Blue Nature Alliance to expand and improve conservation of 1.25 billion hectares of ocean ecosystems

Part I: Project Information

GEF ID
10375

Project Type
FSP

Type of Trust Fund
GET

CBIT/NGI
CBIT **No**
NGI **No**

Project Title
Blue Nature Alliance to expand and improve conservation of 1.25 billion hectares of ocean ecosystems

Countries
Global

Agency(ies)
CI

Other Executing Partner(s)
Blue Nature Alliance

Executing Partner Type
Others

GEF Focal Area
International Waters

Taxonomy

Focal Areas, International Waters, Marine Protected Area, Areas Beyond National Jurisdiction, Coastal, Learning, Fisheries, Biomes, Seagrasses, Polar Ecosystems, Coral Reefs, Mangrove, SIDS : Small Island Dev States, Strategic Action Plan Implementation, Transboundary Diagnostic Analysis and Strategic Action Plan Preparation, Large Marine Ecosystems, Influencing models, Convene multi-stakeholder alliances, Transform policy and regulatory environments, Strengthen institutional capacity and decision-making, Demonstrate innovative approache, Stakeholders, Beneficiaries, Local Communities, Communications, Awareness Raising, Behavior change, Education, Community Based Organization, Civil Society, Non-Governmental Organization, Type of Engagement, Participation, Partnership, Consultation, Indigenous Peoples, Private Sector, Financial intermediaries and market facilitators, Gender Equality, Gender results areas, Participation and leadership, Access to benefits and services, Knowledge Generation and Exchange, Access and control over natural resources, Capacity Development, Gender Mainstreaming, Gender-sensitive indicators, Sex-disaggregated indicators, Women groups

Rio Markers

Climate Change Mitigation

Climate Change Mitigation 0

Climate Change Adaptation

Climate Change Adaptation 1

Submission Date

2/25/2021

Expected Implementation Start

8/3/2021

Expected Completion Date

8/2/2021

Duration

60In Months

Agency Fee($)

2,037,220.00

A. FOCAL/NON-FOCAL AREA ELEMENTS

Objectives/Programs	Focal Area Outcomes	Trust Fund	GEF Amount($)	Co-Fin Amount($)
IW-1-1	Strengthen Blue Economy opportunities	GET	22,635,780.00	115,465,618.00
		Total Project Cost($)	**22,635,780.00**	**115,465,618.00**

B. Project description summary

Project Objective

To catalyze the conservation of 1.25 billion hectares of ocean ecosystems, to safeguard biodiversity, help build resilience to climate change, promote human well-being and enhance ecosystem connectivity and function.

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)
Component 1: Site Scoping	Technical Assistance	**Outcome 1.1:** Engagement frameworks (i.e., new or existing ocean conservation areas) that meet the Blue Nature Alliance criteria have been collaboratively developed and endorsed. Indicator 1.1: Number of sites that meet Alliance criteria with developed engagement frameworks. **Target 1.1:** 20 sites that meet Alliance criteria have developed engagement frameworks (although less is acceptable if spatial targets in Components 2 and 3 are on track).	**Output 1.1.1:** Desktop Assessment of potential site to evaluate Alliance criteria is conducted. **Indicator 1.1.1**: Number of sites where the Blue Nature Alliance completes desktop assessments. **Target 1.1.1:** 30 desktop assessments. **Output 1.1.2:** Advanced site scoping (either in situ or remote), including participatory and gender-sensitive stakeholder consultations and any necessary political, legal, ecological, and/or other assessments is completed. **Indicator 1.1.2**: Number of sites where the Blue Nature Alliance completes advanced scoping. **Target 1.1.2:** 25 sites. **Output 1.1.3:** Collaboratively with stakeholders, implementing partners, leverage partners and/or technical partners, a gender-sensitive engagement framework to	GET	329,734.00	4,308,334.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)
Component 2: New Protection of Key Ocean Geographies	Technical Assistance	**Outcome 2.1:** New or expanded ocean conservation areas legally recognized. **Indicator 2.1:** Total area (hectares) of new designated ocean conservation area that received financial and/or technical investment from the Blue Nature Alliance. **Target 2.1:** 750 million hectares additional to the baseline.	**Output 2.1.1:** Financial and/or technical support is provided to implementing partners in order to achieve legal recognition of a new or expanded ocean conservation area. **Indicator 2.1.1a.:** Number of engagement sites that receive Blue Nature Alliance investment in order to achieve legal recognition of a new or expanded ocean conservation area. **Target 2.1.1a:** 10 engagement sites (although less is acceptable if the spatial target 2.1 is on track). **Indicator 2.1.1b:** Percent of engagement sites that achieve legal recognition of a new or expanded ocean conservation area. **Target 2.1.1b:** 75% of engagement sites. **Output 2.1.2:** For those engagement sites that achieve legal recognition, a baseline management effectiveness assessment is conducted. **Indicator 2.1.2:** Percentage of the engagement sites that achieve legal recognition that	GET	10,591,759.00	50,690,613.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)
Component 3: Improved Protection of Key Ocean Geographies	Technical Assistance	**Outcome 3.1:** Previously established ocean conservation areas have upgraded protections and/or improved management, as evidenced by the legal ratification for upgraded protection level, and/or for measurably improved management, as measured by the achievement of a site-specific target for improved management effectiveness. **Indicator 3.1:** Total area of existing ocean conservation areas with legally upgraded levels of protection and/or with improved management effectiveness that received financial and/or technical	**Output 3.1.1:** Financial and/or technical support is provided to implementing partners to achieve upgraded protection and/or improved management of ocean conservation areas **Indicator 3.1.1:** Number of engagement sites that receive Blue Nature Alliance investment with the aim of upgrading protections or improving management **Target 3.1.1:** 10 engagement sites (although less is acceptable if the spatial targets 2.1 and 3.1 are on track). **Output 3.1.2:** A management effectiveness assessment is conducted at each engagement site both before and after receiving Alliance support. **Indicator 3.1.2a:** Percentage engagement sites that conduct an assessment of management effectiveness before and after Blue Nature engagement. **Target 3.1.2a:** 100% of engagement sites.	GET	7,127,002.00	47,265,003.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)
Component 4: Global Enabling Conditions to Scale Up Ocean Conservation	Technical Assistance	**Outcome 4.1:** Collaborative scientific research that advances the field of large-scale and/or transboundary ocean conservation developed and implemented. **Indicator 4.1:** Number of peer-reviewed scientific publications and/or technical reports published on topics that advance the field of large-scale ocean conservation. *(Note: Outcome 4.1 funded with co-financing)* **Target 4.1:** 5 research projects and 10 publications.	**Output 4.1.1:**, Research projects that advance the field of large-scale ocean conservation that are completed with technical or financial support from Blue Nature Alliance. **Indicator 4.1.1:** Number of research projects that advance the field of large-scale ocean conservation. **Target 4.1.1:** 5 research projects. **Output 4.1.2:** Peer-reviewed publications that advance the field of large-scale ocean conservation that are completed with technical or financial support from the Blue Nature Alliance. **Indicator 4.1.2:** Number of peer-reviewed publications that advance the field of large-scale ocean conservation. **Target 4.1.2:** 10 peer-reviewed publications.	GET	3,130,468.00	3,585,000.00
		Outcome 4.2: Knowledge management and learning	**Output 4.2.1:** Learning initiatives that advance the field of large-scale ocean conservation and/or transboundary ocean governance and that provide training and professional			

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)
Component 5: Monitoring & Evaluation Plans Inform Adaptive Management	Technical Assistance	**Outcome 5.1:** Monitoring and evaluation framework for the Blue Nature Alliance in place and used. **Indicator 5.1:** Percent of required reports and evaluations completed. **Target 5.1:** 100% of reports include information derived from implementation of Alliance monitoring and evaluation plan.	**Output 5.1.1: Alliance** monitoring and evaluation program implemented. **Indicator 5.1.1:** Alliance monitoring and evaluation plan at both the portfolio and site level implemented. **Target 5.1.1:** 1 Alliance-wide monitoring and evaluation plan is implemented. **Output 5.1.2:** Results from monitoring and evaluation program included in progress reports and evaluations. **Indicator 5.1.2:** Percentage of Alliance progress reports that include information from implementation of monitoring and evaluation plan. **Target 5.1.2:** 100% of progress reports include information from implementation of monitoring and evaluation plan.	GET	379,643.00	1,188,770.00

Project Component	Financing Type	Expected Outcomes	Expected Outputs	Trust Fund	GEF Project Financing($)	Confirmed Co-Financing($)
				Sub Total ($)	**21,558,606.00**	**107,037,720.00**
Project Management Cost (PMC)						
	GET		1,077,174.00		8,427,898.00	
	Sub Total($)		**1,077,174.00**		**8,427,898.00**	
	Total Project Cost($)		**22,635,780.00**		**115,465,618.00**	

C. Sources of Co-financing for the Project by name and by type

Sources of Co-financing	Name of Co-financier	Type of Co-financing	Investment Mobilized	Amount($)
GEF Agency	Conservation International Foundation	Grant	Investment mobilized	23,028,913.00
Civil Society Organization	Pew Charitable Trust	Grant	Investment mobilized	20,965,859.00
Other	Rob and Melani Walton Foundation	Grant	Investment mobilized	20,032,065.00
Other	Minderoo Foundation	Grant	Investment mobilized	22,139,842.00
Private Sector	Vulcan, Skylight	In-kind	Recurrent expenditures	25,000,000.00
Civil Society Organization	Antarctic and Southern Ocean Coalition	In-kind	Recurrent expenditures	482,539.00
Civil Society Organization	International Eco-Fund	In-kind	Recurrent expenditures	3,816,400.00
			Total Co-Financing($)	**115,465,618.00**

Describe how any "Investment Mobilized" was identified

All project co-financing is a mix of new investment mobilized and in-kind. The co-financing commitment letters for all co-financers are attached in the ProDoc Appendix VIII. Please note that while the four core partners?Conservation International, Pew Charitable Trust, Rob and Melanie Walton Foundation, and the Minderoo Foundation?all committed a full $25 million to this project, some investment has already started prior to the CEO endorsement and therefore amounts already materialized have been discounted in the co-financing letters. The Alliance will seek a minimum of a 2:1 ratio of leveraged funds to Alliance capital deployed at the portfolio level, including co-investments at the site-level from recipient country governments, private sector, civil society organizations, beneciaries and/or others. Leverage co-investments will be defined as funding that directly contributes to a shared engagement strategy for a site (or for a global activity as outlined in component 4). Examples include increased government funding allocations, fees generated from systems put in place by the Blue Nature Alliance, and co-investment by multilateral/bilateral agencies, private foundations, and the private sector. At the time of ProDoc submission, commitments from Vulcan, Antarctic and Sourthen Ocean Coalition, and International Eco

Fund have been mobilized. Additional co-investors will be identied throughout the life of the project as each engagement site is selected and available co-financing commitment letters will be included in annual reports to the GEF.

D. Trust Fund Resources Requested by Agency(ies), Country(ies), Focal Area and the Programming of Funds

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount($)	Fee($)
CI	GET	Global	International Waters	International Waters	22,635,780	2,037,220
				Total Grant Resources($)	**22,635,780.00**	**2,037,220.00**

E. Non Grant Instrument

NON-GRANT INSTRUMENT at CEO Endorsement

Includes Non grant instruments? **No**

Includes reflow to GEF? **No**

F. Project Preparation Grant (PPG)

PPG Required **false**

PPG Amount ($)

300,000

PPG Agency Fee ($)

27,000

Agency	Trust Fund	Country	Focal Area	Programming of Funds	Amount($)	Fee($)
CI	GET	Global	International Waters	International Waters	300,000	27,000
				Total Project Costs($)	**300,000.00**	**27,000.00**

Core Indicators

Indicator 2 Marine protected areas created or under improved management for conservation and sustainable use

Ha (Expected at PIF)	Ha (Expected at CEO Endorsement)	Ha (Achieved at MTR)	Ha (Achieved at TE)
1,250,000,000.00	1,250,000.00	0.00	0.00

Indicator 2.1 Marine Protected Areas Newly created

Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
750,000,000.00	750,000.00	0.00	0.00

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
Akula National Park	125689	Select	750,000,000.00	750,000.00		

Indicator 2.2 Marine Protected Areas Under improved management effectiveness

Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)
500,000,000.00	500,000.00	0.00	0.00

Name of the Protected Area	WDPA ID	IUCN Category	Total Ha (Expected at PIF)	Total Ha (Expected at CEO Endorsement)	Total Ha (Achieved at MTR)	Total Ha (Achieved at TE)	METT score (Baseline at CEO Endorsement)	METT score (Achieved at MTR)	METT score (Achieved at TE)
Akula National Park	125689	Select	500,000,000.00	500,000.00					

Indicator 7 Number of shared water ecosystems (fresh or marine) under new or improved cooperative management

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Shared water Ecosystem				
Count	0	0	0	0

Indicator 7.1 Level of Transboundary Diagonostic Analysis and Strategic Action Program (TDA/SAP) formulation and implementation (scale of 1 to 4; see Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)

Indicator 7.2 Level of Regional Legal Agreements and Regional management institution(s) (RMI) to support its implementation (scale of 1 to 4; see Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)

Indicator 7.3 Level of National/Local reforms and active participation of Inter-Ministeral Committees (IMC; scale 1 to 4; See Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)

Indicator 7.4 Level of engagement in IWLEARN throgh participation and delivery of key products(scale 1 to 4; see Guidance)

Shared Water Ecosystem	Rating (Expected at PIF)	Rating (Expected at CEO Endorsement)	Rating (Achieved at MTR)	Rating (Achieved at TE)
Select SWE	1	4		

Indicator 11 Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment

	Number (Expected at PIF)	Number (Expected at CEO Endorsement)	Number (Achieved at MTR)	Number (Achieved at TE)
Female	1,128,000	1,233,500		
Male	1,272,000	1,233,500		
Total	2400000	2467000	0	0

Provide additional explanation on targets, other methodologies used, and other focal area specifics (i.e., Aichi targets in BD) including justification where core indicator targets are not provided

This project will contribute to two of the three GEF International Waters objectives. Strengthening National Blue Economy Opportunities: Aligned with the Blue Economy concept, the Alliance works with nations and communities to invest in conservation measures that sustain healthy coastal and marine ecosystems and support sustainable development in order to build local economies, livelihoods and food security. The project will directly contribute to the GEF International Waters strategic action on ?Sustaining healthy coastal and marine ecosystems? while likely contributing to various other areas of strategic action, such as ?Catalyze sustainable fisheries management? and ?Addressing pollution reduction in marine environments.? Improving Management in the Areas Beyond National Jurisdiction: The Alliance has the scope and expertise to work across geographic boundaries and in Areas Beyond National Jurisdiction (ABNJ) to support biodiversity conservation. If opportunities emerge, the Alliance may invest in conservation in ABNJs to pilot ocean conservation models in the high seas. Furthermore, by directly supporting the conservation of at least 1.25 billion hectares of ocean ecosystems (approximately 3.5% of the global ocean), this project will help deliver 35% of the Aichi Target 11 and SDG14 Target 5 of protecting 10% of the global ocean and building momentum towards a greater target of 30% of the global ocean protected. For the purpose of this project, the Blue Nature Alliance has defined direct beneficiaries as people that receive socio-economic, recreational or cultural benefits as a result of investments made by the Alliance, including both monetary (e.g. jobs, grants, increased income) and non-monetary benefits (e.g. training, increased knowledge, enhanced experiences). The Blue Nature Alliance will collect data on this indicator in a sex-disaggregated manner. A complete description of the definition,

methodology and assumptions is included in the ProDoc Appendix VIII. The project will contribute approximately 500,000,000 hectares to Core Indicator 2.2: Marine protected areas under improved management effectiveness. However, the project will not necessarily employ the METT Scorecard for those hectares. Each site will select a management effectiveness assessment methodology that it useful and appropriate for that site and will be applied consistently throughout this project. If new assessment methodologies are developed as part of this project, then they will be shared as part of IW:LEARN initiative. The project will work in at least 3 marine ecosystems that contribute to Core Indicator 7, Number of shared water ecosystems (fresh or marine) under new or improved cooperative management. This number will be revisited and possibly increased during the midterm project review.

Part II. Project Justification

1a. Project Description

1) The global environmental and/or adaptation problems, root causes and barriers to be addressed:

Global Environmental Problems and Root Causes

Environmental Issues in Ocean Ecosystems

The oceans are the origin and engine of all life on this planet ? and they are in extreme peril. Biodiversity and habit loss, collapsing fish populations, and unprecedented sea-level rise and dangerously warming waters caused by climate change are impacting both human and animal populations around the world. Many scientists agree that under a business-as-usual scenario, by the end of the century, much of the world?s seas could be hot, acidic and struggling to support life ? with catastrophic implications for marine life, Earth?s climate, and the food security of billions of people worldwide. A few facts bring the severity of the situation home:

? The United Nations has reported that 70% of the Earth's coral reefs are threatened: 20% have already been destroyed with no hope for recovery, 24% are under imminent risk of collapse, and an additional 26% are at risk due to longer-term threats.39 By 2030, half of all coral reefs are projected to be at ?high? to ?critical? risk, increasing to 80% by 2050.40

? Approximately 20% of total global mangrove area was lost between 1980 and 2005 with declines continuing at an estimated 1% per year.41

? In 2015, industrial fishing was occurring in 55% of the world?s ocean while the proportion of stocks that are within biologically sustainable levels have decreased drastically from 90% in 1974 to 66% in 2015.42 Within LMEs globally, almost 50% of fish stocks are overexploited or collapsed.43

This situation must be addressed and mitigated if we are to maintain life on Earth.

Root Causes of Ocean Decline

The following four anthropogenic pressures are among the key root causes driving a decline in global ocean health:

a. Habitat Loss: Drivers of habitat loss include coastal development, pollution, destructive fishing, aquaculture and logging for timber and fuel. Climate change is causing significant loss of coral reef habitats. In addition to the direct impacts of fishing, certain fishing gears cause permanent and irreversible damage to benthic marine habitats, including seamounts and coral reefs.44,45,46 Deep-sea mining, which is currently being considered by a number of countries both on the high seas and within EEZs, is a future threat that may have significant impact on benthic habitats.47 Additionally, mobile marine organisms?species including whales, sharks, tuna and billfish?provide the structure-forming biomass that constitute habitat in the open ocean.48 Overexploitation of these species is a type of habitat loss.

b. Fishing Pressure: Despite increasing effort, an expanding global fisheries footprint and new technologies, catch from global marine fisheries has not increased significantly since the late 1980s. Fisheries in developing countries appear to be significantly overexploited; and maintaining productivity

increasingly comes at the expense of ecosystem and habitat health and preservation of non-target species. Illegal, underreported, and unregulated (IUU) fishing further exacerbates these threats. Together, overfishing and IUU fishing are driving economic losses of up to US$83 billion per year.49

c. Climate Change: The ocean is disproportionately harmed by the increasing carbon dioxide (CO2) levels in the atmosphere from human activities. CO2 is altering the temperature and chemical composition of our ocean, leading to changes in ocean temperature and circulation, rising sea levels, coral bleaching and changes in the behaviors of species that call it home. By 2100, primary production in the ocean is expected to decline by 6% globally and by 11% in tropical zones.50 The Transboundary Waters Assessment Programme calls for precautionary management actions in LMEs, including the establishment of MPAs, to build ecosystem resilience in light of the uncertainties that climate change presents.51

d. Pollution: The majority of pollutants going into the ocean come from activities on land. Excess nutrients, often a result of agricultural runoff, can result in hypoxic/dead zones while plastic pollution generated on land flows into the sea due to inadequate disposal facilities. Source-to-sea management approaches are necessary to manage these land-based pollutants. Ocean noise pollution from military sonar, industrial shipping and exploration for oil, gas and minerals is altering the underwater acoustic landscape, harming?and in some cases killing marine species. Meanwhile the momentum and technology for seabed mining is growing, and so is the alarm that such mining could have long lasting and unforeseen impacts on ocean health. While little is known about these deep-sea environments, potential impacts may include the physical destruction of habitats, large underwater sediment plumes and noise, and chemical and light pollution resulting from mining operations.

