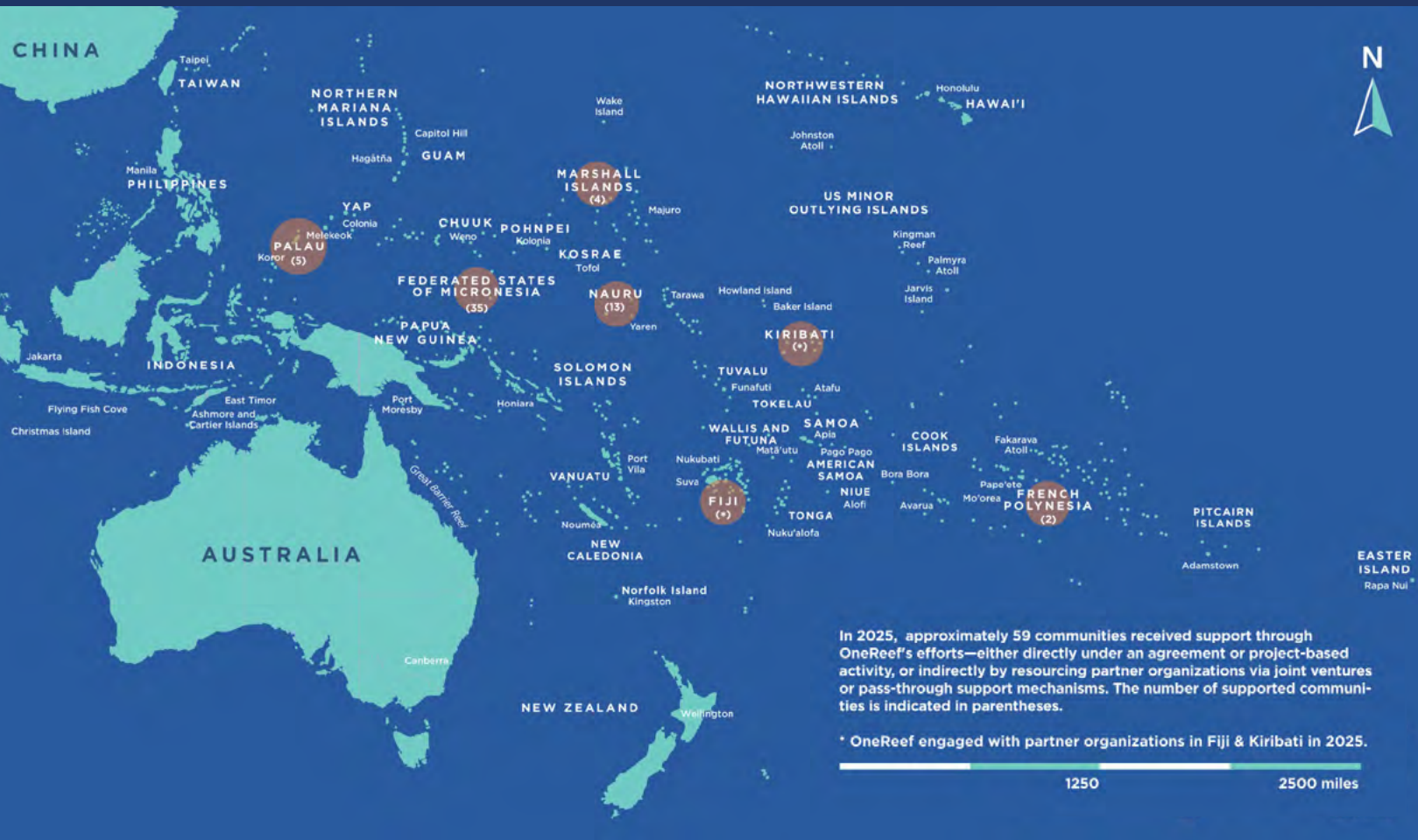
Acres of Marine Managed Areas of partnering organizations and communities supported by OneReef and MiCOAST

59
Communities

Communities supported directly under an agreement or project, or indirectly by resourcing partner organizations via different financial mechanisms

7
Countries

Countries and Territories



MiCOAST 2025 Results Snapshot

In 2025, OneReef continued to lead the Kiwa MiCOAST multi-year and multi-million euro project advancing community-based fisheries management (CBFM) as a nature-based solution (NbS) across Micronesia.