Barriers to Addressing the Environmental Problems and Root Causes

Restoring ocean health by addressing these and other threats requires a holistic approach to ocean governance that brings together sufficient protection with more sustainable production methods and management of resources. The latest scientific evidence supports full protection of at least 30% of the ocean52 to reverse existing adverse impacts, increase resilience to climate change, and sustain long-term ocean health. Based on this science, the International Union for Conservation of Nature (IUCN) passed a resolution at the 2016 World Conservation Congress, calling for the designation and implementation of at least 30% of each marine habitat in a network of highly protected MPAs and other effective area-based conservation measures by 2030, subject to the rights of Indigenous peoples and local communities.53

And yet most states are did not meet their CBD target and SDG14 target 5 of 10% ocean protection by 2020 and are currently unlikely to meet the more ambitious call for 30% by 2030. Even when there is strong political will for conservation action, there is often insufficient financial resources, capacity and knowledge to deliver enduring conservation outcomes. Achieving equitable, effective and sustainable management is a long journey requiring significant investment and capacity.54

The Alliance has identified four institutional barriers limiting the expansion and effectiveness of ocean protection:

? Insufficient financial resources: Philanthropic and public financing for area-based ocean conservation has failed to keep pace with the dramatic increase in understanding of the threats facing our ocean and the need for conservation, especially in less developed countries that face even greater

pressure on their resources. Without a significant increase in funding and the design of innovative and blended financing mechanisms, the hard-won momentum for ocean conservation will dissipate.
? Insufficient management capacity and cost-effective tools: The footprint of declared or designated large-scale MPAs (LSMPAs) is growing quickly, but the number of experienced LSMPA managers remains extremely limited. Capacity development for LSMPAs is needed. Technologies to surveil and enforce large remote ocean areas are burgeoning, but the large ocean states that most need these technologies have limited access.
? Insufficient cross-sectoral collaboration: Long-standing tensions between MPA and fisheries practitioners has generated siloed programs and projects, whereas communication and collaboration between these two groups could generate win-win solutions that benefit both biodiversity and people.
? Insufficient scientific evidence on human benefits: The true value of healthy ocean ecosystems to culture, resilience, food security, and blue economic growth are not fully understood or recognized when governments are making development decisions and evaluating economic tradeoffs. There is a need for additional evaluation and scientific evidence on the human dimensions of ocean protection, which can drive increased political will.
? Insufficient regional cooperation and transboundary governance: Marine species do not recognize maritime borders. Their migrations take them through various EEZs and the high seas. There are different and sometimes competing international and regional bodies for managing tuna, whale, shark, turtle, and seabird species, including a number of regional fisheries management organizations (RFMOs), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), and the Convention on the Conservation of Migratory Species of Wild Animals (CMS). Meanwhile, many species with transboundary migrations are unmanaged. And while there are many regional and global agreements in place (e.g., Voluntary Small Scale Fisheries Guidelines, the Global Program of Action for Land based Sources of Marine Pollution, Regional Fisheries Management Organizations, Port State Measurement Agreement, Large Marine Ecosystems Strategic Action Programs and regional conventions and commissions), there is a lack of communication and coordination among these entities in addition to a lack of support for integrated ocean governance.

2) The baseline scenario and any associated baseline projects.
In 2016, IUCN called for 30% of each marine habitat to be set aside by 2030 in highly protected MPAs and other effective area-based ocean conservation measures covering at least 30% of the global ocean. This figure has been accepted by most of the scientific community. Most scientists agree that protecting oceans at this scale is needed to protect biodiversity; avoid fisheries and population collapse; maximize or optimize fisheries value or yield; and help mitigate the impacts of climate change.

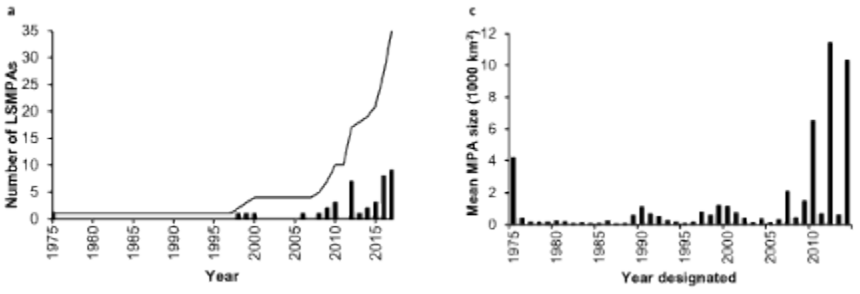
Creating networks of highly protected, well-enforced and ecologically significant ocean conservation areas will enhance ecosystems and make them more resilient to climate change and reduce ocean risk. It will also provide shelter for iconic species like whales and dolphins and provide livelihoods to millions living in coastal communities.

The World Database on Protected Areas (WDPA)55, a joint project of United Nations Environment World Conservation Monitoring Centre and the IUCN World Commission on Protected Areas, is the global authority for reporting protected area coverage. As of January 2021, based on data submitted by

governments, WDPA reported 18,416 MPAs around the globe, representing global ocean coverage of 7.7%. Meanwhile the Atlas of Marine Protection (MPAtlas)56, a project of the Marine Conservation Institute provides a more conservative picture of global marine protection. MPAtlas builds upon WDPA data by examining certain regions in depth, replacing WDPA records with national or regional databases that are more up-to-date or provide greater detail. As of January 2021, MPAtlas reports that 6.4% of the ocean is contained within implemented MPAs, with only 2.6% of the ocean in implemented MPAs that are highly or fully protected. Regardless of the baseline used, it is clear that too little of our oceans is protected and significant effort is necessary to reach 30% of our oceans effectively and equitably protected.

Although current protection levels are far from sufficient, there has been a global acceleration of new ocean protections, both in terms of number and mean size. MPAs with their required legal designation are the easiest instrument to track among ocean conservation designations. In 1998, there were 4,500 MPAs globally, including Australia?s Great Barrier Reef Marine Park, covering approximately 0.1% of the global ocean. Over the next 20 years, the global total of marine protected areas increased to over 17,000 MPAs, covering nearly 6.4-7.7% of the ocean. The most recent dramatic increases in MPA coverage have been driven by the proliferation of large-scale MPAs (LSMPAs), defined by the IUCN as larger than 15 million hectares (150,000 km2).

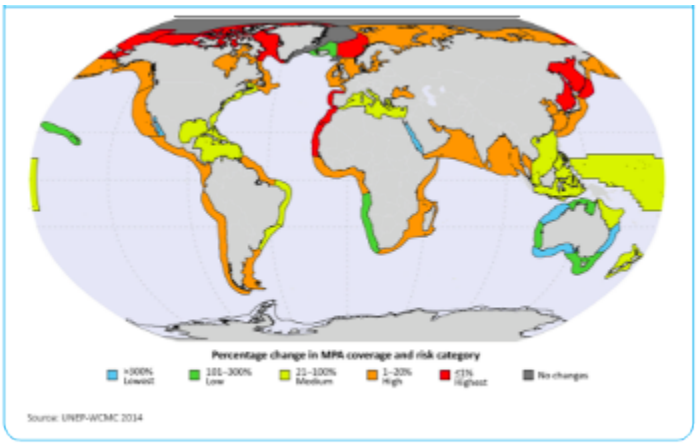
The Great Barrier Reef Marine Park covering approximately 34.4 million hectares was created in 1975 and remained the only LSMPA for the 23 years. As of January 2018, 35 LSMPAs have been designated or promised by governments around the world. Those LSMPAs that have been formally designated collectively constitute approximately 70% of the portion of the ocean that is protected. This expansion of LSMPAs has resulted in an increase in the mean MPA size from 14,800 hectares (148 km2) in 1994 to 1.03 million hectares (10,302 km2) in 2014 (Figure 1).57
Figure 1: Global trends in marine protected area (MPA) coverage.
(a) The number of large-scale MPAs (LSMPAs) designated or promised each year (black bars) and the cumulative number (black line) of LSMPAs designated or promised globally (1975?January 2018). No LSMPAs existed prior to 1975. (c) The mean size of all MPAs designated each year (rather than a cumulative total, 1975?2014). The peaks correlate to years during which large areas were protected in LSMPAs. [Figures are directly from O?Leary et al. 2018].



The growth of MPAs inside LMEs has mirrored the global trend. Between 1983 and 2014 there was a 15-fold increase in global MPA coverage, with the largest increase occurring between 2002 and 2012. LMEs that have seen the largest growth in MPAs are three Australian Shelf LMEs, Gulf of California, and Red Sea. LMEs with the lowest growth of MPAs include the Arctic LMEs: Beaufort Sea, Canadian High Arctic-

North Greenland and Northern Bering-Chukchi Seas. The only LMEs with no MPAs are the Faroe Plateau and Central Arctic Ocean (Figure 2).58

Figure 2 : Percentage change (1982-2014) in total area covered by MPAs per LME.
[Figure is directly from IOC-UNESCO and UNEP (2016).]



GEF has been a significant driver of this increase with engagements in 24 of the 66 global LMEs, constituting a portfolio of work which spans 99 GEF eligible countries. As LMEs provide essential ecosystem services and cover some of the most highly productive and biodiverse ocean areas, existing MPAs and opportunities for MPA development in these areas will be essential to meeting the project?s objectives. The GEF portfolio of work represents key baselines initiatives for which the Blue Nature Alliance will build its scope of work.

Despite increases in the global area of ocean conservation areas, the community of ocean NGOs and private funders has not kept pace with the shift in attitudes toward, and growing interest in, protecting the ocean. For example, a 2017 report commissioned by the Packard Foundation59 found that only a small number of foundations give approximately $40 million annually to placed-based ocean conservation, and to sites primarily located in the developed world. While this study did not factor in public funding sources, it none-the-less highlights the fact that a significant increase in funding and support is needed to maintain the hard-won momentum for ocean conservation globally.

As 2020 came to a close, there was a brief acceleration in commitments for new ocean protection as countries push to meet their CBD Aichi Target and SDG14 Target 5 commitments. Despite these efforts, the 10% protection goal by 2020 was not met. We anticipate that the expansion of ocean conservation areas will likely taper off once commitments to protect 10% of national waters are reached. This will fall far short of protecting the needed 30% of the global ocean by 2030, and many of the established ocean conservation areas may never reach a state of active and effective management without significant additional investment. If current rates of MPA creation continue, we will only protect approximately 15% of the ocean by 2030 ? a far cry from the needed goal.60

There are numerous organizations and programs working to support the expansion of ocean protection globally?including CI and Pew (in combination, CI and Pew have helped to facilitate the establishment of more than half, by area, of the world?s current MPAs under either baseline scenario). A 2017 review of Strategic Action Plans produced through GEF?s Large Marine Ecosystem Program showed that while 89% of SAPs included strategies for the identification and adoption of management areas for maintenance of biodiversity and related goods and services, only 56% incorporated strategies to develop regional networks of connected MPAs.61 Twelve of the UNDP Ecosystems and Biodiversity (EBD) Programme projects target MPAs, providing $40 million in grants from GEF and other donors with $97 million in co-financing to support creation and strengthening of 81 MPAs covering a total of 9.9 million hectares.62

In the past few years several major initiatives to create new ocean conservation areas have been launched, including The Blue Action Fund which was established December 2016 by the German Ministry for Economic Cooperation and Development (BMZ), with the Swedish Ministry for Foreign Affairs and The Agence Fran?aise de D?veloppement (AFD) joining the effort in 2017 and 2018 respectively; the Waitt Foundation?s Blue Prosperity Coalition; the Wyss Foundation?s $1 billion campaign to protect 30% of the planet by 2030 launched in 2018 (it includes, but does not exclusively focus on MPAs); and the United Kingdom?s Global Ocean Alliance created in 2019 to secure 30% of the ocean in MPAs by 2030. There are also emerging intergovernmental groups, including the High Ambition Coalition for Nature and People and the High Level Panel for a Sustainable Ocean Economy. Each of these programs is playing an important role to expand ocean protection and have contributed to the current momentum for ocean conservation areas globally.

These initiatives and the recent influx of additional funds are significant for global ocean conservation; however, they are still not adequate to meet the 30% target. The Blue Nature Alliance was established as a joint venture by the Pew Charitable Trusts and Conservation International in 2020 with the Minderoo Foundation, the Rob and Melani Walton Foundation, and the GEF (via this project) as core Alliance partners. The Alliance seeks catalyze the conservation of 1.25 billion hectares of ocean ecosystems to safeguard global ocean biodiversity, build resilience to climate change, promote human wellbeing, and to enhance ecosystem connectivity and function.63 This will help make the gap narrower between the baseline and the target of protecting 30% of global ocean by 2030.

Given the global nature of this project, the full list of associated baseline projects is extensive and yet to be fully determined most engagement sites have not yet been identified. A selection of example baseline projects led by various stakeholder groups are provided below. The Blue Nature Alliance has initiated contact with several of these projects and has identified approaches and partnerships that will be of use when implementing the project.

Associated Baseline Projects

Table 1: Baseline projects related to the Blue Nature Alliance.

Project name	Years (start ? end)	Budget (USD)	Funder(s)	Objectives / brief description of how this project is linked to the Alliance FSP

Big Ocean	2010 ? ongoing	N/A	The Ocean Foundation	Big Ocean is a peer-learning network created for managers of large-scale MPAs with a focus on improving management best practices. The Alliance is collaborating closely with Big Ocean to enhance its work pertaining to LSMPAs.
Global Island Partnership (GLISPA)	2006 ? ongoing	N/A	The European Commission, United States Department of State	GLISPA promotes action to build sustainable and resilient island communities with a focus on the Sustainable Development Goals. The Alliance is partnering with GLISPA to enhance its work in this area.
Vulcan Skylight & Allen Coral Atlas	1986 - ongoing	N/A	Paul G. Allen Family foundation	Vulcan utilized data and technology, strategic grant making, advocacy, and engagement to create a lasting impact locally and globally. The Alliance is partnering with Vulcan to improve monitoring and enforcement - including the tracking of IUU fishing - at its sites.
UN Environment Programme World Conservation Monitoring Center (UNEP-WCMC)	2000 - ongoing	N/A	UNEP	UNEP-WCMC conducts biodiversity assessments and provides the best available science to support policy development and implementation. Its datasets include the Word Database on Protected Areas, the World Database on other Effective Area-Based Conservation Measures, and the Global Database on Protected Area Management Effectiveness. The Alliance has engaged UNEP-WCMC in conservations pertaining to the establishment of ocean conservation areas, improved management of existing ocean conservation areas, and the global enabling conditions of LSMPAs.
International funding lines (donor & development partner driven)				
Tropical Forest and Coral Reef Conservation Act (TFCAA)	2019 ? ongoing	$15 million as of FY 2020 appropriation	USAID	TFCCA offers developing countries options to relieve certain official debt owed to the U.S. Government while generating funds to support coral reef conservation activities. There may be opportunities to utilize TFCAA to support applicable sites.
UN Environment Program	N/A	N/A	UN Regular Budget, UNEP Environment Fund, Various Countries	UN Environment assists countries in improving the effectiveness and equitable use of MPAs by providing technical expertise and capacity building support on governance of marine protected areas.
Commitments and compacts				

Convention on Biological Diversity (CBD)	1992 ? ongoing	N/A	UNEP	A multilateral treaty with the goals of the (1) conservation of biological diversity, (2) the sustainable use of its components, and (3) the fair and equitable sharing of benefits arising from genetic resources.
Aichi Biodiversity Target 11	2010-2020	N/A	UNEP	The target of at least 10 percent of coastal and marine areas, especially areas of particular importance for biodiversity and ecosystem services, conserved by 2020 was not met.
Sustainable Development Goal 14	2015-2030	N/A	UNGA, UNDESA	Sustainable Development Goal 14 aims to conserve and sustainable use the oceans, seas, and marine resources for sustainable development. SDG 14 provides an opportunity for the Alliance to contextualize its work into the broader framework of sustainable development.
WCC-2016-Res-050-EN Increasing marine protected area coverage for effective marine biodiversity conservation	2016 - ongoing	N/A	IUCN	IUCN members approved a new global target for MPAs calling for 30% of each marine habitat to be set aside in highly protected MPAs and other OECMs by 2030 with the goal of a fully sustainable ocean. The Alliance has designed its outputs with the goal of contributing towards this target.
Other impact funds and private sector impact investment strategies				
Blue Prosperity Coalition	2019 ? ongoing	$150 million	Waitt Foundation, Waitt Institute, various partners	The Blue Prosperity Coalition engages in multi-year partnerships with governments to designate and implement 30% marine protection by 2030. The Blue Prosperity Coalition and the Alliance share this goal and have engaged in conversation.
Wyss Campaign for Nature	2018 ? ongoing	$ 1 billion	The Wyss Foundation, the National Geographic Society, various partners	The Wyss Campaign for Nature provides funding to help communities, Indigenous peoples, and nations conserve 30% of the planet by 2030. There may be opportunities for Alliance sites to partner with the Wyss Campaign for Nature.
The Blue Action Fund (BAF)	2016 ? ongoing	$40 million intended to fund 10 to 15 projects	MZ, KfW Development Bank, AFD, Green Climate Fund (GCF)	The Blue Action Fund supports projects within the national waters of countries eligible to receive official development assistance. There are multiple identified geographic areas of overlap between BAF and the Alliance.
Oceans 5	2011 ? ongoing	NA	Rockefeller Philanthropy Advisors, various partners	Oceans 5 supports results-orientated conservation projects throughout the world, sharing the Alliance?s desire for catalytic/significant projects involving a partnership of multiple organizations.

3) The proposed alternative scenario, GEF Focal Area 7 strategies, with a brief description of expected outcomes and components of the project.

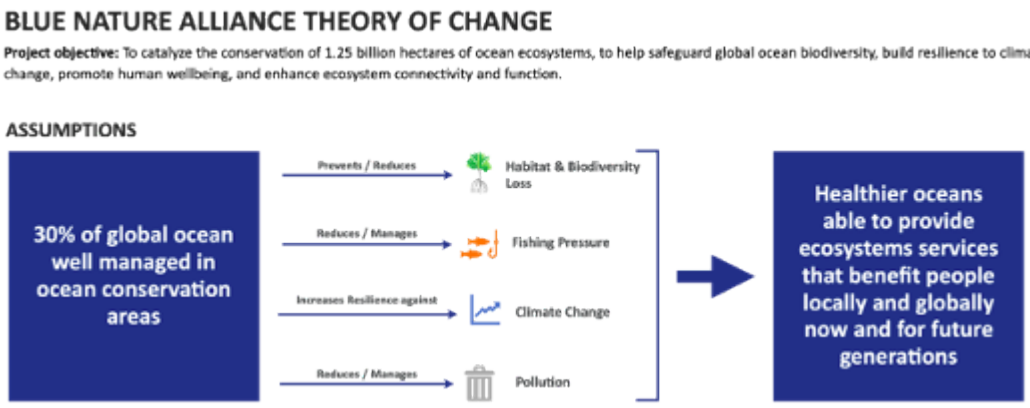
Objective, Components, Expected Outcomes, Targets, and Outputs

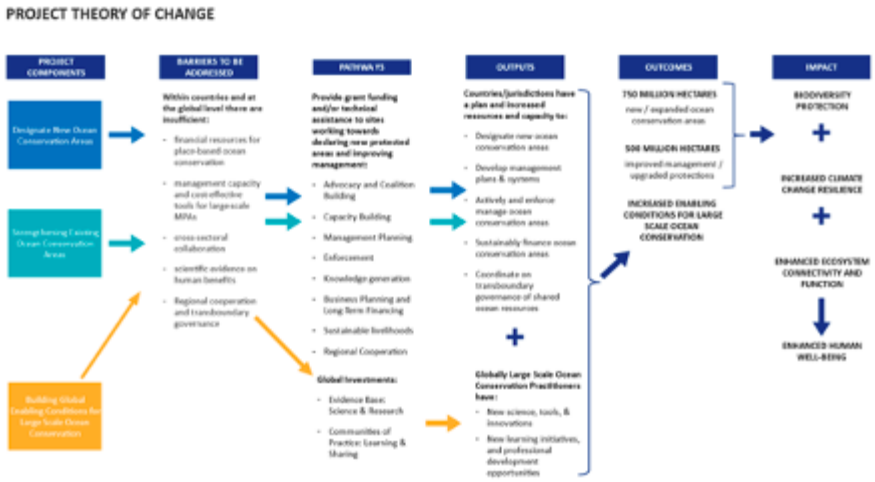
Project Objective and Theory of Change

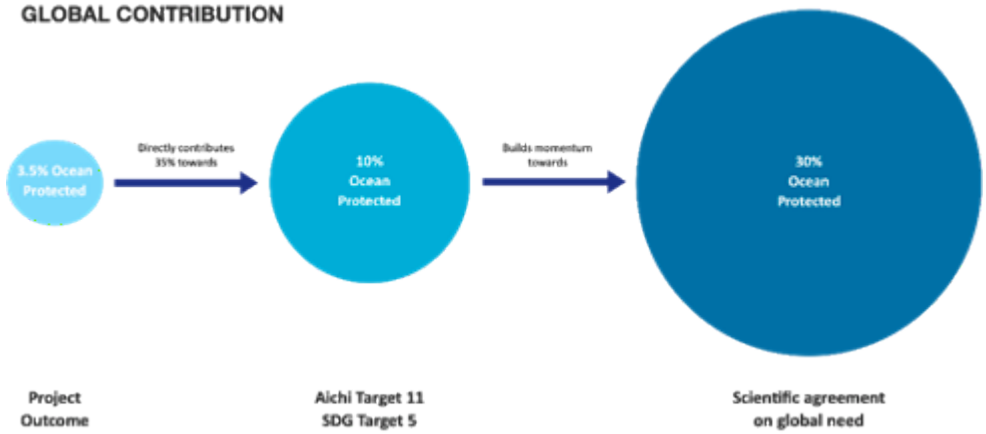
For this project, the Blue Nature Alliance has the objective of catalyzing the conservation of 1.25 billion hectares of ocean ecosystems (approximately 3.5% of the global ocean) to safeguard biodiversity, help build resilience to climate change, promote human well-being and enhance ecosystem connectivity and function. The project theory of change is illustrated below (Figure 3).

Figure 3: Theory of Change

Well-managed ocean conservation areas reduce key threats to the ocean and increase ocean resilience. Healthy oceans are better able to provide critical ecosystems services for people now and in the future. This project will address key barriers to ocean conservation through site-based and global investments in order to generate 1.25 billion hectares of new and improved ocean conservation areas and increased enabling conditions globally for large scale ocean conservation. The project will directly support ocean conservation areas covering 3.5% of the ocean, representing 35% of the global Aichi Target and SDG14 Target 5 of protecting 10% of the ocean. This significant contribution will build additional momentum towards the emerging global goal of protecting 30% of the ocean by 2030.







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The objective will be achieved through five project components, each with underpinning outcomes and outputs:

? Component 1 focuses on scoping for new or existing areas for ocean conservation;

? Component 2 focuses on the establishment of new ocean conservation areas;

? Component 3 focuses on improving the management and/or strengthening the protection level of existing ocean conservation areas;

? Component 4 focuses on global investments including research, knowledge sharing and learning; and

? Component 5 focuses on monitoring and evaluation.

Model for Site Engagement

The Expected Outcomes, Targets, and Outputs for each of the five components are described in the following sections on each component. Provided here is an overarching description of the Blue Nature Alliances approach to site engagement, which is relevant for Components 1, 2, and 3.

The Alliance will deploy the vast majority of project capital directly into the creation, expansion or improved management of ocean conservation areas, inclusive of key biodiversity hotspots, coastal habitats, such as coral reefs, mangroves, and kelp forests and open ocean ecosystems, including highly productive seamounts and essential fish habitat for ocean health and food security. To complement

existing GEF interventions within the International Waters Program, the Alliance will give special consideration to investing within multi-country LMEs supported by the GEF as well as opportunities in the Pacific SIDS.

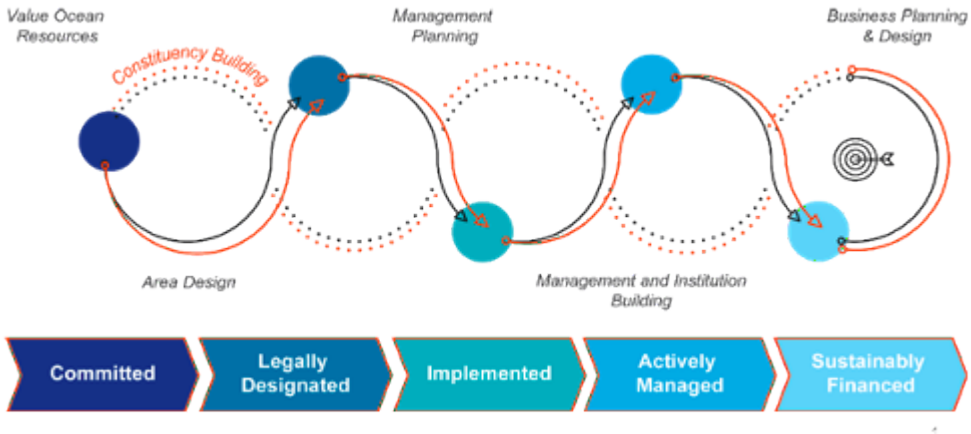
The Alliance believes a multisectoral approach that brings together protection, sustainable production, governance and sustainable finance is required to effectively conserve any area for the long-term. To that end, the Alliance will support the design and effective management of ocean conservation areas, while ensuring the full engagement of local users of fisheries and other ocean resources and respecting cultural heritage and traditional tenure and resource rights of Indigenous peoples, applying principles such as Free, Prior and Informed Consent (FPIC).

The Alliance?s site-based engagements will take the form of grants/contracts to partners on the ground in each site (via a dedicated grant mechanism) and direct technical assistance by Alliance technical experts. The Alliance will invest in at least 20 sites (upwards of 60 sites is possible). Activities that the Alliance may engage in include but are not limited to a valuation of ocean resources, protected/conservation area design, management planning, institution building, and business planning and design of long-term financing mechanism. While the Alliance does not expect to undertake all of these activities in any site, it will significantly and measurably advance conservation action along a site?s ?conservation journey? (Figure 4).

While investment can occur during any stage of the conservation journey, the Alliance will work with sites to develop a plan for how they will ultimately achieve effective management and sustainable financing. A core focus will be on developing business plans and designing long-term financing solutions for those sites that are ready. The Alliance will work to crowd in private investment, including from impact funds with ocean mandates.

Figure 4: The Blue Nature Alliance Conservation Journey.

Blue arrows represent stages of establishment, adapted from the forthcoming MPA Guide,67 with the addition of ?sustainably financed.? The grey activities represent indicative activities that the Alliance could invest in to advance a site along the next stage of the journey.



Types of Eligible Ocean Conservation Areas

For the purpose of this project, the Blue Nature Alliance defines ocean conservation areas to be inclusive of all IUCN categories of marine protected areas (MPAs), other effective area-based conservation measures (OECMs), and other innovative place-based interventions designed to achieve biodiversity conservation outcomes. A significant, but not exclusive, focus of the Alliance will be on

large scale marine protected areas (LSMPAs) as defined by the IUCN to be at least 15 million hectares in size.6

The Alliance has aligned its site classification to the forthcoming MPA Guide69, authored by Jane Lubchenco and partners, that puts forth simple language with which to classify ocean conservation areas in terms of their level of protection70 and their stage of establishment. The Alliance has adapted the model to illustrate the types of outcomes its investments seek to achieve?from securing the legal designation of a new or expanded area, to upgraded protections and/or improved management of existing areas (Figure 5a and Figure 5b). The Alliance will invest in ocean conservation areas that provide any of the four levels of protection defined in the MPA Guide?from minimally protected to fully protected MPAs?with the aim to maximize the total area under higher levels of protection, while recognizing the rights and needs of Indigenous peoples and local communities and ensuring engagement of local resource users.

The Alliance will also invest in the creation and improved management of areas that have recognized benefits to marine biodiversity but are not legally designated as MPAs known as ?Other Effective Conservation Measures? (OECMs). The Convention on Biological Diversity (CBD) adopted the following definition of OECMs in November 2018 as:

?A geographically defined area other than a Protected Area, which is governed and managed in ways that achieve positive and sustained long-term outcomes for the in-situ conservation of biodiversity with associated ecosystem functions and services and where applicable, cultural, spiritual, socio?economic, and other locally relevant values.? (CBD Decision 14/8).

The Alliance will also pursue innovative mechanisms for achieving area-based ocean conservation at scale beyond traditional MPAs and OECMs, where selection criteria are met. For example, the Alliance may work to advance Indigenous and Community Conserved Areas and may pilot new ideas such as dynamic ocean conservation measures that move spatially and temporally based on water temperature and wildlife migrations. Where opportunities exist, the Alliance will support transboundary models for protection, including transboundary peace parks and coordinated management of networks of ecologically connected ocean conservation areas within transboundary LMEs.

Figure 5: Spectrum of Ocean Conservation Areas (MPAs, OECMs, and new innovations)

Figure 5a: The Conservation Spectrum for MPAs

Adapted from The MPA Guide. The X axis represents stage of establishment and the Y axis represents level of protection. A fifth column was added to include ?sustainably financed? as the Alliance views it as a key stage in MPA effectiveness. Through this project, Alliance will seek to move sites upward towards higher levels of protection and to the right with improved management.

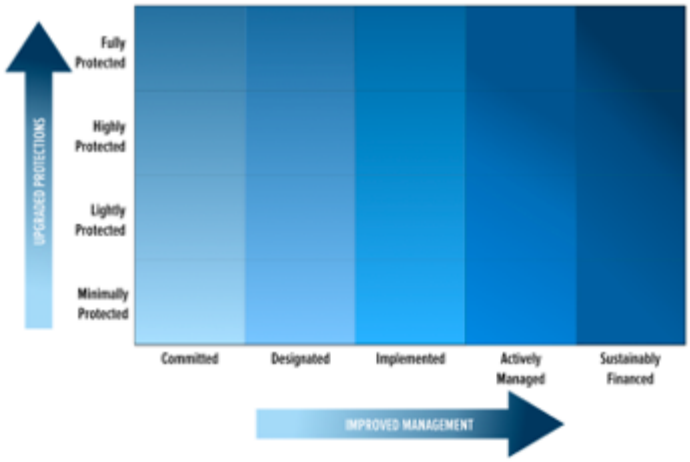


Figure 5b: The Conservation Spectrum for OECMs and new innovations.
Further adapted figure from the MPA Guide to apply to OECMs and new innovations in area-based conservation. Through this project, Alliance will seek to establish OECMs and Innovative area-based interventions and move them to the right with improved management.

Project Components, Expected Outcomes, Outputs, and Targets
Component 1: Site Scoping
Component 1 focuses on Alliance scoping activities for new or existing areas for ocean conservation. The one outcome, four outputs, and associated indicators and targets for each are outlined below.
Outcome 1.1: Engagement frameworks (i.e., for new or existing ocean conservation areas) that meet the Blue Nature Alliance criteria have been collaboratively developed and endorsed.
- Indicator 1.1: Number of sites that meet Alliance criteria with developed engagement frameworks.
- Target 1.1: 20 sites that meet Alliance criteria have developed engagement frameworks (although less is acceptable if spatial targets in Components 2 and 3 are on track).

The Alliance?s geographic scope will be global, with a portfolio of engagement sites around the world to be scoped and approved on a rolling-basis during the PPG and implementation phases of this project. As mentioned previously, the Alliance will be guided by six criteria when selecting site-based investments:
? Significance: Large areas that include coastal ecosystems and/or open ocean that are of vital importance to nature and people.

? Catalytic: Ideas and opportunities that will rapidly build momentum for durable protections, inspire innovative approaches or push conservation to unprecedented new scales.
? Political Will: Decision-making authorities of national, sub-national, or Indigenous communities have expressed a strong vision for ocean conservation; and these leaders are prepared to take action and partner with others, including the Alliance, to achieve this vision;
? Local Engagement: Local champions are ready to work with partners to drive towards impactful ocean conservation outcomes through engagement with their community;
? Achievable: The Alliance aims to engage partners working with clear outcomes and a high likelihood of success;
? Leverage: The presence of co-investment and match funding, which may include government revenues, private sector donations, public funding or other philanthropic giving to contribute to the long-term financial sustainability of a site.
In addition, the Alliance will give special consideration to sites that are aligned with GEF?s IW Focal Area Strategy. The use of GEF funds (managed in a segregated Alliance account) will be exclusively used to invest in sites that are eligible under the International Waters Focal Area.71

The Alliance has developed a robust yet flexible site scoping process to identify sites for engagement that meet the criteria above or have an identified pathway to build towards that criteria. During the scoping process the Alliance collaboratively designs a strategy for advancing the engagement site with partners and stakeholders (captured in a Site Engagement Framework (see Appendix VI-a), identifies synergies with other existing projects, including GEF IW and biodiversity projects, and conducts all necessary due diligence.

Figure 6: Blue Nature Alliance Scoping Process

Output 1.1.1: Desktop Assessment of potential site to evaluate Alliance criteria is conducted.
- Indicator 1.1.1: Number of sites where the Blue Nature Alliance completes desktop assessments.
- Target 1.1.1: 30 desktop assessments.

As a first step towards selecting sites, the Alliance has developed and actively maintains an ongoing global analysis of global marine conservation opportunities, inclusive of all exclusive economic zones (EEZs) and key areas beyond national jurisdiction. The BlueNatureAlliance.org website also includes a function that facilitates an open call for expressions of interests based on the site selection criteria. Any ideas generated are added to the global analysis.

Based on this analysis and ongoing partner dialogues, the Alliance will continually evaluate the list and prioritize areas for a more extensive site scoping process. We will use a standardized engagement framework template for the desktop assessments and advance scoping to ensure that all information needed for safeguard compliance is collected and analyzed (Appendix VI-a). As part of the desktop assessment, we will verify whether the site has a Transboundary Diagnostic Analysis/Strategic Action Programme (TDA/SAP) and will incorporate any findings into the site scoping report as applicable. As part of this project, the Alliance will complete a minimum of 30 desktop assessments.

Output 1.1.2: Advanced site scoping (either in situ or remote), including participatory and gender-sensitive stakeholder consultations and any necessary political, legal, ecological, and/or other assessments is completed.

- Indicator 1.1.2: Number of sites where the Blue Nature Alliance completes advanced scoping.
- Target 1.1.2: 25 sites.

Sites will be prioritized for advanced scoping based on the results of the desktop assessment. During scoping, we will conduct a series of meetings (in-situ or remote) with key stakeholders and partners to fully understand the political, tactical and strategic opportunity and assess the viability of the site in terms of social, economic and ecosystem values and the level of government and/or Indigenous commitment. We will strive to ensure a diverse array of stakeholder engagement and include women and marginalized groups in our scoping efforts. The team will identify a lead implementing partner for the engagement site and build a coalition of partners where appropriate. Together we will identify key activities to advance the site and broader regional cooperation both within transboundary LMEs and between SIDS. As part of this project, the Alliance will complete advanced scoping for a minimum of 25 sites.

Output 1.1.3: Collaboratively with stakeholders, implementing partners, leverage partners and/or technical partners, a gender-sensitive engagement framework to advance each site is developed.

- Indicator 1.1.3: Number of site-based engagement frameworks developed.
- Target 1.1.3: 25 engagement frameworks.

The Alliance will seek strong local support before investing in any site, including a financial commitment whenever possible, with the target of having a 2:1 financial leverage across the entire Alliance portfolio.72 Once support is secured from a relevant decision-making authority, community leader, or partner, the Alliance will co-design an engagement framework for the site in partnership with local champions and/or government leaders. The engagement framework is intended to be a tool that guides collective action toward a specific goal in a site. It is, in essence, the Alliance?s ?playbook? that aligns partners around a shared purpose ? it represents our best forecast for how work in a site might unfold and is the foundation from which the Alliance selects implementing partners and related grant-making decisions. The Alliance assumes, and expects, that engagement frameworks will adapt and evolve over the course of the Alliance?s engagement in a site. As part of this project, the Alliance will complete 25 engagement frameworks.

Output 1.1.4: Prior to investment, the site engagement framework is endorsed by the Blue Nature Alliance Steering Council.

- Indicator 1.1.4: Number of engagement sites approved for investment.

- Target 1.1.4: 20 engagement sites.

As part of this project, the Alliance aims to have a minimum of 20 engagements sites approved (although less is acceptable if spatial targets in Components 2 and 3 are on track), each with written documentation of support from relevant implementing partners. There will be two steps to approve a proposed engagement site:

? Step 1: The Blue Nature Alliance Management Team, which is comprised of senior technical staff from both CI and Pew, will review the detailed engagement framework for each proposed site. This team will ensure the engagement framework provides a clear opportunity to advance the site towards designation and/or improved management and will evaluate it against the six selection criteria. The decision to recommend investment will be dependent upon having strong local endorsement from implementing partners, including financial leverage where feasible. In the case that an Executing Core Partner (CI or Pew) has been identified as a potential subgrantee in the site, the members of the Management Team from that institution will recuse themselves during the decision-making process on whether or not to recommend the site engagement to the Steering Council.

? Step 2: The Blue Nature Alliance Management Team will present recommended sites along with a proposed funding envelope to Blue Nature Alliance Steering Council for approval.73 The Steering Council will consist of a representative of those partners who have donated $25 million or more to the Alliance. (More details on the Blue Nature Alliance Management Team and the Steering Council can be found in Section 5: Implementation and Execution Arrangements for Project Management). Additional approval from the Steering Council is not required unless there is a a) material increase in the funding envelop for a site, or b) in the case when a grant is to be issued to an Executing Core Partners (CI or Pew). In both these situations, Steering Council approval is required. In the case that an Executing Core Partner (CI or Pew) has been identified as a potential subgrantee in the site, the Steering Council representative from that institution will recuse themselves during the decision-making process on whether or not to recommend the site engagement to the Steering Council.

Once the site engagement is approved, the Alliance will support the implementation of the engagement framework through grants to implementing partners on the ground and by providing technical expertise. Site implementation is covered in Components 2 and 3.

Component 2: New Protection of Key Ocean Geographies

Component 2 focuses on the creation of new ocean conservation areas and the expansion of existing areas. Under Component 2, the Blue Nature Alliance will partner with governments, communities, NGOs and other partners to co-invest in the design and designation of new ocean conservation areas and the expansion of pre-existing conservation areas (in sites with approved engagement frameworks developed in Component 1). There is one outcome and three outputs along with associated indicators and targets for this component. Alliance investments (financial and/or technical support) will contribute to the designation of 750 million hectares of ocean conservation.

Outcome 2.1: New or expanded ocean conservation areas legally recognized.

- Indicator 2.1: Total area (hectares) of new designated ocean conservation area that received financial and/or technical investment from the Blue Nature Alliance.
- Target 2.1: 750 million hectares additional to the baseline.

Output 2.1.1: Financial and/or technical support is provided to implementing partners in order to achieve legal recognition of a new or expanded ocean conservation area.