Where:

- Marshall Islands
- Nauru
- FSM: Kosrae, Pohnpei & Yap
- Palau

Impact Goal (long-term):

Healthier coastal ecosystems and stronger community resilience through locally-led CBFM and nature-based solutions—supporting food security and biodiversity across Micronesia.

Results to Date (2025)

Reach

- 600+ people reached
- 39% women | 12% youth

Key Process (outputs and early outcomes):

- 11 farmers trained in mariculture; 5,000+ rabbitfish produced
- Community resource-management plan updates underway
- Ranger safety and operational readiness improved at Helen Reef ([see p.12](#))
- Traditional ecological knowledge documented in Palau
- NbS agroforestry and forest restoration progressing in Yap
- Youth engaged through awareness and outreach (school visits, youth-to-youth programming, fisheries-focused youth programs)
- 50 staff trained in Gender Equality, Disability, and Social Inclusion (GEDSI) across 5 organizations
- 100% of organizations completed environmental and social safeguards screening
- 4 partners launched GEDSI Action Plans
- Roots to Reefs and Beyond Learning Event convened ([see p.13](#))

“The MiCOAST project supports what our communities already do by using CBFM as a Nature-based Solution to adapt, secure food and protect biodiversity”

Trenton Skilling, Marine Programs Manager, Kosrae Conservation and Safety Organization, Kosrae, Federated States of Micronesia.



Real Impact for Nature and People

In 2025, OneReef sharpened its definition of success around a simple but powerful question: Are reefs producing enough food fish to sustain the communities who depend on them?

For Pacific Island nations, food fish are not just an ecological indicator. They are daily protein, cultural continuity, and economic resilience. Across Micronesia, coral reefs provide the primary source of animal protein for many households. Yet globally, most coral reef fisheries remain overfished or depleted, operating far below their potential productivity. When fish biomass declines, food security declines with it.

That is why in 2025, OneReef formally aligned its primary ecological indicator with the Micronesia Challenge: food fish biomass. Food fish biomass measures the abundance of species most targeted and consumed by local communities, including parrotfish, surgeonfish, groupers, and rabbitfish. These species are not only culturally significant; they are also ecologically essential for reef balance. By focusing on food fish, OneReef directly links reef health to community well-being.

Increase in fish biomass in communities supported in part by OneReef



Increased fish biomass generally leads to better reef health

A 10-Year Food Security Turnaround in Pohnpei

A decade ago, the inshore fishery of Pohnpei, Federated States of Micronesia, was in decline. A 10-year study (2006–2015) documented decreasing catch volumes, lower catch-per-unit-effort, and shrinking revenues, clear signs of an unsustainable fishery.

Beginning in 2014–2015, OneReef partnered with local communities and civil society institutions to implement science-based fisheries management and locally led protections. Over the following decade, independent monitoring showed dramatic increases in food fish biomass at OneReef-supported sites, in many cases more than doubling, and in some locations increasing up to sixfold.

When translated into food availability using documented consumption rates, these biomass gains indicate that over a 10-year period, food security improved by approximately 50% for the population

of Pohnpei, meaning that the increased sustainable food fish biomass could meet the annual protein needs of roughly half the island's people. This is what recovery looks like: reefs that feed people again.

Importantly, food fish biomass also reflects ecological resilience. Research shows that unfished reefs average approximately 1,000 kg/hectare of fish biomass, while collapsed reefs fall below 100 kg/hectare. Rebuilding biomass toward higher thresholds restores ecosystem function, strengthens resilience to climate stress, and stabilizes food systems simultaneously.

Beyond Fish: Why This Metric Matters

Food fish biomass is more than a number. It is a bridge between ecology and equity.

By focusing on species that communities depend upon, and by supporting local institutions to monitor, manage, and enforce their own marine areas, OneReef ensures that conservation delivers tangible benefits. Gains in biomass translate quickly into improved diets, reduced vulnerability to imported food shocks, stronger local governance, and renewed cultural pride.

Food fish are also central to ceremony, reciprocity, and identity. Monitoring their recovery reinforces community stewardship and demonstrates that traditional marine tenure systems, when strengthened with science and long-term institutional support, can deliver measurable ecological and human outcomes.

In 2025, OneReef's impact is clear: when communities are trusted, trained, and supported, reefs recover. When reefs recover, people thrive.



UNITED NATIONS OCEAN CONFERENCE HIGHLIGHTS

OneReef Elevates Indigenous Voices at the 2025 United Nations Ocean Conference

In June of 2025 at the United Nations Ocean Conference, OneReef and the Ocean Resilience & Climate Alliance co-curated a public session hosted by Bloomberg Philanthropies open to 200 guests.

Dr. Nicole Yamase, OneReef's Impact Director, facilitated a powerful dialogue with leaders from the Pacific, the Arctic and beyond, who shared their lived experiences from the frontlines of climate change.



Communities on the frontlines of climate change are uniquely positioned to lead solutions, as their traditional knowledge, built over generations, offers powerful, place-based tools to steward ecosystems, enhance resilience, and guide effective climate responses.

OneReef is proud to have supported this conversation and to partner with community leaders advocating for bold, inclusive ocean-climate action rooted in lived experience and Indigenous leadership.



OCEANIA COLLECTIVE HIGHLIGHTS

Official Public Launch of The Oceania Collective

The Oceania Collective is a powerful alliance of Pacific organizations working together to advance community-driven solutions for ocean-climate resilience. Built on a governance model that places decision-making authority directly in the hands of its partners, the Collective is helping redefine what equitable philanthropy can look like—shifting power to those closest to the issues and best suited to lead the solutions.

With seven partners across seven Pacific nations, the Collective represents decades of proven leadership in community-led ocean and fisheries management:

- Palau: OneReef Micronesia
- French Polynesia: Rāhui Center
- Fiji: Locally Managed Marine Area Network
- Kiribati: Ocean Kiribati
- Nauru: Nauru Fisheries and Marine Resources Authority
- Federated States of Micronesia: Conservation Society of Pohnpei
- Marshall Islands: Marshall Islands Conservation Society



The Collective was publicly launched in 2025 at a convening in Hawai'i, which included the Oceania Collective members as well as representatives from various funders and partners. Former President of Palau, Tommy Remengesau Jr., also attended and voiced his support of this Pacific-led vision.

This past year the Collective developed a Collective Action Statement and Strategic Plan, has held peer learning events, and has secured initial funding, positioning it to better support our frontline communities safeguarding the Pacific.



PARTNER PROJECT HIGHLIGHTS

Mangrove Youth Immersion

A core tenet of OneReef’s mission is educating the next generation of ocean stewards. OneReef Micronesia, together with local partners, held the Mangrove Youth Immersion in Ollei, Ngarchelong. The activity brought together over 80 participants, including students from five schools across Babeldaob, along with teachers, facilitators, and community partners. Students from Emmaus Bethania High School, Airai Elementary School, Ngaraard Elementary School, and Ngarchelong Elementary School spent the day paddling through the mangroves and learning about the importance of vital ecological systems.



Students took part in a guided kayak exploration through the restored mangrove channel, led by Dr. Richard MacKenzie and Paddling Palau, with support from the OneReef team. As they paddled through the shaded, narrow channels, they observed the mangrove roots and learned how these trees protect coastal villages and provide nursery habitats for fish. The group continued to a small freshwater waterfall, where they learned about the connection between streams and mangroves and how species, like goby fish, migrate between fresh and salt water, an impressive example of adaptation in Palau’s ecosystems.

Youth also took part in:

- Mangrove Scavenger Hunt: students identified and named local mangrove species, learning to recognize their unique roots and leaves.
- Field Observation: hands-on exploration of mangrove root systems—prop, knee, buttress, and pneumatophores—showed how each adapts to saltwater and tides.
- Cultural Storytelling: facilitators shared stories of how mangroves have long provided food, medicine, and materials for daily life, reminding students that these forests have always been part of Palau’s identity and survival.