- Indicator 2.1.1a.: Number of engagement sites that receive Blue Nature Alliance investment in order to achieve legal recognition of a new or expanded ocean conservation area.
- Target 2.1.1a: 10 engagement sites (although less is acceptable if the spatial target 2.1 is on track).
- Indicator 2.1.1b.: Percent of engagement sites that achieve legal recognition of a new or expanded ocean conservation area.
- Target 2.1.1b: 75% of engagement sites.

The Blue Nature Alliance will invest in an estimated 10 sites, although fewer will be acceptable if the 750 million hectare spatial target is on track. Alliance investment will be in the form of financial and/or technical support to on-the-ground implementing partners based on an approved engagement framework. Potential implementing partners best positioned to deliver activities outlined in the framework will be invited to submit grant proposals through a standardized process. In addition to providing grants, the Alliance may deploy technical experts to directly or remotely support activities outlined in the engagement framework. For example, technical experts in Marine Spatial Planning (MSP) could support an EEZ-level planning process that identifies areas for protection and areas for sustainable production to meet both ecological and social goals. Most Alliance technical expertise will be provided remotely to save costs, minimize carbon emissions, and to provide safety for staff and residents during the COVID pandemic. The Alliance will remain an active and flexible partner, working hand-in-hand with on-the-ground implementing partners to achieve the shared goal at the site. The Alliance anticipates at least 75% of these sites will reach their goal for legal recognition.

Illustrative activities that could be supported under an engagement framework for a proposed new ocean conservation area include:
? Scientific, economic or political analyses to inform conservation policy decisions and/or establish a baseline for future trend monitoring;
? Stakeholder engagement to increase political will and social support for the conservation area;
? Learning exchanges with other large-scale ocean conservation sites and/or participation in learning network meetings, such as Big Ocean,74 LME:LEARN, IW:LEARN, and other capacity development initiatives;
? EEZ planning that includes increased conservation area designations;
? Private sector engagement;
? Business planning;
? Creation of and participation in multi-state cooperation frameworks; and
? Collaboration among LMEs, Regional Seas conventions and Regional Fisheries Management Organizations (RFMOs).

Output 2.1.2: For those engagement sites that achieve legal recognition, a baseline management effectiveness assessment is conducted.

- Indicator 2.1.2: Percentage of the engagement sites that achieve legal recognition that document a management effectiveness baseline.
- Target 2.1.2: 100% of engagement sites that achieve legal recognition document their management effectiveness baseline.

While the specific activities advanced at each engagement site will vary, a few standard activities will be conducted at all engagement sites that attain legal recognition of a new or expanded ocean conservation measure. Specifically:

? The Blue Nature Alliance will encourage implementing partners (and provide support as appropriate) to develop a monitoring and evaluation plans for a new ocean conservation area. The Alliance will provide monitoring and evaluation guidelines and best practices, including a catalogue of available protocols appropriate for various scales, ecosystems, and social contexts (including large-scale) and new technology options available to support remote monitoring and surveillance.

? The Blue Nature Alliance will work with all engagement sites that achieve legal recognition to complete a baseline management effectiveness assessment. Each site will choose an assessment methodology that is most relevant to them and will use that consistently for baseline and subsequent evaluations using tools such as the LME Management Effectiveness Scorecard developed by CI under an LME:LEARN project or other assessment methodologies.

Output 2.1.3: For those engagement sites that achieve legal recognition, additional financial and/or technical support is provided to implementing partners in order to develop long-term sustainable financing plans.

- Indicator 2.1.3: Percentage of the engagement sites that achieve legal recognition that have a plan for reaching long-term sustainable financing.
- Target 2.1.3: 50% of engagement sites that achieve legal recognition also have a plan for reaching long-term sustainable financing.

In those sites where we are invited to work, the Alliance will undertake a participatory planning process to develop a strategy for how the site could eventually reach effective management and long-term financing. At least 50% of Alliance sites will develop such a strategy.

Once the ocean conservation area is legally declared, the Alliance will work with stakeholders to identify any additional activities that will improve management of the area. We will consider providing follow-on grants to establish management and build capacity to help ensure that the site is moving beyond designation and towards active management. Where the Alliance is invited to work, we will conduct a participatory planning process to develop an effective management and long-term financing strategy with the goal of 50% of the sites having a such a strategy.

Component 3: Improved Protection of Key Ocean Geographies

Component 3 focuses on upgraded protection and/or improving the management of existing ocean protected areas. Expected conservation outcomes from ocean conservation areas vary significantly based on the level of protection and management effectiveness. Fully and Highly Protected ocean conservation areas are expected to result in the strongest conservation returns75 with areas with adequate capacity and funding found to deliver almost three times the ecological benefits.76 Under Component 3, the Blue Nature Alliance will partner with governments, communities, NGOs and other partners to co-invest in existing ocean conservation areas (in those sites with approved engagement frameworks developed in Component 1) to legally upgrade the protection level and/or to measurably improve management, as measured by the achievement of a site-specific target for management effectiveness. There is one outcome and three outputs along with associated indicators and targets for this component. Alliance investments (financial and/or technical support) will advance 500 million

hectares of existing ocean conservation areas. This target will contribute to GEF Core Indicator 2.2: Marine Protected Areas under improved management effectiveness.

Outcome 3.1: Previously established ocean conservation areas have upgraded protections and/or improved management, as evidenced by the legal ratification for upgraded protection level, and/or for measurably improved management, as measured by the achievement of a site-specific target for improved management effectiveness.

- Indicator 3.1: Total area of existing ocean conservation areas with legally upgraded levels of protection and/or with improved management effectiveness that received financial and/or technical investment from the Blue Nature Alliance.
- Target 3.1: 500 million hectares of ocean receive legally upgraded levels of protection additional to the baseline and/or under improved management effectiveness additional to the baseline.

Output 3.1.1: Financial and/or technical support is provided to implementing partners to achieve upgraded protection and/or improved management of ocean conservation areas.

- Indicator 3.1.1: Number of engagement sites that receive Blue Nature Alliance investment with the aim of upgrading protections or improving management.
- Target 3.1.1: 10 engagement sites (although less is acceptable if the spatial targets 3.1 is on track).

The Blue Nature Alliance plans to invest in a target of 10 sites although the final number may be fewer if we are able to attain our 500 million hectares spatial target through fewer sites. As with engagement sites described in Component/Outcome 2, Alliance investment for existing ocean conservation areas can come in the form of financial and/or technical support to on-the-ground implementing partners based on an approved engagement framework. Potential implementing partners best positioned to deliver activities outlined in the framework will be invited to submit grant proposals through a standardized process. In addition to providing grants, the Alliance can deploy technical experts to directly or virtually support activities outlined in the engagement framework. For example, technical experts in sustainable financing can support business planning and the design of long-term financing mechanisms. The Alliance will work with implementing partners at each site to set an ambitious but achievable site-specific target for management effectiveness and/or plan to set up key institutions and methodologies needed for active management.

As under component 2, illustrative activities that the Alliance may support under an engagement framework for an existing conservation area include:

? Management capacity building through targeted training;
? Learning exchanges with other large-scale ocean conservation sites and/or participation in learning network meetings, such as Big Ocean, LME:LEARN, IW:LEARN, and other capacity development initiatives;
? Participatory development of management plans;
? Research to inform spatial planning/zonation;
? Design of ecological, economic and social monitoring protocols and/or conduct baseline;
? Design of enforcement systems
? Design of co-management governance systems that integrate Indigenous peoples in MPA management
? Business planning and design of sustainable finance mechanisms;
? Private sector engagement and sustainable livelihoods development;

? Creation of and participation in multi-state cooperation frameworks; and
? Collaboration among LMEs, Regional Seas conventions and Regional Fisheries Management Organizations (RFMOs).

Output 3.1.2: A management effectiveness assessment is conducted at each engagement site both before and after receiving Alliance support.
- Indicator 3.1.2a: Percentage engagement sites that conduct an assessment of management effectiveness before and after Blue Nature engagement.
- Target 3.1.2a: 100% of engagement sites.

Indicator 3.1.2b: Percentage of engagement sites that achieve their target for management effectiveness improvement and/or proposed status upgrade.
Target 3.1.2b: 75% of engagement sites.
While the specific activities advanced at each engagement site will vary, a few activities will be conducted at all Alliance engagement sites under outcome 3. Specifically:
? As with new sites, the Blue Nature Alliance will support existing sites as needed with the development and implementation of monitoring and evaluation plans as part of their management plan. The Alliance will provide monitoring and evaluation guidelines and best practices, including a catalogue of available protocols appropriate for various scales, ecosystems, and social contexts (including large-scale) and new technology options available to support remote monitoring and surveillance.
? The Blue Nature Alliance will require all existing ocean conservation areas supported by the Alliance to complete a pre-investment and post-investment management effectiveness assessment. Each site will choose an assessment methodology that is most relevant to them and will use that consistently for baseline and subsequent evaluations. As mentioned, the Alliance may use the LME Management Effectiveness Scorecard developed by CI under an LME:LEARN project for this work or other simple methodologies.
We anticipate that at least 75% of these sites will reach their goal for management effectiveness or proposed status upgrade within the 5 years of the project.

Output 3.1.3: Financial and/or technical support to develop a plan to achieve long-term sustainable financing is provided to on-the ground implementing partners.
- Indicator 3.1.3: Percent of engagement sites with a plan for reaching long-term sustainable financing.
- Target 3.1.3: 75% of engagement sites.

In those sites where the Alliance is invited to work, we will conduct a participatory planning process to develop an effective management and long-term financing strategy with the goal of 75% of the sites having a such a strategy.

Component 4: Global Enabling Conditions to Scale Up Ocean Conservation
In addition to directly investing in new and existing ocean conservation areas, the Blue Nature Alliance will invest in the global enabling conditions that are necessary to reach the ambitious goal of protecting 30% of the world?s ocean. This investment will include two outcomes?one on science and research (using only co-financing) and the other on learning, capacity building, collaboration and knowledge management.

Outcome 4.1: Collaborative scientific research that advances the field of large-scale and/or transboundary ocean conservation executed and published. (Note: This Outcome 4.1 will be funded with co-financing).

- Indicator 4.1: Number of peer-reviewed scientific publications and/or technical reports published on topics that advance the field of large-scale ocean conservation.
- Target 4.1: 5 research projects and 10 publications.

Using only co-financing funds, the Alliance will support scientific research to enhance the evidence base for large-scale ocean conservation, including LSMPAs and amplify the collective impact of ocean conservation areas globally. The discipline of large-scale ocean conservation must continue to improve management effectiveness and sustainability and build the evidence base for ocean conservation area contributions to human well-being outcomes to overcome the zero-sum argument that ocean conservation areas and fisheries management are incompatible solutions. The discipline must also evaluate which policy instruments are most useful to reaching our global target for ocean protection. The Alliance will undertake five research projects that will be documented in at least 10 scientific publications as a part of this GEF project.

Output 4.1.1: Research projects that advance the field of large-scale ocean conservation that are completed with technical or financial support from Blue Nature Alliance.

- Indicator 4.1.1: Number of research projects that advance the field of large-scale ocean conservation.
- Target 4.1.1: 5 research projects.

•The Alliance has developed a science and research framework that identifies the priority scientific needs in the field of large-scale ocean conservation (see Appendix X: Science and Research Framework). This framework builds on several previously published documents that provide practical guidance on research to be conducted in support of large-scale ocean conservation areas. Priority research needs identified in the Alliance science and research framework focus on the following topics:

•Benefits and costs of ocean conservation areas;
•Baseline biodiversity and biophysical information;
•Threats and climate change;
•Fisheries-related topics;
•Conservation outcomes and global contributions of ocean conservation areas;
•Governance;
•Design and management effectiveness including enforcement; and
•Implementation and management including incorporating the human dimensions across these activities.

•The five research topics to be undertaken by the Alliance will be determined from this general list of research themes. The research will either a) generate big picture insights that are applicable globally across large-scale ocean conservation areas; and/or b) generate specific information that could help inform the design, planning, and management of specific ocean conservation areas that have been established or that may be considered for the establishment in the near future.

Output 4.1.2: Peer-reviewed publications that advance the field of large-scale ocean conservation that are completed with technical or financial support from the Blue Nature Alliance.

- Indicator 4.1.2: Number of peer-reviewed publications that advance the field of large-scale ocean conservation.
- Target 4.1.2: 10 peer-reviewed publications.

Alliance staff involved in this work will have proven experience and important relationships with the scientific community that will facilitate the publication of Alliance findings in reputable scientific journals. The Alliance will seek to produce a minimum of 10 research articles that are published in peer-reviewed publications.

Outcome 4.2: Knowledge management and learning for the fields of large-scale and transboundary ocean conservation has been strengthened and expanded.
- Indicator 4.2: Number of individuals with enhanced knowledge, capacity, and tools to implement ocean conservation at scale and/or transboundary ocean governance.
- Target 4.2: 1000, of whom at least 33% are women.

Learning, knowledge sharing and capacity building are a part of the Alliance?s strategic approach to expanding and strengthening ocean conservation at scale. In pursuing its goals, the Alliance recognizes and greatly values the learning it can gain from other projects and practitioners. Similarly, the Alliance will be learning as it implements projects across various sites and with a wide array of partners. The Alliance will develop materials that share its lessons learned to ensure wide access and actively work to share its experiences across various online and virtual media.

Reaching the goal of this project, and more significantly the global call for 30% of oceans effectively protected, will require a significant global increase in human capacity to design and manage ocean conservation areas at scale and in transboundary settings, the development of new tools and approaches that are appropriate for large-scale, and a much greater degree of collaboration, learning and sharing. The Alliance has developed a learning, capacity building, knowledge management and collaboration framework to guide this work (see Appendix XI: Learning, Capacity Building, Knowledge Management and Collaboration framework). The Alliance will work to support at least 1000 people to gain enhanced knowledge, capacity, and access to tools to effectively implement ocean conservation at scale and/or transboundary ocean governance. While women are increasingly prevalent in ocean conservation management at all levels, men still dominate the field. The project will strive to focus on and motivate women?s participation, knowledge, and understanding of ocean issues by ensuring that at least 33% of participants are women.

Output 4.2.1: Learning initiatives that advance the field of large-scale ocean conservation and/or transboundary ocean governance and that provide training and professional development for ocean conservation practitioners/stakeholders supported.
- Indicator 4.2.1: Number of participants disaggregated by sex in learning initiatives supported by Blue Nature Alliance.
- Target 4.2.1: 500, of whom at least 33% are women.

While the number of declared or designated large-scale MPAs (LSPMAs) is growing quickly, the number of experienced LSMPA managers remains extremely limited. There are some targeted learning networks, such as the Big Ocean network of large scale MPA managers, and the IUCN Taskforce on LSMPAS that are working to advance the field for new practitioners, but they have insufficient capacity and resources, and they do not have an explicit focus on transboundary issues. Other learning

networks such IW:LEARN and LME:LEARN regularly convene LME managers and practitioners generating innovations on transboundary ocean governance; however, they do not yet have specific expertise on LSMPAs. Lastly, while other MPA focused learning networks exist, collectively they are insufficient to fill the growing demand for learning opportunities in the field of large-scale ocean conservation.

This project will support and participate in existing learning communities, including IW:LEARN, LME:LEARN, the Big Ocean network, as well as support new learning initiatives, such as dedicated learning exchanges and training programs to elevate the capacity of the entire field of large-scale ocean conservation, reaching at least 500 ocean conservation practitioners and stakeholders, of whom at least 33% will be women.

Output 4.2.2: New tools, trainings, or innovative approaches for large-scale ocean conservation developed and disseminated, including via regional entities.
- Indicator 4.2.2: Number of new tools, trainings and innovations developed and disseminated.
- Target 4.2.2: 5 tools, trainings, or innovations.

Achieving the scale and aspirations of this project will require the development of innovative new models, including multisectoral solutions and models of transboundary governance, and innovative new tools, such as cost-effective methods and technologies for enforcement of large ocean areas. Across its portfolio of sites and via dedicated projects, the Alliance will produce at least five new tools and publications that advance the field of large-scale ocean conservation. Specific opportunities for investment will be identified with partners and end-users to maximize the utility of any new models and tools.

Output 4.2.3: Collaboration and coordination of NGOs, funders, and other implementors, working to advance ocean conservation areas, regional collaboration and ocean conservation at scale increased.
- Indicator 4.2.3: Number of organizations and agencies participating in partner convenings and meetings hosted by the Blue Nature Alliance
- Target 4.2.3: At least 20 organizations/agencies

Achieving the Alliance global goal will also require unprecedented levels of collaboration between NGOs, between funders, and between governments, including new levels of regional cooperation. The very nature of the Blue Nature Alliance depends on and promotes partnership. The Alliance will seek to build greater alignment and cooperation between the various actors supporting large-scale ocean conservation through a series of regular partner convenings and through the formation of advisory groups and technical task forces. At least 20 organizations will participate in Alliance-led partner convenings.

Output 4.2.4: Results of and lessons from Blue Nature Alliance investments shared at international conferences, with the IW:LEARN and LME:LEARN communities of practitioners and with regional entities.
- Indicator 4.2.4.a: Number of presentations given by Blue Nature Alliance partners on results and lessons learned.
- Target 4.2.4a: At least 100 presentations.

- Indicator 4.2.4b: Number of Experience Notes produced by the Alliance and shared with IW:LEARN.
- Target 4.2.4b: At least 10 Experience Notes.
- Indicator 4.2.4c: Number of Results Notes produced by the Alliance and shared with IW:LEARN.
- Target 4.2.4c: At least 10 Results Notes.

The Alliance will actively participate in the GEF IW:LEARN network to disseminate best practices and lessons learned generated from the project. It will also use the reach of IW:LEARN and LME:LEARN to train MPA and LME practitioners on the use of the new tools developed as part of the project and to learn about other innovations that could be adopted by Alliance engagement sites. The new tools, models and other lessons generated through the project will be shared across all engagement sites, via the learning networks and partner convenings mentioned above, at international conferences and at regional entities and forums. The Alliance anticipates that project partners will deliver at least 100 presentations focusing on the results and lessons generated from the project.

As the alliance will be investing in a wide variety of geographies around the world, this project anticipates generating significant amounts of new knowledge and information. The Alliance thus will be able to serve as a knowledge donor and promote twining of projects through IW:LEARN to build capacity and improve project implementation. The project will develop an IW:LEARN compliant website, produce and disseminate at least 10 Experience Notes, 10 Results Notes and participate in regional and Global IW:LEARN Conferences, such as the biennial GEF IW Conference and Regional workshops. The level of engagement on IW: Learn has been budgeted in accordance with GEF?s Guidelines of 1% or $255,278 for this project.

Component 5: Monitoring & Evaluation Plans Inform Adaptive Management

Component 5 focuses on Alliance project monitoring and evaluation. The Alliance?s monitoring and evaluation program will track Alliance progress and will inform adaptive management by indicating what is working ? and isn?t working in a specific site and which strategies might be best for a specific set of circumstances. There is one outcome and two outputs along with associated indicators and targets under this component.

Outcome 5.1: Monitoring and evaluation framework for the Blue Nature Alliance in place and used.
- Indicator 5.1: Percent of required reports and evaluations completed.
- Target 5.1: 100% of reports include information derived from implementation of Alliance monitoring and evaluation plan.

The Blue Nature Alliance has developed a Monitoring and Evaluation Framework that focuses on the program level (i.e., the full portfolio of sites) (see Appendix XII: Blue Nature Alliance Monitoring and Evaluation Framework). This plan consists of a series of indicators that will be tracked consistently across the Blue Nature Alliance portfolio, descriptions of the general methodologies used to collect data on those indicators, data analyses and visualizations to help interpret indicator trends, and the process by which the Alliance will utilize the information to inform adaptive management. The Alliance will ensure that 100% of required monitoring and evaluation reports for each site are completed. Applying the Monitoring and Evaluation Framework will be an iterative process that aims to adapt approaches to achieve Alliance goals.

Output 5.1.1: Alliance monitoring and evaluation program implemented.
- Indicator 5.1.1: Implementation of Alliance monitoring and evaluation plan at both the portfolio and site level implemented.
- Target 5.1.1: 1 Alliance-wide monitoring and evaluation plan is implemented.

The Alliance will develop and work with stakeholders to implement a robust monitoring and evaluation plan that will be used across all Alliance sites. While some metrics will be standardized across the Alliance portfolio, there will also be site-specific monitoring and evaluation strategies for individual sites.

Output 5.1.2: Results from monitoring and evaluation program included in progress reports and evaluations.
- Indicator 5.2.1: Percentage of Alliance progress reports that include information from implementation of monitoring and evaluation plan.
- Target 5.3.1: 100% of progress reports include information from implementation of monitoring and evaluation plan.

Implementing the Blue Nature Alliance Monitoring and Evaluation Framework will be carried out in consultation with a working group comprised of members of the broader Blue Nature Alliance team, who might also engage external experts if necessary. This working group will be coordinated by a Monitoring and Evaluation Manager, who will be responsible for coordinating monitoring and evaluation activities, including convening working group meetings, reaching out to data providers to obtain indicator data, developing and refining the methods for data acquisition, data quality control, developing maps, analyzing and summarizing data for the Blue Nature Alliance Management Team to support decision making, and communicating results to relevant Blue Nature Alliance stakeholders. This analysis will be reported and documented through progress reports including Project Implementation Reports (PIRs) as well as in learning materials produced as a part of Component 4.2.

4) Alignment with GEF Focal Area and/or Impact Program Strategies

This project aligns with the GEF?s International Waters Focal Area Strategy (IW). It will directly support the ?Sustaining health coastal and marine ecosystems? area of strategic action within the first IW objective ?Strengthening Blue Economy Opportunities.? The Blue Nature Alliance and the IW strategy similarly recognize the critical importance of key coastal and marine habitats for many nations? economic development and for local and global ocean health. Both have identified the key threats to these habitats?climate change, acidification, habitat loss, pollution, fishing, seabed mining?and have identified Ocean Conservation Areas (inclusive of MPAs) as a critical tool to help protect and restore these essential coastal and marine ecosystems.

The project will establish 750 million hectares of new ocean conservation areas and support 500 million hectares of existing ocean conservation areas in key biodiversity hotspots and coastal habitats. To complement existing GEF interventions within the International Waters Focal Area Strategy, the Alliance will give special consideration to investing within multi-country Large Marine Ecosystems (LMEs) supported by the Global Environment Facility (GEF), as well as opportunities in Small Island Developing States (SIDS). As the project pipeline is developed, sites which overlap with GEF

supported LMEs are identified. The LMEs with alignment to the Alliance project pipeline thus far include: Small Islands States LME, Agulhas Current LME, Somali Coastal Current LME, Guinea Current LME, Antarctica LME, Pacific Central-American LME, Humboldt Current LME, Canadian Eastern Arctic LME, Hudson Bay Complex, and Bay of Bengal LME. The Alliance will then review and incorporate any relevant TDAs/SAPs into its site-based engagement strategies and conduct consultations with GEF project leads. Whenever feasible, the project will identify opportunities to advance regional cooperation and transboundary governance frameworks.

The project will work to innovate and mainstream marine area-based management and spatial tools, such as LSMPAs, into LMEs, regional entities and other communities of practice. It will support analysis of which policy and management instruments are most useful in reaching the Aichi target and the more ambitious call to protect 30% of the ocean. The Alliance will work at the site and regional level to stimulate private sector engagement in sustainable marine resources management (see section on Private Sector Engagement for more details).

The project may secondarily contribute to the ?Catalyze sustainable fisheries management? and ?Addressing pollution reduction in marine environments? areas of strategic action also under the first IW objective ?Strengthening Blue Economy Opportunities.? The Alliance will work with the fishing sector and local fishers in the design of each ocean conservation area supported by the project, working to ensure both biodiversity conservation and sustainable economic development. In many of the engagement sites, IUU fishing is a primary concern for governments and stakeholders and thus as the Alliance engages in site and regional level work, it will likely engage in policy reforms to address IUU, overfishing and to sustainably manage marine capture fisheries. The Alliance will also seek opportunities to link site-based conservation efforts supported by the Alliance to other initiatives led by Alliance members (and others) that implement market mechanisms to support sustainable fisheries value chains (see section on Private Sector Engagement for more details). By designing integrated source-to-sea approaches where appropriate, the Alliance will help reduce land-based pollution, thus contributing indirectly to the goals under the ?Addressing pollution reduction in marine environments? area for strategic action.

If international negotiations for a high seas treaty advance, then the Alliance may pilot ocean conservation models in the high seas, thus additionally contributing to IW?s second objective ?Improve management in Areas Beyond National Jurisdiction (ABNJ).?

Lastly, the Blue Nature Alliance welcomes the opportunity to be an active participant in the IW:LEARN and LME:LEARN learning communities to learn, exchange knowledge, and ensure integration of this project with other GEF investments.

While the project is under the GEF International Water portfolio, it will also contribute to GEF Biodiversity targets and goals and specifically GEF Biodiversity element BD2-7: Reducing Threats to Globally Significant Biodiversity by addressing direct drivers to protect habitats and species by improving financial sustainability, effective management, and ecosystem coverage of the global protected area estate.

5) Incremental/additional cost reasoning and expected contributions from the baseline, the GEFTF, LDCF, SCCF, CBIT and co-financing.

There has been a significant increase in the declaration of ocean conservation areas in the last decade. Still, depending on which measure is used (MPAtlas77 or WDPA78), as of January 2021, only 6.4-7.7% of the world?s ocean is under some form of protection, falling short of the Aichi target and SDG14 target 5 of 10% by 2020. Of those areas declared for protection, a significant portion do not have sufficient financial or technical resources to achieve effective management, thus seriously undermining their ability to generate the desired biodiversity conservation and ecosystem services for human wellbeing.79

A GEF/UNDP report on ?catalyzing ocean finance? estimated a cost of US$28 billion to establish MPAs to achieve the 10% target.80 Current MPA financing is far insufficient to meet this need. For example, a 2017 report commissioned by the Packard Foundation81 found that only a small number of foundations give approximately $40 million annually to placed-based conservation and to sites primarily located in the developed world. While this study did not factor in public funding sources, it none-the-less highlights the fact that a significant increase in funding and support is needed.

Protecting 10% of the ocean and working towards the even more ambitious target of protecting 30% of oceans cannot be realized without a strategic and consolidated investment and a coalition of key partners that can leverage each other?s strength. The Blue Nature Alliance is bringing GEF, CI and Pew together with other private donors and encouraging co-investment from governments and private sector to spur much needed attention and investment at a scale necessary to move the needle in global ocean conservation.

Fortunately, the proliferation of LSMPAs has provided opportunities for economies of scale, bringing down the average costs of MPA designation and management.82 This project explicitly works to build momentum for these more cost-effective large-scale models while focusing on innovation to further bring down costs. The Alliance will further build from the experience of its members to develop innovative financing models that will encourage public and private sector investment in MPAs.

By focusing on large-scale and investing in the most catalytic activities to advance sites, while seeking co-investment and long-term financing solutions early in the process, the Alliance will achieve ocean conservation results at a fraction of the cost of traditional MPA investments. The costs per hectare to establish MPAs has been shown to vary significantly with MPA size, with larger MPAs being much less expensive than smaller ones on a per area basis.83 Recent interventions by Pew, CI, and other civil society and philanthropic partners to support the legal gazettement of LSMPAs required an average of $5.12 per km2 ($0.05 per hectare), in addition to the government?s direct contributions to the gazettement process. The Alliance expects to deliver results at similar costs per hectare. While ongoing management costs can be substantial, past experience has illustrated that it is possible to catalyze better management through key investments in strategic activities?such as the development of a management plan or a business plan for the site. The Alliance aims to invest a similar dollar per hectare ratio in specific interventions to help stand up management of new sites or to improve management of existing sites.

While the Blue Nature Alliance will exist and operate without the GEF funding provided through this project, the level of ambition would need to be scaled back. Without the GEF contribution, the Alliance will still be able to finance ocean protection initiatives but may not be able to achieve the proposed legal recognition of new conservation areas or improved management effectiveness of existing areas at the scale required to meet the target GEBs.

GEF joining the Alliance via this project will provide a variety of benefits to the Alliance and to global oceans. While most Alliance targets will remain the similar with or without GEF funding there are five key differences including:
? The timeline for accomplishing these goals and progress towards the Aichi targets will be accelerated with the GEF project.
? The level of investment available to support the improved management of existing ocean conservation areas will be higher with GEF funding, allowing for more significant improvements in management effectiveness.
? Without GEF funding, the additional costs associated with transboundary and regional work would be prohibitively expensive, resulting in a sole focus on interventions contained within single national jurisdictions. The GEF funding will allow the Alliance to additionally focus on transboundary and regional work.
? GEF partnership will provide further credibility to the Alliance and will likely attract additional investment that may allow the project to increase its goals over time.
? While the Alliance will seek to establish and share lessons learned as it works with ocean conservation initiatives around the world, GEF funding will open doors to the Facility?s extensive and well-established learning networks including IW:Learn and LME:Learn.

In addition to $25,000,000 in direct project funding, the GEF will provide significant additional benefits to the Blue Nature Alliance. To meet the full financial needs of ocean conservation areas globally will require unlocking new and substantial funding flows. With its global reach and deep connections to national governments, bilateral and multilateral funders, and private sector investors, having the GEF as a core partner will open up significant opportunities for leverage funding, allowing the Alliance to meet its goal of securing at least a 2:1 ratio of leveraged co-investments averaged across its portfolio of sites.

The GEF funding is crucial to achieve the Global Environmental Benefits (GEBs) of an additional 750 million hectares of new marine protected areas and 500 million hectares with improved or upgraded management (35% of the Aichi Target/SDG14 target 5), as compared to the baseline scenario. To be able to achieve the project goal, and the associated GEBs, the Alliance requires a minimum of $125,000,000 in project capital. The Alliance will seek a 2:1 leverage ratio for its investments at a portfolio level. The four core partners?Conservation International, Pew Charitable Trust, Rob and Melanie Walton Foundation, and the Minderoo Foundation?all committed a full $25 million to this project, some investment has already started prior to the CEO endorsement and therefore amounts already materialized have been discounted in the co-financing letters. Furthermore, commitments from Vulcan, Antarctic and Southern Ocean Coalition, and International Eco Fund have been mobilized. This brings the total amount of co-financing to $115,465,618.

6) Global environmental benefits (GEFTF) and/or adaptation benefits (LDCF/SCCF)

With this project, the Blue Nature Alliance will catalyze the conservation of 1.25 billion hectares of ocean, to help build resilience, promote human wellbeing, enhance ecosystem connectivity and function, and safeguard globally important biodiversity. This will include:
1. 750 million hectares of new or expanded ocean conservation areas legally recognized;
2. 500 million hectares of previously established ocean conservation areas with upgraded protections and/or improved management.

The project will greatly exceed the GEF-7 target of 8 million hectares of marine protected areas created or under improved management for conservation and sustainable use and will represent a significant contribution to the global target of protecting 30% of the global ocean.

The project will, further, support a scope of work relevant to GEF?s International Waters Global Environmental Benefits (GEBs) through its prioritization and exploration of transboundary opportunities. Opportunities identified thus far include transboundary cooperation in the Southern Cone of Argentina and Chile, the Pacific Central-American Coastal LME, Canadian Eastern Arctic ? West Greenland LME, and Antarctica. All interventions in these regions will be aligned with priorities identified in the relevant Strategic Action Programmes (SAPs) and lessons learned will be captured and shared through IW:LEARN.

Blue Nature Alliance will directly benefit an estimated 2,467,000 people globally (50% women; 50% men)84, including people that receive socio-economic, recreational or cultural benefits as a result of investments made by the Alliance, including both monetary (e.g., jobs, grants, increased income) and non-monetary benefits (e.g., training, increased knowledge, enhanced experiences). A definition of the beneficiaries and the Alliance methodology for engagement is included in Appendix XIII). These beneficiaries include the following stakeholders, each of which will be measured individually for each ocean conservation area that the Alliance will invest in, or for broader science, policy and capacity-building activities that the Alliance may invest in to grow the field of large-scale marine conservation:
? Personnel of all MPAs that the Alliance invests in. This includes all personnel that are directly employed by the government agency responsible for managing the MPA, including staff responsible for management, finance, program evaluation, science, research, communications, outreach, education, and enforcement.
? MPA partner personnel that is directly involved in enforcement, research, education and outreach activities funded by the Alliance. This includes all personnel that are not employed by the government agency managing the MPA, but that are directly involved with activities related to implementing the MPA that are funded by the Alliance.
? Small scale or artisanal fishers that operate within or in close proximity of Alliance engagement sites.
? People employed in post-harvest jobs of small-scale fisheries that operate within or in close proximity of Alliance engagement sites.
? Tourist service providers that operate within Alliance engagement sites.
? MPA visitors.

? People living within or within 1 km of the MPA, and therefore will reap the many ecosystem service benefits of the area.
? Other MPA users (e.g. scientists, educators, historians, etc.) that conduct activities within ocean conservation areas.
? Staff of all implementing partners that are directly involved with activities funded by the Alliance.
? People that participate in workshops and trainings funded by the Alliance.

Table 2: Project Core Indicators.

	Project Core Indicators	PIF Submission	CEO Endorsement Submission
1	Terrestrial protected areas created or under improved management for conservation and sustainable use (Million Hectares)	?????	
2	Marine protected areas created or under improved management for conservation and sustainable use (Million Hectares)	1,250,000,000 (1.25 billion)	1,250,000,000 (1.25 billion)
3	Area of land restored (Million Hectares)	?????	
4	Area of landscapes under improved practices (excluding protected areas) (Million Hectares)	?????	
5	Area of marine habitat under improved practices (excluding protected areas) (Million Hectares)	?????	
	Total area under improved management (Million Hectares)	1,250,000,000 (1.25 billion)	1,250,000,000 (1.25 billion)
6	Greenhouse Gas Emissions Mitigated (million metric tons of CO2e)	?????	
7	Number of shared water ecosystems (fresh or marine) under new or improved cooperative management	1 (level of engagement in IW:LEARN)	4 (level of engagement in IW:LEARN)
8	Globally over-exploited marine fisheries moved to more sustainable levels (thousand metric tons) (% of fisheries, by volume)	?????	
9	Reduction, disposal/destruction, phase out, elimination and avoidance of chemicals of global concern and their waste in the environment and in processes, materials and products (thousand metric tons of toxic chemicals reduced)	?????	
10	Reduction, avoidance of emissions of POPs to air from point and non-point sources (grams of toxic equivalent gTEQ)	?????	

11	Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment	~ 2,400,000 direct beneficiaries (~ 47% women; ~ 53% men)	~ 2,467,000 direct beneficiaries (~ 50% women; ~ 50% men)

7) Innovativeness, sustainability and potential for scaling up.

Innovativeness

This project will directly contribute to the Blue Nature Alliance, which as an unprecedented partnership with a highly collaborative and flexible approach, is in and of itself an innovation to this field. Foundational to the Alliance?s strategy is a recognition that current approaches, tools, partnerships, and funding levels are insufficient to achieve ocean conservation on a scale that is urgently needed. And thus, flexibility, creativity, and a willingness to invest in untested innovative approaches are bedrocks of the Alliance.

To accomplish its goals, the project will convene multiple conservation and management actors in a given site to employ a holistic approach that brings together protection, production, governance and sustainable finance to effectively conserve the area for the long-term. There is no standard ?cookie-cutter? approach. Each site engagement will be unique and offer opportunities to apply innovations that are appropriate for the site. Implementing partners will be encouraged to innovate throughout, with a focus on end results, rather than a strict adherence to a pre-determined strategy.

While the most relevant approach will be applied at each site, given the global scope of this project, there will be many opportunities to pursue innovative mechanisms for area-based ocean conservation that together can have global influence. The Alliance has deliberately not limited our interventions to just MPAs but will additionally focus on OECMs and other innovative mechanisms for achieving area-based ocean conservation, where selection criteria are met. For example, the Alliance will work to advance Indigenous and Community Conserved Areas. In Fiji and in the Western Indian Ocean, the Alliance is working to nest locally managed marine areas (LMMAs) within large MPAs and LSPMPAs, requiring new governance frameworks to preserve the rights of indigenous and local communities. In Canada, the Alliance is partnering with Inuit and First Nations to establish some of the first Indigenous Protection Areas in the country, including a transboundary Indigenous Protection Areas established by Inuit straddling Canada and Greenland.94

Where opportunities exist, the Alliance will support innovative transboundary models for protection, including transboundary peace parks and coordinated management of networks of ecologically connected MPAs within transboundary LMEs. The Alliance is currently scoping multiple transboundary sites, including two adjacent LSMPAs in the Southern Cone?the Yaganes National Park in Argentina and the Islas Diego Ramirez y Paso Drake MPA in Chile.

The Alliance is also actively working in or scoping multiple sites that offer new models for conservation of Areas Beyond National jurisdiction, including active work with the Antarctic and Southern Ocean Coalition to catalyze new MPAs in the Southern Ocean under the Commission for the Conservation of Antarctic Marine Living Resources and potential work with the Coral Reefs of the

High Seas Coalition to protect the ecologically extraordinary Sala y Gomez and Nasca Ridges extending beyond the EEZs of Chile and Peru.

While it is impossible to predict all possible innovations, the Alliance will remain open to new approaches as they emerge. For example, as the science solidifies, the Alliance may pilot new ideas such as dynamic conservation measures that move spatially and temporally based on water temperature and wildlife migrations.

The project will also provide a platform to trial new surveillance and enforcement tools, including through a partnership with Vulcan Skylight. One example is planned work in Western Indian Ocean in which the Alliance will work with Vulcan to try and integrate their EarthRanger and Skylight tools in order to connect the data collected by communities with perpetual eyes on the water (via EarthRanger) to the real time alert system to identify IUU fishing used by enforcement officials to plan interventions (via Skylight). In the same region, the Alliance is scoping opportunities to support a pilot IUU fishing and MPA surveillance intervention, drawing upon the technology and analytical power of multiple partners including Vulcan Skylight, Global Fishing Watch, Trygg Mat Tracking, and the United Nations Office on Drugs and Crime.

With a strong focus on developing solutions to achieve the financial sustainability of ocean conservation areas, the Alliance anticipates generating and sharing many lessons in this regard as well. For example, in the Seychelles, the Alliance will learn from The Nature Conservancy negotiated debt-restructure and GEF supported sovereign Blue Bond to apply lessons to other sites. The Alliance is also partnering with McKinsey & Co, who is providing pro-bono services to evaluate new potential financing innovations for ocean conservation areas, including evaluating climate financing and options for financing high seas protections.

Through work at the global level in Component 4 of this project, the Alliance will specifically invest in innovative new science and tools to growth the knowledge base and toolkit available to practitioners around the world working on ocean conservation at scale. Innovative area-based conservation solutions, blended sustainable financing models and lessons learned ? including failures -- will be documented, published across websites and scientific publications and readily shared with various audiences, including IW:LEARN, LME:LEARN, the Big Ocean network of large scale MPA managers, the broader conservation community, and governments and communities pursuing large scale ocean conservation efforts.

To inform the design and development of private sector engagement opportunities, the Alliance is also working with McKinsey to identify and characterize industry segments and major corporations with direct ocean exposures that have commitments to marine protection, conservation or related themes. Using the ?Ocean 100? ?the 100 largest corporations across eight industries that account for 60% of total revenues derived from ocean use as identified in Virdin et al. (2021)?as a starting point, the Alliance and McKinsey are evaluating relevant corporate environmental and social responsibility commitments which include but are not limited to, ?net zero? or ?decarbonization? commitments and policies regarding nature-based or natural climate solutions, and/or commitments related to marine protection or conservation. The goal of this analysis is to identify industry segments and corporations

that have relevant geographic and thematic overlaps with areas of priority for the Alliance. The results of the analysis will be used to inform the Alliance and partner site corporate engagement approach(es) and lays the groundwork for more granular regional or nationally specific analyses and subsequent engagement strategy design.