Clivia Masami from OneReef stated that, **“Today, many of our youth do not see the importance of mangroves... They hear words like conservation and protecting the environment, but do not always feel connected or see that they are the future. Mangroves are part of who we are as Palauans.”**



Photos: Paddling Palau

PARTNER PROJECT HIGHLIGHTS

The Northern Reef Catamaran Initiative



In partnership with Ngarchelong State, OneReef Micronesia has embarked on a new chapter of ocean stewardship with the deployment of a 40-foot catamaran to help protect the state’s rich and vibrant coral reefs from illegal activities. Looking ahead, it will also be used to support youth and community events.

Located along the Northern Reef of Palau, Ngarchelong is home to ecologically significant coral reef systems safeguarded under its Marine Managed Area (MMA). The newly refurbished catamaran now serves as both a floating ranger station and patrol vessel, greatly strengthening the community’s capacity to monitor their waters, enforce conservation regulations, and ensure the long-term health of their marine ecosystems.

“This vessel represents more than just a boat—it reflects trust, shared stewardship, and our commitment to protect the ocean that sustains our people,” said Governor Dwight Ngiraibai.

For over seven years, OneReef Micronesia has worked hand-in-hand with the Ngarchelong community, supporting a range of initiatives focused on surveillance and compliance, impact monitoring, traditional stewardship, and community resilience. These efforts have included community-led patrols to deter illegal fishing, ecological monitoring to assess reef health, and programs that blend traditional ecological knowledge with modern conservation science.

Through continuous training, youth engagement, and capacity-building activities, OneReef has empowered Ngarchelong’s rangers and local leaders to enhance enforcement effectiveness while upholding cultural values that define ocean stewardship in Palau.



The Northern Reef Catamaran Initiative stands as a milestone achievement in advancing community-based fisheries management and symbolizes Ngarchelong’s leadership in safeguarding Palau’s northern marine ecosystems. Guided by Governor Ngiraibai and strengthened through OneReef’s ongoing partnership, this initiative ensures that Ngarchelong remains a model of resilience, collaboration, and traditional stewardship for future generations.

Front left to right: Skaruno April (Ngarchelong State Treasurer), Daysha Ngirur Adelbai (OneReef Micronesia Budget & Finance Manager), Dwight Ngiraibai (Ngarchelong State Governor), Uong Er Etei Mathias Erbai (Ngarchelong State High Chief), Ngiraureked Jack Renguul (Ngebei Hamlet Chief)

Back left to right: Ranger I Archer Noah, Chief Ranger Raylan Roman, PAN Coordinator Adara Temong, Senior Ranger Kellechakl Riungel, Jaycelyn Riungel Ranger II.



PARTNER PROJECT HIGHLIGHTS

Renovations to the Helen Reef Ranger Station



Helen Reef in Palau is a long-standing partner of OneReef, rich in biodiversity and home to the Hatohobei community. Local community rangers are imperative for ensuring compliance with fishing and other regulations that protect this biodiversity and related livelihoods.

This past year OneReef supported upgrades to Helen Reef's Ranger Station/Multipurpose Learning Center, including equipping it with solar panels. The upgraded facility now provides improved accommodation to allow rangers to stay comfortably and carry out longer monitoring periods.

The upgraded station also provides space for youth, families, and community groups to visit, learn, and reconnect with their island in a safe and comfortable setting.

Ngirur Adelbai, from OneReef Micronesia, explained that, **“Helen Reef is the southernmost island in Palau, and is home to rich marine biodiversity. With renovations complete, it can now host youth camps, learning exchanges, and community visits, while also providing safer housing for rangers and a secure space to store their supplies.”**



Photo: Kiliii Yüyan

PARTNER PROJECT HIGHLIGHTS

OneReef Micronesia Mangrove Agroforestry



Mangroves are vital ecosystems. They protect shorelines from storms, support marine life, and capture carbon; playing a key role in food security, climate resilience, and natural flood protection for communities.

OneReef Micronesia recently supported the community of Ollei Village to clear one of the largest waterways in the area. Through this collaborative effort, both the water flow and access to the channel have improved, providing safe shelter for boats during rough weather.