Sustainability

As the Blue Nature Alliance will engage in a broad spectrum of sites, each ocean conservation area will be at a different point in the journey towards sustainability. The Alliance views sustainability as a combination of several factors, including financing, human capacity, and continued support for an enabling environment. Through its site engagements, the Alliance will focus on these various elements of sustainability, with a particular emphasis on tracking sites? progress toward long-term financing.

Sustainable Financing: This Alliance project has an explicit target of ensuring that 50% of engagement sites from Component 2 (new protections) and 75% of the engagement sites from Component 3 (improved protections) have a credible plan in place for achieving long-term financing and management effectiveness. The Blue Nature Alliance team will be working directly with site managers and partners to help them construct sustainable financing plans to help form pathways towards identifying sources of sustainable revenue and leveraging more funds toward the sites. The Alliance will aim to use a consistent planning approach across the various sites.

a. The Alliance will seek opportunities to partner with other interested conservation finance partners seeking to generate long-term financing for ocean conservation. This effort will potentially include partnering with ocean impact funds to scope opportunities to crowd in private and public capital towards ocean conservation areas.

b. In some instances, the Alliance anticipates that it will assist some engagement sites with the design and execution of conservation finance transactions and strategies. Some possible examples include: the design of conservation trust funds, the design of a project finance for permanence approach, the design and launch of an investment product (e.g., blue bond), debt-for-nature swap(s) and the design of key domestic instruments that generate new revenue for a site(s) such as assessing user fees, environmental compensation policies, etc.

c. The Alliance will systematically track sites? progress towards long-term financing by using a scorecard approach. The scorecard is intended to facilitate tracking trends over time and comparison of the relative progress toward sustainable financing of different sites in the portfolio. The scorecard may also be used as a tool for adaptive portfolio management to identify sites with greater capacity needs or insufficient progress toward sustainable financing that could benefit from additional Alliance support.

To support this target, the Alliance has engaged in a partnership with McKinsey & Company focused on developing innovative and sustainable financing models for large-scale ocean conservation. The Nature Analytics team at McKinsey currently provides pro-bono support to the Alliance Conservation Finance Delivery Team, providing supporting analytics to help the Alliance grow the field of ocean conservation finance and design/deploy tailored sustainable financing roadmaps for several Alliance engagement sites.

Human/institutional capacity: The Alliance has a specific focus on building institutional governance and management systems and capacity for effective long-term implementation of the protected areas.

The Alliance will work with partners in sites to identify the capacity that is needed for long-term successful conservation implementation. Work will include undertaking capacity needs assessment and planning processes with key institutions and stakeholder organizations.

a. These assessments will work to 1) understand needs in terms of skills and knowledge, governance and operational resources, and systems for long-term implementation; and 2) generate action plans to fulfill those needs both through Alliance support and that of partners.

b. In several sites, the Alliance may support authorities to establish or strengthen needed management and administrative systems to effectively operate their MPAs.

c. The Alliance will work with partner institutions to build the needed capacity through a combination of training and mentoring and direct technical assistance. If feasible, in specific sites the Alliance will go further to support these partners to identify and pursue approaches through which they can maintain capacity in the long-term. Efforts may include institutionalizing training courses with local universities or other entities, creating practitioner learning networks to support sites to address capacity needs, and arranging long-term mentoring from more advanced sites.

Enabling environment: Long-term success in ocean conservation depends on political will and policies that promote conservation action and reduce conflict and barriers. Public support is also critical to long-term effective implementation. To generate the needed political will and public support, it is important that key political figures and the public understand the benefits from the conservation tool and as much as possible directly avail of these benefits. These benefits can serve as direct or indirect incentives for long-term conservation support.

a. The Alliance?s intensive scoping process includes identification of the interests of key stakeholder groups and the planning process identifies how the outcomes of Alliance actions can generate benefits for stakeholder groups. Efforts can include strengthening the sustainability of populations of economically important species so that stakeholders are able to more effectively generate food and income through sustainable harvesting, supporting agencies to achieve international commitments to key conventions, supporting development of opportunities in the blue economy that can generate revenue while maintaining the integrity of the protected area sites and several others.

b. The Alliance has developed a Code of Conduct (see Appendix VI-e) that emphasizes detailed consideration of the rights, interests, and concerns of key stakeholder groups in developing and implementing conservation actions. Methods to apply this Code of Conduct in all Alliance supported sites are under development and will be deployed during the implementation phase. Additionally, engaging with stakeholder groups in the planning and implementation process can itself serve as a strong incentive for ongoing support. Many groups have a shared vision with the Alliance and are motivated by the opportunity to participate meaningfully and equitably in long-term conservation efforts.

c. The Alliance will strive for all its interventions to be carefully crafted to generate enthusiasm and support from agencies, decision makers and the public. We will also undertake policy analysis to identify which policies may help or hinder progress and to identify policy alternatives that are conducive to long-term conservation success. We will then work with key local partners to promote needed policy interventions. When public support and political will is well developed, law makers will be increasingly motivated to establish or refine policies needed to support long-term conservation outcomes.

Replicability and Potential for Scaling Up

The Blue Nature Alliance was formed with the explicit intention to catalyze greater momentum for ocean conservation at scale. Every aspect of the Alliance?s strategy, from the scoping process, to site engagements, to the development of globally relevant tools, to the commitment to learning networks and lesson dissemination, is aimed to have a catalytic influence. The Alliance?s direct site investments will be globally significant, but they will also be selected and designed in order to inspire further action, thus expanding the potential impact of the Alliance?s investments.

The tools, strategies, experiences and lessons learned ? both successes and failures developed from Alliance work with be widely available and publicized across the ocean conservation community. Through this project, the Alliance has committed to drafting at least 10 experience notes, 10 results notes, and giving at least 100 public presentation sharing lessons from the Alliance and its partners. The Alliance is further working to capture case studies from existing LSMPAs and Alliance engagement sites.

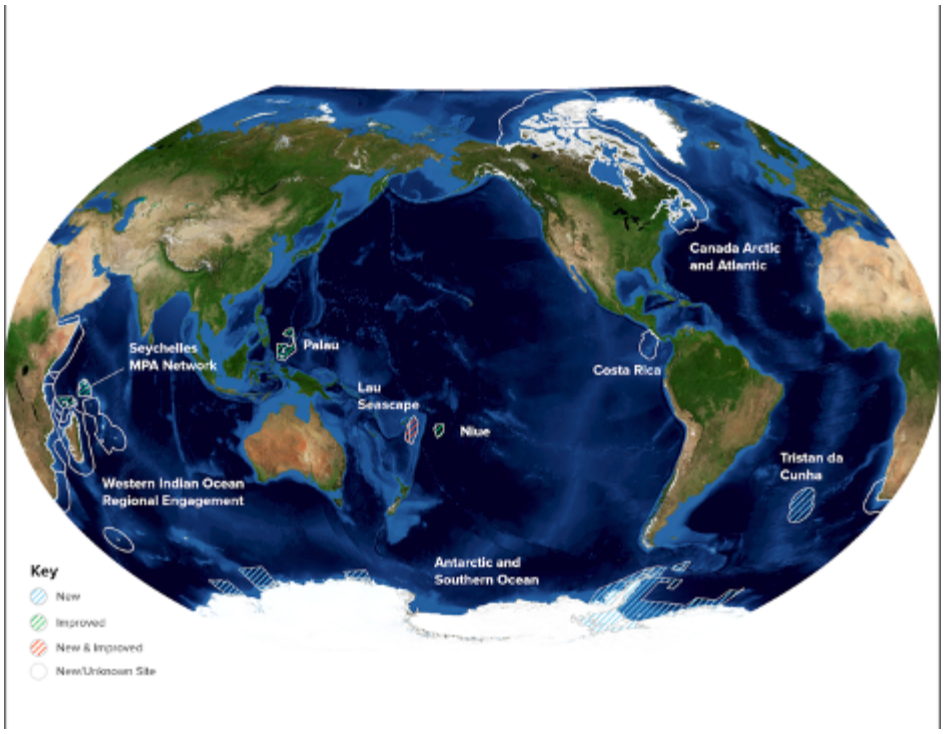
Alliance experiences will be further documented through Annual Reports and discussed during Steering Council meetings. GEF Council and Assembly meetings as well as IW:LEARN and LME: LEARN with their extensive learning networks will provide an important vehicle disseminating Alliance efforts worldwide and promoting the replication of successful strategies. The Alliance?s extensive Communications and Knowledge Management plan detailed in a subsequent section outlines a wide range of potential stakeholders as well as plans for outreach to each specific audience to help ensure readily accessible and broad uptake of Alliance learning and tools.

1b. Project Map and Coordinates

Please provide geo-referenced information and map where the project interventions will take place.

Figure 7: Map of active engagement sites.

This map will be regularly expanded as new sites are scoped and approved by the Alliance Steering Council.



1c. Child Project?

If this is a child project under a program, describe how the components contribute to the overall program impact.

2. Stakeholders

Select the stakeholders that have participated in consultations during the project identification phase:

Civil Society Organizations Yes

Indigenous Peoples and Local Communities No

Private Sector Entities

If none of the above, please explain why:

Please provide the Stakeholder Engagement Plan or equivalent assessment.

The Blue Nature Alliance will employ three strategies to in order to meet the goals for stakeholder engagement. First, the Alliance is developing a Code of Conduct to guide and facilitate the integration of human dimensions into their activities, site engagement processes, and during ongoing implementation (ProDoc Appendix VI-d). The purpose of the Code of Conduct is to advance and promote inclusive and equitable conservation, enhance the social and ecological outcomes of Alliance?s investment in sites, and ensure the legitimacy and durability of marine conservation. Stakeholder engagement is central to the Code of Conduct and is embodied in the first principle:

?Recognize and respect the dignity and diversity of local people.? The Alliance will ensure that the Code of Conduct and strong stakeholder engagement is implemented by monitoring progress, communicating results, and adapting activities through an annual review process. Second, the Alliance will endeavor to partner with organizations that have close relationships with key stakeholders and proven track record of inclusivity. Using a process described in the ProDoc in detail, partners will apply their in-depth knowledge of the specific geography to develop a quality Stakeholder Engagement Plan accompanying their proposal. Third, the Alliance will invest time and resources in site development processes that carefully considers the full spectrum of stakeholder groups, with a special focus on marginalized groups, primary rights holders, and Indigenous groups. The Alliance?s Safeguards and Gender Manager will review stakeholder assessments and engagement plans at multiple points in the site development process and provide guidance, and scoping trips and workshops will be conducted with stakeholders in project sites in order to develop workplans with the full engagement and input from key stakeholders. Under these strategies, the Alliance is well positioned to set a high bar for participatory decisions-making.

The Alliance has identified the following audiences as critical to success at individual sites and to advancing the field of ocean conservation at scale. Tools and approaches to support effective implementation, lessons learned, knowledge exchange, and communications products will be developed with and for these key audiences in ways that are accessible and relevant for each

In addition, provide a summary on how stakeholders will be consulted in project execution, the means and timing of engagement, how information will be disseminated, and an explanation of any resource requirements throughout the project/program cycle to ensure proper and meaningful stakeholder engagement

Table 3: Potential Alliance stakeholders and their roles in the project.

Potential Alliance Stakeholder Group	Definition and Potential Role
Managers and Staff of MPAs and other ocean conservation efforts at scale.	This includes both active managers and staff and up and coming staff and managers that may be still be pursuing their education or are early in their career.
Policy Makers	National and local law makers especially those relevant to decisions related to large scale management and budgets.
Non-Governmental Organizations (NGOs)	International and National NGOs that may become partners in implementation of Alliance sites, those that are pursuing ocean conservation at scale outside the alliance and others that can provide resources and capacity-building support.
Rightsholders	Intergenerational or traditional owners of territory or natural resources and Indigenous leaders and communities that may or may not have resource tenure but are Indigenous rightsholders to a site and/or its resources.
Key stakeholders	Relevant communities of place and practice with a legitimate interest in the geography and/or its resources.

Private Sector	Commercial fishers, tourism, and other relevant operators. Potential corporate partners including those engaged in Corporate Social Responsibility, Payment for Ecosystem Services and other potential private sector finance mechanisms.
The General Public	The general public may be an audience for the Alliance in cases where their support is vital to establishment and/or long-term maintenance of a site.
Other Practitioners for Ocean Conservation at Scale	There are many programs and projects that are implementing ocean conservation at scale including the GEF Large Marine Ecosystem (LME) program and the Big Ocean network of more than 37 (and growing) Large-Scale Marine Protected Areas (LSMPAs). Some of these sites will receive investment from the Alliance. However, many that do not receive direct investment from the Alliance, can still benefit from sharing lessons and exchange of knowledge that is designed to improve management effectiveness.

Select what role civil society will play in the project:

Consulted only; Yes

Member of Advisory Body; Contractor;

Co-financier;

Member of project steering committee or equivalent decision-making body;

Executor or co-executor; Yes

Other (Please explain) Yes

The role of civil society partners depends on their involvement within a particular site. Civil society partners are consulted early in the process and play important roles to support Alliance implementation either by working together to achieve shared goals or by complementary activities that align and support alliance goals. International and National NGOs may become partners in implementation of Alliance sites, especially those that are pursuing ocean conservation at scale outside the alliance and others that can provide resources and capacity-building support.

3. Gender Equality and Women's Empowerment

Provide the gender analysis or equivalent socio-economic assesment.

Gender Analysis

As the Alliance moves to catalyze the creation, expansion or improved management of large ocean areas, the Alliance will engage with a number of prominent stakeholder groups including recreational fishers, subsistence fishers, commercial fishers, scientists and others. These are heavily male-dominated stakeholder groups. Even though women play an important role in fisheries ? women make up a majority of the post-harvest jobs in the fisheries sector, and overall it is estimated that women

make up roughly 47% of jobs in the small-scale fisheries section ? these contributions are often overlooked and women hold a disproportionally low number of official or salaried jobs in the fishing industry. Today, more women work in commercial fishing jobs than ever before, yet this it still calculated to be roughly 15% of the workforce. Cultural perceptions and lack of representation also constitute significant barriers for women to engage in the fisheries sector.

Due to the broad geographic scope of the Blue Nature Alliance project with a plan to engage in different sites across the globe, a more detailed gender assessment is infeasible at this time. However, the Alliance plans to overcome this limitation by implementing gender assessments and gender action plans for each of specific site during project implementation.

Gender Action Plan
The Blue Nature Alliance has set ambitious goals for gender mainstreaming and aims for 33% of project participants to be women and for 50% of project beneficiaries to be women. The Blue Nature Alliance will use three strategies in order to reach the goals for gender mainstreaming. First, the Alliance intends to work with local partners that are deeply embedded in project sites and have close relationships with local stakeholders. This strategy will ensure that local partners are aware of local cultural and norms and gender roles and are well positioned to identify specific barriers to women?s participation as well as actions to minimize those barriers. Using the process described in paragraph 194, partners will apply their in-depth knowledge of the specific geography to develop a quality Gender Action Plan accompanying their proposal and will collect gender disaggregated data to monitor progress toward the gender goals. Second, the Alliance will invest in capacity building for staff and implementing partners to raise awareness and understanding of gender and the importance of including women in marine resource management and conservation initiatives. Furthermore, Alliance staff will receive targeted training on how to complete gender assessments, as well as how to effectively support partners to develop and implement Gender Actions Plans. Third, the Alliance team for this project includes a Safeguards and Gender Manager with the purview to review and provide guidance on gender assessments and Gender Action Plans at multiple stages in the site development process. This key role will strengthen performance and work with Alliance staff and partners to ensure gender tools are implemented appropriately.

The Alliance anticipates facing some challenges in reaching the goal of 33% participation in project activities. Especially considering that the Alliance will often be engaging with government officials representing national marine resource agencies, reach the 33% goal of women?s participation will require execution of multiple strategies and close monitoring to achieve the goal. Conversely, the Alliance is in a good position to achieve the second goal of women constituting 50% of project beneficiaries. Due to the focus of the Blue Nature Alliance on large-scale ocean management and conservation, project beneficiaries will include a broad scope of coastal communities and local economies.

Does the project expect to include any gender-responsive measures to address gender gaps or promote gender equality and women empowerment?

Yes

Closing gender gaps in access to and control over natural resources; Yes

Improving women's participation and decision making Yes

Generating socio-economic benefits or services or women Yes

Does the project?s results framework or logical framework include gender-sensitive indicators?

Yes

4. Private sector engagement

Elaborate on the private sector's engagement in the project, if any.

The Alliance has secured and will continue to seek private sector collaboration. One significant new partnership is with Vulcan, Skylight, which has committed $25M in-kind contributions of technology. Skylight is a satellite based monitoring system that helps improve maritime transparency to protect our oceans. Maritime analysts within Alliance partner countries can utilized Skylight to identify suspicious vessel behavior and alert authorities who can investigate, and take enforcement and compliance action when necessary. This project will provide a platform to trial new surveillance and enforcement tools, including through the partnership with Vulcan Skylight. One example is planned work in Western Indian Ocean in which the Alliance will work with Vulcan to try and integrate their EarthRanger and Skylight tools in order to connect the data collected by communities with perpetual eyes on the water (via EarthRanger) to the real time alert system to identify IUU fishing used by enforcement officials to plan interventions (via Skylight).

The Alliance is also partnering with a private sector consulting firm, which is providing pro-bono services to evaluate new potential financing innovations for ocean conservation areas, including evaluating climate financing and options for financing high seas protections.

The Alliance has a partnership with McKinsey & Company focused on developing innovative and sustainable financing models for large-scale ocean conservation. The Nature Analytics team at McKinsey current provides pro-bono support to the Alliance Conservation Finance Delivery Team, providing supporting analytics to help the Alliance grow the field of ocean conservation finance and design/deploy tailored sustainable financing roadmaps for several Alliance engagement sites.?

To inform the design and development of private sector engagement opportunities, the Alliance is also working with McKinsey to identify and characterize industry segments and major corporations with direct ocean exposures that have commitments to marine protection, conservation or related themes. Using the ?Ocean 100? ?the 100 largest corporations across eight industries that account for 60% of total revenues derived from ocean use as identified in Virdin et al. (2021)?as a starting point, the Alliance and McKinsey are evaluating relevant corporate environmental and social responsibility commitments which include but are not limited to, ?net zero? or ?decarbonization? commitments and policies regarding nature-based or natural climate solutions, and/or commitments related to marine

protection or conservation.?The goal of this analysis is to identify industry segments and corporations that have relevant geographic and thematic overlaps with areas of priority for the Alliance. The results of the analysis will be used to inform the Alliance and partner site corporate engagement approach(es) and lays the groundwork for more granular regional or nationally specific analyses and subsequent engagement strategy design.?

Meanwhile, at the site and regional level, the Alliance will strive to stimulate private sector engagement in sustainable marine resources management. Specifically, the Alliance will work with the tourism sector, and with the fishing sector and local fishers in the design of relevant ocean conservation areas supported by the project, working to ensure both biodiversity conservation and sustainable economic development. The Alliance may also seek opportunities to link site-based conservation efforts supported by the Alliance to other initiatives led by Alliance members (and others) that implement market mechanisms to support sustainable fisheries value chains.

The Alliance remains open to additional private sector monetary contributions and is actively cultivating multiple partnerships.

5. Risks to Achieving Project Objectives

Elaborate on indicated risks, including climate change, potential social and environmental risks that might prevent the project objectives from being achieved, and, if possible, the proposed measures that address these risks at the time of project implementation.(table format acceptable):

The COVID global pandemic has evolved during the ProDoc development phase. While the Alliance has adapted its operations within the international travel restrictions caused by the pandemic, the pandemic is restricting essential site visits and interaction with groups that have limited internet accessibility. As this disease continues to wreak havoc on human populations and livelihoods around the world, we have added COVID as a risk ? both as a risk to project implementation and the availability of national funds for marine conservation initiatives as countries recover from associated financial impacts. A table outling the perceived risks to each project outcome can be found in the ProDoc Table 4 and below.