Since the clearing, the channel has seen increased and sustained use by the community, demonstrating the immediate benefits of locally led action. In parallel, OneReef has supported mangrove youth immersion activities to raise awareness and inspire the next generation of coastal stewards. [\(see page 10\).](#)

Looking ahead, OneReef Micronesia intends to continue supporting local communities with their mangrove projects in

Palau, and soon in Yap. It will include furthering our understanding of the impacts and benefits of mangrove maintenance and rehabilitation activities, collaborating with local practitioners, and learning from and sharing experiences with partners across the region.



Photo: Kiliii Yüyan

PARTNER PROJECT HIGHLIGHTS

The Roots to Reefs and Beyond Micronesia Fisheries Learning Event

The Roots to Reefs and Beyond Micronesia Fisheries Learning Event was a powerful event bringing together community-based fisheries management practitioners from across the Pacific to learn and share.

Co-led by OneReef and Rare, this learning event brought together practitioners, leaders, and community partners from across Micronesia and beyond; intentionally designed as a co-created, participatory space shaped by their collective energy, insight, and lived experience.

Achievements included:

- Mapped our collective Community Based Fisheries Management (CBFM) practices.
- Learned in the field — from people, place, culture, and practice.
- Explored systems of scale and the levers that strengthen impact.
- Developed learning agendas, clarified opportunities, and shared tools.
- Turned our stories into a force for connection and advocacy.

More than anything, we strengthened a community of practice that stretches across Micronesia.



Highlights included:

- Connection — between islands, between practices, between stories, and between people deeply committed to their communities.
- Learning in place — from Melekeok's restoration sites, from Ngarchelong's leadership and monitoring efforts, from each other's lived experience, and from the reef itself.
- Shared understanding — of what CBFM looks like across our region: its strengths, its challenges, its opportunities, and the many creative ways practitioners bring it to life every day.

Looking ahead:

- Through the Kiwa MiCOAST Project, OneReef will continue to grow this learning ecosystem, including targeted learning exchanges, community-level exchanges, and another practitioner-focused event. This week showed what is possible when collaboration, culture, and community lead the way.

Funding

This initiative was spearheaded under the Kiwa Initiative regional MiCOAST project, which is funded by the Australian Government Department of Foreign Affairs and Trade, La politique étrangère du Canada - Affaires mondiales Canada, Canada in the Pacific, the European Union in the Pacific, AFD - Agence Française de Développement and the New Zealand Ministry of Foreign Affairs and Trade.

PARTNER PROJECT HIGHLIGHTS

Community Forest Stewardship in Weloy Municipality, Yap State

OneReef Micronesia has been working with the Weloy Municipality in Yap State in the Federated States of Micronesia on the implementation of their Weloy Resources Management Plan. Healthy forests protect the ocean by preventing sediment and pollution from washing into coastal waters, keeping coral reefs clear, resilient, and able to sustain fisheries, biodiversity, and climate stability.

Activities include the mapping of the streams, caves, cultural sites and historical landmarks inside the forest reserve so that they can better protect them. The working group has also cleared and maintained forest trails which has allowed community members and guests to enjoy a guided hike during Yap Day celebrations and the 4th Micronesia Expo — creating opportunities to connect with nature and cultural heritage.

Weloy is one of three communities in Yap that MiCOAST supports - the others include Ngulu Atoll and Malay and Thabeth villages who co-manage the Reey Resources Management Area. These communities engage in a range of conservation activities, such as resource management and restoration, monitoring, surveillance and enforcement, and outreach and awareness.

The mapping exercise undertaken by Magmay and his team with technical assistance from Chief Anthony Yalon of the Yap State Department of Resources and Development (Marine Resources and Management Division) was designed to capture information about the forest reserve and important landmarks and



Alog trail clearing, Magalmar, 21 September 2025, Yokbay, Ackim, John Lukan, En Yokbay, Arnold Fagalgoamaa, Jerson, Aven, and Gaven.

traditional knowledge. Weloy has a lot of biodiversity and ecosystems and water springs, and it hosts the first settlement in Yap (Alog village). The size of the forest reserve is 98.7 hectares and includes diverse landscapes such as native forest and even savannah.