Table 4: Blue Nature Alliance Risk Assessment And Mitigation Planning.

Project Outcome	Risk	Rating	Risk Mitigation Measure

Outcomes 1, 2, 3, and 4	**Ongoing complications from the COVID-19 global pandemic result in project implementation delays and challenging conditions in which to advance Blue Nature Alliance objectives and targets.**	**Moderate**	**In 2020, the Alliance successfully transitioned to fully remote operations by conducting remote meetings and workshops, remote site scoping, and closely collaborating with in-region implementing partners to advance Alliance objectives and targets.** **Through the development of engagement frameworks, the Alliance will identify and resource any implementation activities that may require modifications to comply with COVID-19 protocols.** **The Alliance will continue to develop its remote operating capabilities, with development of tools and protocols for online trainings, workshops, learning initiatives and provision of technical assistance.** **COVID-19 has increased awareness of the intrinsic link between the environment and human health and prosperity. The Alliance has and will continue to reframe the way it discussed ocean conservation with stakeholders, focusing on the importance of healthy oceans for healthy communities and economic recovery and resilience.** **COVID-19 and the resulting challenges presented for ocean conservation have provided important lessons and an opportunity re-examine mechanisms, interventions, and management structures. The Alliance will stay abreast of latest developments to ensure the ocean conservation at**

Outcomes 1, 2 and 3	**Political instability in countries with site-based engagements may result in government changes, which may lead to reevaluation of government priorities and redirection of funding allocations away from ocean conservation areas.**	**Moderate**	**Per its selection criteria, the Alliance selects sites with existing political will and requires a stated interest ? ideally a written commitment ? by the decision-making authority.** **The Alliance will seek commitments from Governments (or groups with jurisdictional authority), including financial co-investment whenever possible, for each proposed engagement site.** **The Alliance may deploy resources to buffer the uncertainties that political changes may bring to specific sites, depending ongoing re-assessments of project viability. This includes a specific focus on campaign strategies which increase political will and aid in increasing government interest in ocean conservation areas as well as allocations of funding.** **The Alliance Management and Delivery Team will assess the political landscape and power dynamics of site-based investments in each engagement framework and closely follow potential changes in governments to readily design and implement risk management strategies, as needed.**

Outcomes 1,2, and 3	**A lack of alignment with local policy frameworks or in-kind support from local, regional, and national support may hinder the success of long-term sustainable MPA investment.**	**Moderate**	**The Alliance seeks local champions at each site-based investment to ensure there is local support as well as an advocate for the engagement at local, regional, and national levels of government.** **The Alliance also recognizes that its site-based investments will impact local livelihoods and economic opportunity. The robust Code of Conduct guides interventions which benefit those who live in proximity with the MPA, increasing the likelihood of support as the needs of these stakeholders are considered at all stages of the engagement process.** **The Alliance may deploy resources to support campaign strategies which build public support for the MPA and help to establish the necessary local policy frameworks and government structures to support the designation, implementation, and running costs of the MPA.**

Outcomes 1, 2 and 3	**Global economic and financial challenges may lead to reduced funding from international donors and may lead to leverage targets not being achieved.**	**Moderate**	**The Alliance has included conservative leverage targets that should continue to be achievable even in the current economic downturn.** **The Alliance will develop a 5-year plan for reaching effective management and long-term financing for most sites and will support business planning and other long-term financing initiatives that will enable sites to achieve financial sustainability and that will account for different global and regional economic conditions.**

Outcomes 2, 3 4 and 5	**Weak management capacities for planning, management, and governance reduce the effectiveness of individual site-based engagements.**	**Moderate**	**This risk will be reduced by Alliance support for capacity building, planning, and other activities to improve or appropriately design management and governance throughout its engagement with sites. Support will be provided at both institutional (e.g., National PA agency) and local levels (MPA managers).** **The Engagement Framework will include a robust assessment of the capacity gaps and needs for each site, and Alliance support will be directed toward addressing those needs as part of a holistic approach to improved ocean conservation outcomes.** **In addition, the Alliance will dedicate resources toward research and knowledge, and strengthening communities of practice and learning which will help support research, analysis, and technological innovation as well as networking, exchanges, capacity building, and development and sharing of best-practices to support improved capacity both in the sites targeted by the Alliance and in the ocean conservation community, generally.**

Outcomes 1, 2 and 3	**Stakeholder involvement, including that of Indigenous peoples and local communities, is not sufficient to ensure support for conservation actions.**	**Low**	**The Alliance will implement a robust system to ensure appropriate stakeholder involvement, including the use of gender and Indigenous peoples safeguards, a grievance mechanism, a code of conduct, and other tools to ensure that engagements are properly assessed for risks they could pose to community members and that appropriate safeguard instruments or risk management controls are incorporated into project design.** **Special measures will be taken during the COVID-19 global pandemic (see above) to ensure remote stakeholder consultations are as robust as possible of and to provide necessary resources for any modifications necessary to comply with COVID-19 protocols.**

Outcomes 2,3, 4 and 5	**Global climate change impacts the MPAs negatively.**	**Moderate** **(The Alliance completed the climate change risk assessment (Appendix VI-f) at the global level, which identified the risk level as moderate for most sites, although the specific risk level will be site specific)**	**Climate risks for each site will be assessed by the Blue Nature Alliance Site Engagement Team that scopes each potential site engagement and included in the risks section of the site engagement framework narrative** **For all high-risk sites, and for other sites whenever feasible, the Alliance will advise on Ocean Conservation Areas boundaries, zoning, management and monitoring in order to address climate change impacts.** **The site engagement team will work with relevant experts to ensure climate considerations are factored in at the outset of Alliance engagement in each site and continued throughout Alliance assessment and investment.** **The Alliance?s partnerships with ocean conservation areas, regional institutions, and local organizations will encourage sharing of experiences related to climate change adaptation programs, and the Alliance will dedicate resources toward research and knowledge and towards communities of practice and learning, which could result in improved understanding of, and tools to address, climate change impacts. An increasing number of studies are highlighting the importance of the role of MPAs in climate change adaptation and mitigation, meaning that Alliance efforts will be directly supporting climate change adaptation and mitigation through new and improved oceans conservation areas.**

Outcomes 2, 3 and 5	**Threats to marine ecosystems grow beyond background levels and thus demand still higher investments.**	**Low**	**The Alliance will support the development of robust monitoring and evaluation systems for sites in which it engages, while also monitoring performance of sites at the portfolio level. The Alliance will maintain regular communications with implementing partners to ensure that they are monitoring and taking necessary steps to address threats to marine ecosystems.**

This project is being launched during the COVID-19 pandemic, and as noted above, the Alliance has made significant changes, adaptations, and accommodations to its programming strategy as a result of this disease. While some of these changes may be revised as the pandemic wanes and travel becomes safer, it is also likely that ?hybrid solutions? will remain in place that will result in less air travel, thereby reducing the carbon footprint of the overall project.

In 2020, the Alliance transitioned to fully online operations by conducting remote meetings and workshops and developing remote site scoping protocols. Meetings with in-region implementing partners designed to advance Alliance objectives and targets were also held online. While these virtual meetings are not ideal, they Alliance is confident that sufficient information can be gathered through such meetings. While the Alliance will initiate some in-person meetings as the pandemic situation permits, it is likely that many meetings will continue to be held virtually.

The Alliance will continue to develop its remote operating capabilities, with development of tools and protocols for online trainings, workshops, learning initiatives and provision of technical assistance. As the Alliance operates in remote regions where internet band does not always accommodate virtual meetings, the Alliance will seek out and implement various learning tools that will be accessible to all audiences.

Recognizing the dire health and financial implications that the pandemic has had on livelihoods around the world, the Alliance has and will continue to link ocean conservation with the importance of healthy oceans for healthy communities and economic recovery and resilience. The COVID-19 pandemic has increased awareness of the intrinsic link between the environment and public health, demonstrating that a damaged environment can have disastrous consequences for people.91 There is growing interest and, consequently, funding available for strategies which build back through a ?green recovery?, taking a holistic approach that works to conserve nature while also meeting the demand for a sustainable economic recovery. The Alliance will engage with this interest to seek out new partners and co-financing opportunities.

Alliance investment will also play a role in post-COVID recovery. Many coastal communities have been severely impacted by the pandemic as they relied on national or international tourism income. Travel restrictions have impacted the hotel and restaurant industry but also the many local livelihood enterprises

that support these industries. The pandemic has also harmed small-scale fishers through market disruptions and the complete shut-down of some fisheries, leading to a loss of livelihoods for many in coastal fishing communities.92 As the onset of COVID has paused many activities, it provides a unique opportunity for envisioning more sustainable business models as communities move beyond the pandemic.? Alliance financing can help foster and build more sustainable and diversified livelihood options that can benefit local communities as well as the ocean environment by providing ocean resource management training as well as training in sustainable tourism, fisheries, and local livelihood development options.

COVID has further revealed the existing vulnerabilities of MPAs ? including non-diversified funding streams which led to budget cuts, challenges in implementing management activities, and weaknesses in monitoring and enforcement. It has also, however, highlighted opportunities to create a system of MPAs which is more resilient and effective in conserving our ocean ecosystems.93 The COVID-19 pandemic and the resulting challenges for ocean conservation have provided important lessons and an opportunity to re-examine our interventions, implementation mechanisms, and management structures. The Alliance will stay abreast of latest developments to ensure that ocean conservation at scale builds back better, developing new strategies and tools that put equitable community-driven collaboration, innovation, and adaptive management at the forefront of area-based conservation.

6. Institutional Arrangement and Coordination

Describe the institutional arrangement for project implementation. Elaborate on the planned coordination with other relevant GEF-financed projects and other initiatives.

Execution Arrangements and Partners

The CI-GEF Project Agency is the Implementing Agency for this project. The Blue Nature Alliance is the Executing Agency.

As the project Implementing Agency, the CI-GEF Project Agency will provide project assurance, including supporting project implementation by maintaining oversight of all technical and financial management aspects, and providing other assistance upon request of the Executing Agency. The CI-GEF Project Agency will also monitor the project?s implementation and achievement of the project outputs, ensure the proper use of GEF funds, and review and approve any changes in budgets or workplans. The CI-GEF Project Agency will arbitrate and ensure resolution of any execution conflicts.

As the?project?executing Agency, the Blue Nature Alliance?has established a two-tier governance structure with a Steering Council and a Management Team. Pew and CI are Executing Core Partners for Blue Nature Alliance. As Executing Core Partners, Pew and CI will primarily be responsible for the Alliance?s management and day-to-day operations.??

The?core?policies,?procedures?and systems of the Blue Nature Alliance are based on CI?s systems, policies and procedures, as documented in the Alliance Operations Manual.?? The Blue Nature Alliance has established an open mechanism to receive expressions of interest from potential implementing partners. Proposals will be invited and evaluated through a fair and transparent process?and?will undergo?the necessary capacity assessments to assure they have the appropriate systems in place to?comply with the terms of the Agreement as well as?GEF policies and procedures and to allow CI to discharge its?Partner Agency responsibilities?vis-?-vis the GEF in accordance with the?GEF Minimum

Fiduciary Standards.?In turn, the Blue Nature Alliance?will enter into Grant Agreements with all implementing partners, which will establish all required funding terms and conditions necessary to comply with the GEF Minimum Fiduciary Standards.?

The Blue Nature Alliance Steering Council will consist of representatives from the Core Partners. Core Partners of Blue Nature Alliance are Executing Core Partners (i.e. CI and Pew) and donors who have committed or will commit US $25,000,000 or more to the Alliance by way of a grant to an Executing Core Partner. If a Core Partner chooses not to occupy a seat on the Steering Council, they will nevertheless retain the option to do so at any time. The GEF is a core partner to the Alliance. The GEF will have a seat on the Steering Council and the ability to prioritize investments using GEF project funds to be consistent with the GEF?s IW Focal Area Strategy and prioritize Key Biodiversity Areas. GEF project funds will be managed in a segregated account and will be exclusively used to invest in sites that meet one of the following criteria:

a. National or sub-national sites within in a GEF eligible country that meets one or more of the following criteria11:

i. Located within a multi-country Large Marine Ecosystem (LME) that has a Strategic Action Plan (SAP) that includes goals for marine protection.

ii. Located in one of the 14 Pacific Island countries that have adopted the Pacific Islands SIDS SAP.

b. Transboundary Sites

c. Sites in Areas Beyond National Jurisdiction, commonly known as the high seas.

To date, the Alliance has initiated nine site engagements with approval from the Alliance Steering Council. Of these sites, seven are directly aligned with the International Waters Focal Area Strategy. To date, all initiate projects are being funded by co-financing since the GEF project is not yet in implementation phase. As the project pipeline is developed, sites which overlap with GEF supported LMEs are identified. The LMEs with alignment to the Alliance project pipeline thus far include: Small Islands States LME, Agulhas Current LME, Somali Coastal Current LME, Guinea Current LME, Antarctica LME, Pacific Central-American LME, Humboldt Current LME, Canadian Eastern Arctic LME, Hudson Bay Complex, and Bay of Bengal LME. The Alliance will review and incorporate any relevant TDAs/SAPs into its site-based engagement strategies and conduct consultations with GEF project leads.

The Blue Nature Alliance Management Team includes senior staff from CI and Pew who are responsible for day-to-day operations and coordination of the Alliance activities. The management team therefore will be responsible for ensuring that the GEF project outputs and results are delivered as planned. The Blue Nature Alliance Technical Director is a member of the management team and will specifically be responsible for day-to-day management of the GEF project in concert with a GEF project coordinator (to be hired) who will report to the Technical Director. The Management Team will oversee the design and execution of the annual strategic work-plan, budget, grant-making, and grant management. The Management Team will seek guidance from the Steering Council on all major decisions materially different from the approved annual strategy.

Responsibilities of the Alliance Management Team include:

Overseeing Alliance performance; measure, monitor, and report on Alliance performance to the Steering Council and other partners;
Engage and inform the Steering Council of ongoing site-based engagements, key investments, and decisions;
Present annual workplans and budgets, financial and programmatic progress reports, Project Implementation Reports to CI-GEF for approval, and assuring compliance with CI-GEF?s policies and procedures;
Scope new site-based engagement opportunities;
Co-design site-based engagement frameworks with stakeholders and relevant Alliance partners, including seeking co-investment and leveraged financing;
Semi-annually, prepare site selection recommendations for the Steering Council?s approval; if new site investment opportunities emerge in between the semi-annual meetings and need rapid action, the Alliance Leadership and Management will have authority to make site investment decisions up to $500,000 (excluding grants to Executive Core Partners, which require Steering Council approval), but cumulatively not more than $2.5M, over the course of a year. For site investments greater than $500,000 or in excess of $2.5M over the course of a year, the Steering Council will be notified by email and will have two weeks to object to the investment; in the event any member objects, the site investment will be brought to the next Steering Council meeting for consideration.
Manage and deploy Alliance resources in accordance with best practices and Steering Council guidance;
Provide technical guidance on sites and manage implementing partners grants and contracts;
Manage and coordinate Alliance partnerships; including engagement with the Core Partners? liaisons to the Alliance Leadership and Management team
Ensure compliance with the annual budget and spending plan approved by the Steering Council;
Engage new partners including strategic advisors, raise funds and secure and track funding from Leverage Partners;
Resolve disputes where necessary and escalate disputes to the Steering Council if the resolution cannot be achieved;
Approve external annual strategic communication plans; and
Represent the Alliance globally and advocate for our shared goals.

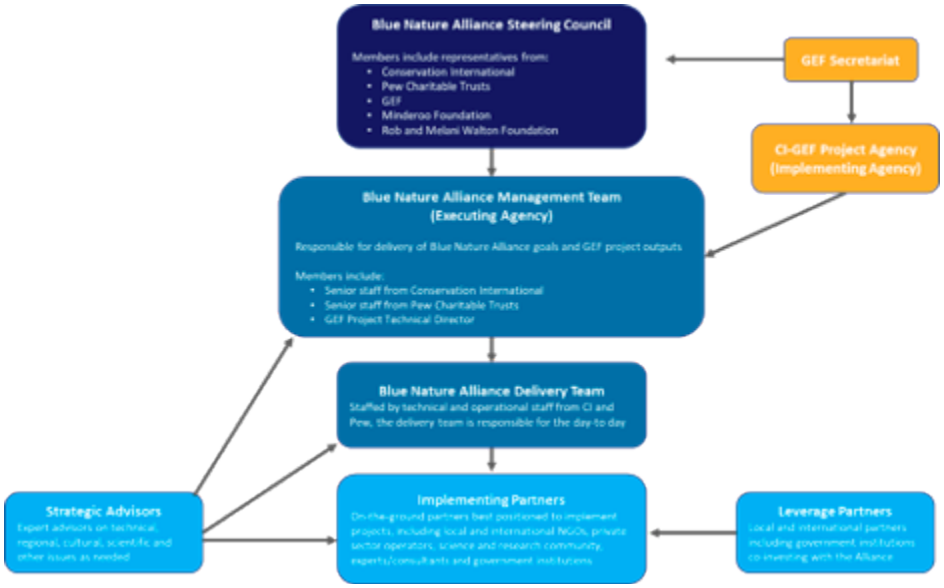
Partners are essential to Alliance success. The Blue Nature Alliance believes that it will only achieve its goals, at the pace and scale needed, if it collaborates, embraces, and aligns with others. The Alliance has developed a framework that creates pathways for engagement of leading NGOs, donors, and technical experts to participate in the Alliance as co-founders, implementing partners, thought-leaders, advisors, and advocates. A summary of three key types of partners (in addition to core partners) are shared here:

Implementing partners are those best positioned to efficiently and effectively achieve outcomes, including local and international NGOs, private sector operators, the science and research community, and government institutions. Executing Core Partners (CI and Pew) carrying out project specific work may also serve as Implementing Partners; however, they will be subject to same selection criteria as other grantees, must disclose any potential, real and/or perceived conflicts of interest and be approved by the steering council regardless of the grant amount. **No GEF project funds will be used for sub awards to CI programs.** Blue Nature Alliance will establish an open mechanism to receive

expressions of interest from potential implementing partners. Proposals will be invited and evaluated through a fair and transparent process.

Leverage Partners fund or provide in-kind contributions directly for work that contributes to achieving our shared goal for a site or for a global activity. Examples of Leverage Partners may include national and sub-national governments, private foundations, multilateral/bilateral agencies, individual donors, NGOs, and private sector organizations.

Strategic Advisors will provide input and feedback on technical, regional, cultural, scientific and other issues as needed. These advisors may include scientists, regional experts, government officials, industry representatives and marine conservation practitioners. As needed, advisors may form part of technical working groups or advisory councils. GEF technical staff would be welcome advisors to the Alliance.



Linkages with other GEF Projects and Relevant Initiatives

The Blue Nature Alliance conducted a stakeholder consultation workshop in September 2020 with other GEF IW project directors to socialize this project and to gather inputs on potential synergies with other GEF projects. The Alliance followed-up with a series of partner consultations to explore opportunities for collaboration and will continue to actively seek alignment with existing and planned GEF projects in each of the geographies that it scopes.

Several ongoing GEF initiatives will provide valuable input to the Blue Nature Alliance. A summary of these initial projects and their linkages to the Blue Nature Alliance are described in the table below. Through engagement with LME:LEARN, IW:LEARN, and directly with governments and local implementing partners at each engagement site, the Alliance will work to understand and to collaborate with locally and regionally these projects. In particular, the Alliance will work to build upon recently completed or existing LME projects and coordinate with ongoing or approved GEF projects. This list is expected to evolve over time as the Alliance develops and evolves.