The community has also been working on clearing a trail through their forest so tourists and visitors can enjoy the beauty of their natural environment.

The project engages with a wide range of Weloy community members who volunteer in clearing and maintaining the paths and undertake restoration and mapping activities.



PARTNER PROJECT HIGHLIGHTS

Conservation Society of Pohnpei

On the shores of six Marine Protected Area (MPA) communities in Pohnpei, the journey towards community stewardship and partnership continues to unfold. These communities have long relied on traditional guardianship to care for their reefs and coastal waters, but now they are joining forces through a Community Partnership Agreement (CPA) carefully facilitated between OneReef Micronesia and the Conservation Society of Pohnpei (CSP). This agreement is more than a document, it is a promise to strengthen community stewardship towards natural resource conservation and management, build resilience against the changing climate, and honor the wisdom of generations who have lived in harmony with the ocean.



At the heart of this partnership are the community stewards, men and women who walk the shorelines, dive beneath the waves, and keep watch over the resources that sustain their people. With training and support, they are becoming stronger defenders of their marine environments. Working hand in hand with authorities, they are tackling unlawful fishing and ensuring that the reefs remain abundant for future generations. Their efforts are not only about protecting fish and coral; they are about safeguarding food security, livelihoods, and cultural identity.

As a result of an organizational assessment conducted by OneReef, CSP is strengthening its foundation for long-term conservation success by investing in strategic personnel development. Two key leadership appointments mark this commitment: the new Operations Director Jasmine Mendiola, who will streamline project work plans, reporting, and partner communications; and the Strategic Director Roseo Marquez, who will guide CSP's organizational improvement plan and ensure alignment with community priorities, ecological needs, and donor requirements. Together, these roles reinforce CSP's ability to deliver conservation programs with confidence, impact, and lasting results.

Behind the scenes, the partnership is also investing in people and organizations. By nurturing leadership and building capacity, CSP is developing the skills needed to manage conservation programs with confidence and impact. Strategic personnel development ensures that these efforts are not temporary fixes but lasting solutions, creating a foundation for long-term success. Stronger governance and organizational structures mean that conservation goals can be achieved more effectively, with results that ripple across generations.



Conservation Society of Pohnpei (cont...)

Eugene Joseph, the Executive Director of CSP explains...



“OneReef has been a vital partner to CSP and our communities for over a decade. They listen closely to our community needs and share our passion for ensuring that natural resources are responsibly managed and protected for generations to come.”

He continues, “The partnership between OneReef and CSP is more than funding, it is a relationship built on trust, shared vision, and capacity building. Together, we are not only securing resources but also strengthening systems, empowering communities, and ensuring that conservation efforts endure. This collaboration demonstrates that true partnership is measured not just in dollars, but in the confidence, skills, and resilience it cultivates.”

Lida Teneva, PhD, OneReef Worldwide Stewardship's Chief Executive Officer

“Our partnership with the Conservation Society of Pohnpei reflects OneReef's belief that lasting reef conservation depends on investing in local leadership and institutions, pairing ocean data and sustained staff support with leadership development so organizations like CSP can drive their own priorities for Pohnpei's future.”



Together, these communities are working to build a more resilient and healthy future.

The OneReef and CSP partnership shows how traditional knowledge and modern strategies can blend seamlessly to protect the ocean. It is a story of unity, where communities rise together to face challenges, strengthen their stewardship, and secure a healthier, more resilient future for their islands and the seas that surround them.

LEADERSHIP HIGHLIGHTS

Dr. Lida Teneva Named CEO of OneReef

OneReef is pleased to announce we have expanded our executive team to accelerate the impact of our work across the Pacific Islands. Dr. Lida Teneva steps into the role of Chief Executive Officer, as our founder, Christopher LaFranchi, transitions to a dual role as Founder and President.

Dr. Teneva brings more than twenty years of global experience in marine conservation science, nature-based solutions, and programmatic leadership including positions with the World Wildlife Fund, Conservation International, the California Ocean Science Trust, as well as ocean-climate philanthropy. Her experience in marine protection and Indigenous-led community conservation spans Hawai'i, Fiji, French Polynesia, Palau, Australia, Indonesia, Chile, and California. She holds a PhD in Marine Ecology from Stanford University, an MBA from Quantic School of Business and Technology, an MS in Paleoclimatology from Columbia University and a BA in Earth Science from Franklin and Marshall College.

Dr. Teneva has a long, rich history with OneReef including seven years of service on its Board of Directors and chairing its Science Advisory Board, making her uniquely qualified to lead OneReef. As CEO, Dr. Teneva is responsible for driving OneReef's strategy and operations as well as deepening and expanding its relationships with partner entities and funders.

"I am excited to take the helm of OneReef, an organization whose mission is near and dear to me, both personally and professionally. I look forward to collaboration with Chris, our talented staff, funders, and the communities in which we work to further expand our impact and reach," said Dr. Teneva.

Christopher LaFranchi transitions to the position of Founder and President. The expansion of the executive team enables him to continue his visionary work with Pacific Island communities and funders and allows his focus to shift to the development and expansion of the Oceania Collective, an innovative initiative he was instrumental in launching in 2025.



The Oceania Collective connects leaders from across the Pacific Island nations for the purpose of supporting each other in preserving their marine resources and way of life. "I have known Lida for a long time and am confident she will be successful in her new role. I look forward to partnering with her in developing new relationships for OneReef as well as expanding many of our existing ones. The Oceania Collective is off to a strong start, with seven partner organizations from island nations already committed. I will continue to play a key role in driving its growth and building a lasting alliance for the Pacific region," said Mr. LaFranchi.

Both Dr. Teneva and Mr. LaFranchi remain on the Board of Directors of OneReef, dedicated to its mission of protecting coral reefs and island ecosystems by building partnership agreements that give communities of ocean stewards the resources and advances they need to deal with today's overwhelming challenges.

LEADERSHIP HIGHLIGHTS

OneReef's Director of Impact Makes Grist's Annual Climate Leaders List



We're proud to share that Nicole Yamase, PhD, our Director of Impact, has been named to Grist's annual list of leaders delivering real-world environmental solutions.

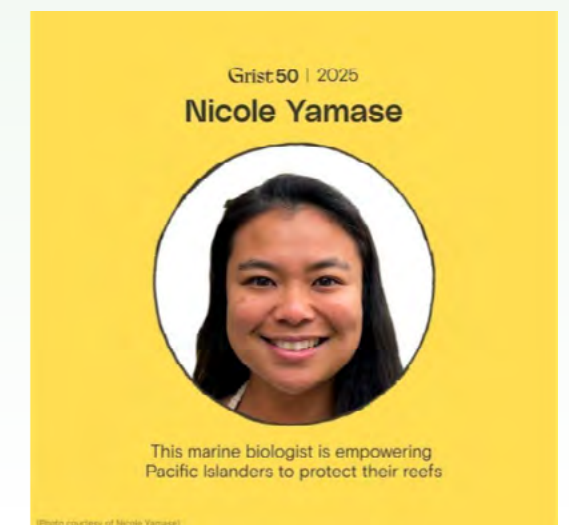
Nicole's work in community-led reef management exemplifies how Indigenous knowledge systems and modern science can work together to build ocean resilience. In her leadership role at OneReef, she collaborates with local leaders and communities, other NGOs, and scientists to monitor coral and reef health as part of community-driven conservation.

As a proud member of the Stingray Clan in Pohnpei, one of the four states that make up the Federated States of Micronesia (FSM) in the Pacific, Nicole reflects that the ocean has always been her home, a core part of her identity, and essential to the well-being & survival of her community.

Her deep cultural connection to the ocean, along with a strong sense of responsibility to protect it, shaped her academic path. She earned a B.A. in Biology & a B.S. in Environmental Studies from Chaminade University of Honolulu, followed by a Ph.D. in Marine Biology from the University of Hawai'i at Mānoa in 2022,

becoming the first person from the Federated States of Micronesia to hold a doctorate in this field. Her doctoral research explored the ecophysiology of macroalgae in Hawai'i, organisms critical to coral reef ecosystems, which in turn are critical to 25% of ocean biodiversity and the livelihoods of coastal communities.

Her journey has also been shaped by unique, formative experiences. In 2021, she became the first Micronesian to reach Challenger Deep, the ocean's deepest known point, an expedition completed by only 27 people to date. Her story was featured in the documentary Remathau: People of the Ocean. In 2023, she joined the National Geographic Pristine Seas and Blue Prosperity Micronesia-FSM expedition, which conducted research on coral and fish populations across some of the FSM's most remote islands. More recently, in June, she moderated a panel at the UN Ocean Conference where Indigenous women leaders shared their firsthand experiences from the frontlines of climate change.



Thank you to our partners for your collaboration in 2025.

Partners

- Asner Lab's Global Airborne Observatory (Arizona State University)
- Belau Modekngel School
- Blue Roots
- BANGO
- Conservation International
- Conservation Society of Pohnpei
- Create Belau
- Climate Resilient Island Societies (CRIS Alliance)
- Hasur Faruh
- Hatohebei State Government
- Kitti Municipal Government
- Kayangel State Government
- Koror State Government
- Locally Managed Marine Area Network
- Madolendihmw Municipal Government
- Maiberel Women's Group
- Marcela Foundation
- Micronesia Challenge
- Micronesia Conservation Trust
- Ministry of Agriculture, Fisheries, and the Environment, Republic of Palau
- Ministry of Human Resources, Culture, Tourism, and Development, Republic of Palau
- MLMDA Organization
- National Geographic Society
- Ngardmau State Government
- Ngarchelong State Government
- Ngulu Atoll Resource Council (Ngulu Atoll Marine Managed Area Program)
- Palau Conservation Society
- Palau Council of Chiefs
- Palau International Coral Reef Center
- Palau National Youth Council
- Pohnpei State Department of Resources and Development
- Pohnpei State Division of Fish and Wildlife
- Pohnpei State Government
- Rahui Forum and Resource Center
- RARE
- Retirees Association of Palau
- RENG Collective
- Rengelekel Belau
- Rohsa Macella Foundation
- Rteluul Community Regeneration Organization (Ngarchelong Forestry Group)
- Scripps Institution of Oceanography
- Sokehs Municipal Government
- SPC
- The Nature Conservancy
- Uchul a Chei Fishers
- US Department of Agriculture
- US Forestry Services
- United Nations Development Programme
- Weloy Council of Chiefs (Weloy Forest Stewardship Program and Nimpal Channel Marine Conservation Area Program)
- Yap State Government - Department of Resources and Development (Marine Resources and Management Division and Agriculture and Forestry Division)

Staff

- Dr. Lida Teneva, Chief Executive Officer
- Chris LaFranchi, Founder and President
- Ann Cannella, Finance Director
- Donna Chandra, Director of Strategic Partnerships
- Dr. Nicole Yamase, Director of Impact
- Martin Romain, Director of Programs
- Berthanlynn Ngirasechedui, Micronesia Finance Officer
- Clivia Masami, Micronesia Community Coordinator
- Kilmer Allen, Micronesia Administrative Assistant
- Ngirur Adelbai, Micronesia Community Coordinator
- Sunshine Garcia, Micronesia Community Coordinator
- Vanessa F. Fread, Yap Program Manager
- Hannah Wheaton, MiCoast GEDSI Advisor
- Michael Guilbeaux, MiCoast Monitoring, Evaluation, Accountability, and Learning Specialist
- Pritesh Nand, MiCoast Project Finance/Admin Officer
- Samantha Kies-Ryan, Communications Officer

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- Patty Azzarello
- Nicole Christian
- John Dawson, Board Chair
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- Jeff Leppo
- Judy McNary
- Liz Parissenti

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- Dr. Greg Asner, Director, Center for Global Discovery and Conservation Science at Arizona State University
- Dr. Alan Friedlander, University of Hawai'i
- Dr. Stuart Sandin, Scripps Institution of Oceanography
- Dr. Michael Webster, New York University

Audited Financials will be available upon completion on our website in 2026.



Our Mission

To ensure healthy ocean ecosystems and thriving coastal communities across the Pacific Islands

Join US!

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