Table 5: Blue Nature Alliance linkages with other GEF projects and relevant initiatives.

Project Name	Years (start - end)	Budget (USD)	Executing & Implementing Agencies	Funder(s)	Objectives / brief description of how it is linked to this GEF project
Completed Projects					
Strengthening Coastal and Marine Resources Management in the Coral Triangle of the Pacific - under the Pacific Alliance for Sustainability Program	2008-2019	Total Cost: $95,751,948 Co-financing: $83,451,948	Executing Agency: CTI National Coordinating Committees of Governments of Papua New Guinea, Solomon Islands, and Timor Leste Implementing Agency: Asian Development Bank	GEF, Asian Development Bank, etc.	While this project is closed, the collaboration mechanism established through this initiative continues. There is ample opportunity for the Alliance to learn about and build on regional collaboration for ocean conservation generated through this project.
Implementation of the Benguela Current LME Action Program for Restoring Depleted Fisheries and Reducing Coastal Resource Degradation	2008-2018	Total Cost: $74,395,246 Co-financing: $68,496,336	Executing Agency UNOPS Implementing Ag United Nations Development Prog	GEF, United Nations Development Programme, UNOPS, etc.	While this project is now closed, its work on the long-term sustainability of the BCLME SAP with an emphasis on the restoration of its depleted fisheries continues to influence the region. The Alliance has conducted consultations with the Benguela Current Commission to explore opportunities for collaboration and future work within the region.

Protection of the Canary Current Large Marine Ecosystem (LME)	2010-2015	Total Cost: $26,235,000 Co-financing: $18,145,000	Executing Agency: FAO/UNEP Implementing Agency: Food and Agriculture Organization	GEF, FAO, UNEP, etc.	This project is now closed. The Alliance may gain learning and knowledge from this project's use of a Transboundary Diagnostic Analysis and a Strategic Action Programme among the 7 countries sharing the LME to build capacity in a cross-cutting manner for undertaking reforms and investments needed to protect the important transboundary living resources and their habitat upon which millions of people depend for livelihoods. As a part of this work, some demonstration projects were undertaken to test on-the-ground actions related to the priority transboundary issues.

Establishment and Operation of a Regional System of Fisheries Refugia in the South China Sea and Gulf of Thailand	2015-2019	Total Cost: $26,252,000 Co-financing: $12,717,850	Executing Agency: Southeast Asian Fisheries Development Centre Implementing Agency: United Nations Environment Programme	GEF, UNEP, Southeast Asian Fisheries Development Center, etc.	This project is now closed. It mirrors the work of the Alliance, albeit at a smaller scale. As such, there are ample opportunities for learning. The project has three components: 1) the operational management of priority fisheries refugia with community-based refugia management plans; 2) creating an enabling environment for the formal designation and operational management of refugia; and 3) strengthening information management and dissemination aimed at enhancing the national uptake of best practices in integrating fisheries management and biodiversity conservation.
Catalyzing Implementation of the Strategic Action Programme for the Sustainable Management of Shared Living Marine Resources in the Caribbean and North Brazil Shelf	2015-2019	Total Cost: $142,802,557 Co-financing: $130,302,557	Executing Agency: UNOPS Implementing Agency: United Nations Development Programme	GEF, UNDP, etc.	This project is now closed. It assisted participating countries from two LMEs (the Caribbean LME and the North Brazil Shelf) in improving the management of their shared Living Marine Resources through an Ecosystem-Based Management approach. This area involves more than 35 regions and territories and spans over 4.4M km2.The Alliance can learn from LME governance/collaborative decision-making, and largescale LME management and has held consultations pertaining to this project.

Setting the Foundations for Zero Net Loss of the Mangroves that Underpin Human Wellbeing in the North Brazil Shelf LME	2018-2019	Total Cost: $1,480,461 Co-financing: $838,298	Executing Agency: IUCN Implementing Agency: Conservation International	GEF, Conservation International, IUCN, etc.	This project is closed. This project seeks to create the multi-disciplinary information base, regional coordination mechanism and multi-sectoral consensus required to implement elements of the CLME+ Strategic Action Plan pertaining to the mangroves that most directly underpin human wellbeing in the North Brazil Shelf LME. The Alliance can benefit from the project's learning on regional collaboration and the incorporation of human wellbeing indicators into a conservation project.
Current Projects					
ARCTIC: Improvement of Environmental Governance and Knowledge Management for SAP-Arctic Implementation	2012 ? ongoing	Total Cost: $39,193,515 Co-financing: $37,771,528	Executing Agency: Ministry of Economic Development RF; Ministry of Natural Resources and Ecology RF; the Russian Geographic Society Implementing Agency: United Nations Environment Programme	GEF, FAO, etc.	The objective of this project was to assist the Russian Federation in improving environmental governance systems in the Arctic region to reduce multiple stressors on coastal and terrestrial ecosystems and improve ecosystem resilience through implementation of ICM strategy and plans, promotion of public-private partnerships and targeted interventions supporting SAP-Arctic objectives. The Alliance may gain knowledge and learning from this project regarding strategies for bringing powerful and reluctant players (countries) into ocean conservation initiatives. As the Alliance scopes in the Artic, it will seek opportunities for alignment.

Large Marine Ecosystems Implementation of the Strategic Action Program of the Gulf of Mexico Large Marine Ecosystem	2015-2020	Total Cost: $137,410,000 Co-financing: $124,210,000	Executing Agency: SEMARNAT, NOAA, FAO, CONAPESCA, CONANP, etc. Implementing Agency: United Nations Industrial Organization	GEF, NOAA, SEMARNAT, UNIDO, etc.	This project seeks to improve water quality, avoid the depletion of marine resources and conserve the quality of coastal ecosystems through community engagement. The Alliance may learn about strategies for engaging communities in large scale marine conservation efforts. As the Alliance scopes in the Gulf of Mexico, it will seek opportunities for alignment.
Pacific Islands Regional Oceanscape Program (PROP)	2015 - ongoing	Total Cost: $31,458,660 Co-financing: $25,157,290	Executing Agency: Pacific Islands Forum Fisheries, MIMRA, MFMR, TFD Implementing Agency: The World Bank	GEF, The World Bank, etc.	PROP works to strengthen coastal ecosystem management in the Pacific Islands region and sustainability finance the conservation of at least three large Pacific Marine Protected Areas. There is potential for collaboration, twinning, or learning exchanges with Alliance MPAs. As the Alliance scopes in the Pacific, it will seek opportunities for alignment.
The Coastal Fisheries Initiative Global Partnership	2015 - ongoing	Total Cost: $14,602,294 Co-financing: $11,850,000	Executing Agency: CI, UNDP, UNEP, WB, WFF, University of Washington Implementing Agency: Food and Agriculture Organization	GEF, FAO, CI, UNDP, WB, WWF, etc.	The CFI coordinates, supports, strengthens, and adds value to the efforts of the CFI Partners to achieve CFI Program goals. Like the Alliance, this project is also a global partnership with potential for learning and collaboration with the Alliance. The Alliance has held consultations with CFI ? Latin America with the intention of exploring opportunities for collaboration within the region.

Eco-system Approach to Fisheries Management (EAFM) in Eastern Indonesia (Fisheries Management Area (FMA) ? 715, 717, 718)	2015 - ongoing	Total Cost: $62,530,499 Co-financing: $52,071,783	Executing Agency: Ministry of Marine Affairs and Fisheries, KEHATI Implementing Agency: World Wildlife Fund ? US Chapter	GEF, WWF, etc.	This project is contributing to coastal fisheries in Indonesia by delivering sustainable, environmental, social, and economic benefits and demonstrating effective, integrated, sustainable, and replicable models of costal fisheries management. Where Alliance?s work coincides with fisheries management, it will seek to learn from this project.
Implementing the Strategic Action Programme for the South China Sea	2016-202	Total Cost: $98,751,948 Co-financing: $12,717,850	Executing Agency: Secretariat for the Coordinating Body of the Seas of East Asia (COBSEA) Implementing Agency: United Nations Environment Programme	GEF, UNEP, COBSEA, etc.	While this project is primarily fisheries focused, there may be opportunities for the Alliance to gain experience about strategy development when working with multiple governments in transboundary waters. This project seeks to catalyze multi-state cooperation to rebuild marine fisheries and reduce pollution of coasts and LMEs while considering climate variability and change. The overall objective is to assist the governments countries in meeting approved SAP targets for the South China Sea through technical required to implement national activities and strong regional co-ordination for SAP implementation. If the Alliance scope in the South China Sea, it will seek alignment with this project.

Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)	2016-2021	Total Cost: $8,939,484 Co-financing: $7,113,000	Executing Agency: Fisheries Division(s) of Antigua and Barbuda, Barbados, Belize, Guyana, Jamaica, St. Lucia, St. Vincent and the Grenadines; WECAFC, CRFM, CNFO, UWI-CERMES Implementing Agency: Food and Agriculture Organization	GEF, FAO, etc.	This project is implementing the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) Strategic Action Plan (SAP) within Caribbean Regional Fisheries Mechanism Member States by empowering fisherfolk to engage in resource management, decision -making processes and sustainable livelihoods. The project will be implemented through four components: Developing organizational capacity for fisheries governance; Enhancing ecosystem stewardship for fisheries sustainability; Securing sustainable livelihoods for food and nutrition security; and Project management, monitoring and evaluation, and communication. While its focus is primarily on fisheries, there may be opportunities for learning on regional collaboration and consensus building. As the Alliance scopes in the Caribbean, it will seek opportunities for alignment.

Long-term Financial Mechanism to Enhance Mediterranean MPA Management Effectiveness	2018 ? ongoing	Total Cost: $10,609,614 Co-financing: $9,692,183	Executing Agency: Association for the Sustainable Financing of Mediterranean MPAs (M2PA) Implementing Agency: Conservation International	GEF, Conservation International, etc.	The objective of this project is to establish a Conservation Trust Fund (CTF) to enhance the management effectiveness of Mediterranean MPAs by improving their long-term financial sustainability. The project will formally establish the CTF and initiate its capitalization. The project will address 1) the operational deficiencies of MPA management and weak capacity that limit effective MPA management and 2) the insufficient and unreliable revenue streams that cannot address the recurrent expenditure costs of MPAs. Experience generated from this project will help the Alliance improve management capacity and secure long-term financial commitments to sustain MPAs over time. If the Alliance scopes in the Mediterranean, it will seek opportunities for alignment.
Build back a blue and stronger Mediterranean	2021-ongoing	Total cost: $39,310,275 Co-financing: $34,310,275	Executive Agencies: Med Fund and MedPAN Implementing agency: CI	GEF	The objective of this project is to build strong, effective and sustainable management of Mediterranean MPAs to address global changes and to provide long-term socio-ecological benefits in the Mediterranean in a post COVID recovery context

Catalyzing Implementation of a Strategic Action Programme for the Sustainable Management of Shared Living Marine Resources in the Humboldt Current System (HCS)	2018-2023	Total Cost: $99,839,027 Co-financing: $91,639,027	Executing Agency: IFOP, MARPE, SUBPESCA, PRODUCE, MMA, MINAM, SERNAPESCA, SERNANP Implementing Agency: United Nations Environment Program	GEF, UNDP, etc.	This project is fisheries focused and facilitates ecosystem?based fisheries management and ecosystem restoration in the Humboldt current for the sustainable and resilient delivery of goods and services from shared living marine resources, in accordance with the SAP endorsed by Chile and Peru. There may be opportunities for learning/sharing on regional collaboration and SAP goal implementation. The Alliance has conducted consultations exploring areas of work in this region with interest in site engagements in Chile and Peru and will seek alignment with this project.
Towards Sustainable Management of the Canary Current Large Marine Ecosystem (CCLME) ? Initial Support to SAP Implementation	2018 - ongoing	Total Cost $8,426,000 Co-financing: $6,600,000	Executing Agency: Fisheries Committee for the Eastern Central Atlantic ? CECAF Implementing Agency: Food and Agriculture Organization	GEF, FAO, etc.	The goal of this project is to create enabling conditions for the implementation of the Canary Islands LME SAP. There may be opportunities for learning and sharing on transboundary ocean conservation and M&E systems.

Strengthening of the Enabling Environment, Ecosystem-based Management and Governance to Support Implementation of the Strategic Action Programme of the Guinea Current Large Marine Ecosystem	2018 - ongoing	Total Cost: $51,801,065 Co-financing: $47,234,855	Executing Agency: Abidjan Convention Secretariat (ABC), Fisheries Committee for the Easter Central Atlantic (CECAF), Ghana Cleaner Production Center Implementing Agency: United Nations Environment Programme	GEF, UNEP, etc.	This project focuses on strengthening regional governance and ecosystem-based management of the GCLME by building country capacity for SAP implementation related to transboundary fisheries, biodiversity conservation and pollution reduction. The Alliance may collaborate with this project on biodiversity conservation initiatives and join in regional partnerships focused on ocean conservation initiatives.
Towards Joint Integrated, Ecosystem-based Management of the Pacific Central American Coastal Large Marine Ecosystem (PACA)	2019 - ongoing	Total Cost: $48,190,305 Co-financing: $42,312,679	Executing Agency: United Nations Development Programme Implementing Agency: WWF	GEF, UNDP, etc.	This project?s focus on promoting ecosystem-based management and strengthening regional governance may lay the foundation for Alliance engagement in this region. The Alliance will seek opportunities for alignment as it develops its engagement in Costa Rica.
Facilitating Dialogue and Strengthening Transboundary Cooperation with Legislators to Improve Marine Governance	2020 - ongoing	Total Cost: $3,999,415 Co-financing: $2,000,000	Executing Agency: Conservation Council of Nations (CCN) Implementing Agency: United Nations Environment Programme	GEF, UNEP, etc.	This project focuses on transboundary work and enabling effective MPA governance through a caucus model. Their experiences can assist the Alliance as it seeks to creating enabling conditions for transboundary MPAs. The Alliance has conducted consultations with UNEP including discussions on opportunities for collaboration pertaining to this project.

"BE-CLME+": Promoting National Blue Economy Priorities Through Marine Spatial Planning in the Caribbean Large Marine Ecosystem Plus 9	2020 - ongoing	Total Cost: $46,421,268 Co-financing: $40,199,250	Executing Agency: CRFM ? Caribbean Regional Fisheries Mechanism Implementing Agency: Development Bank of Latin America	GEF, Development Bank of Latin America, etc.	CLME focuses on Blue Economy priorities and the creation of new MPAs and enhancement of existing MPAs. The Alliance can learn from their experience and possibly build on their work to create larger MPAs and/or strengthen existing ones. The Alliance has conducted consultations with individuals from CLME+.
Philippine Rise Integrated Conservation for Enduring Legacies through Ecosystem Support Services (PRICELESS)	2021 - ongoing	Total Cost: $14,026,844 Co-financing: $10,364,000	Executing Agency: Department of Natural Resources ? Biodiversity Management Bureau Implementing Agency: Conservation International	GEF, DENR, BFAR, DOST, PN, etc.	By 2025, PRICELESS aims to achieve the conservation and improved management of the Philippine Rise Marine Resource Reserve, facilitating the sustainable use of its marine resources and generating livelihood benefits. As a result of the similarity in objects, the Alliance will seek opportunities for learning and knowledge sharing.
Safeguarding Marine & Terrestrial Biodiversity in Fiji (SAMBIO)	2021 - ongoing	Total Cost: $39,255,491 Co-financing: $32,000,000	Executing Agency: Department of Environment Implementing Agency: Conservation International	GEF, Fiji Ministry(ies) of Forest, iTaukei Affairs, Waterways, Agriculture, etc., Conservation International, etc.	This project aims to establish new marine and terrestrial protected areas within priority areas and to strengthen Fiji?s protected area network. Alliance engagements in Fiji will seek to collaborate with this project to maximize impact and avoid duplicated efforts.

7. Consistency with National Priorities

Describe the consistency of the project with national strategies and plans or reports and assesments under relevant conventions from below:

NAPAs, NAPs, ASGM NAPs, MIAs, NBSAPs, NCs, TNAs, NCSAs, NIPs, PRSPs, NPFE, BURs, INDCs, etc.

In the ProDoc, this section has been expanded to provide alignment with national strategies for the relevant conventions by the initial list of countries in which the Alliance is already actively engaging (see Table 5). The plans and strategies for conventions to be considered include National Biodiversity Strategies and Action Plans (NBSAP), the Convention on Biological Diversity (CBD), the Cartagena Protocol National Report, the Nagoya Protocol National Report and the UNFCCC Nationally Determined Contributions among others. As project sites are defined, the Alliance will ensure that project activities are in alignment with each of these protocols according to the terms of each country plan.

The Alliance will scope, establish, and improve the management of Ocean Conservation Areas in a diverse set of countries. The initial country list includes Fiji, the United Kingdom (Tristan da Cunha), Seychelles, Canada, and the 10 countries in the Western Indian Ocean that are parties to the Nairobi Convention. An overview of relevant national strategies related to Alliance work in determined Alliance countries is presented in Table 5 in the ProDoc and below. In addition to the relevant conventions, the Alliance will monitor national strategies, policies and regulations regarding MPAs and fisheries. The Alliance will ensure that there is alignment with national policies and strategies in any country or site selected.

National Strategy Alignment to Relative Conventions for Countries with Active Alliance Engagements

Country	National Biodiversity Strategies and Action Plans (NBSAP)	Convention on Biological Diversity (CBD)	Cartagena Protocol National Report	Nagoya Protocol National Report	UNFCCC Nationally Determined Contributions	National Adaptation Programmes of Action	National Portfolio Formulation Exercise (NPFE)
Fiji	•	•	•		•	•	
UK (Tristan da Cunha)	•	•	•	•	•	•	
Canada	•	•			•		
Seychelles	•	•	•	•	•		
Comoros	•	•		•	•	•	
France	•	•	•	•	•		
Kenya	•	•	•	•	•		•
Madagascar	•	•	•	•	•	•	
Mauritius	•	•	•		•		
Mozambique	•	•	•	•	•	•	•
Somalia	•	•			•	•	
Tanzania	•	•	•		•	•	
South Africa	•	•	•	•	•		

The GEF will have a seat on the Steering Council and the ability to prioritize investments using GEF project funds to be consistent with the GEF?s IW Focal Area Strategy and prioritize Key Biodiversity Areas. GEF project funds will be managed in a segregated account and will be exclusively used to invest in sites that meet one of the following criteria:

National or sub-national sites within in a GEF eligible country that meets one or more of the following criteria[11]:?

Located within a multi-country Large Marine Ecosystem?(LME)?that has a Strategic Action Plan?(SAP)?that?includes goals for marine protection.??

Located?in one of the 14 Pacific Island countries that have adopted the Pacific Islands SIDS SAP.??

Transboundary?Sites

Sites in Areas Beyond National Jurisdiction, commonly known as the high seas.

To date, the Alliance has initiated nine site engagements with approval from the Alliance Steering Council. Of these sites, seven are directly aligned with the International Waters Focal Area Strategy. To date, all initiate projects are being funded by co-financing since the GEF project is not yet in implementation phase. As the project pipeline is developed, sites which overlap with GEF supported LMEs are identified. The LMEs with alignment to the Alliance project pipeline thus far include: Small Islands States LME, Agulhas Current LME, Somali Coastal Current LME, Guinea Current LME, Antarctica LME, Pacific Central-American LME, Humboldt Current LME, Canadian Eastern Arctic LME, Hudson Bay Complex, and Bay of Bengal LME. The Alliance will review and incorporate any relevant TDAs/SAPs into its site-based engagement strategies and conduct consultations with GEF project leads

8. Knowledge Management

Elaborate the "Knowledge Management Approach" for the project, including a budget, key deliverables and a timeline, and explain how it will contribute to the project's overall impact.

Knowledge management, communications (including Knowledge Sharing (KS) and Monitoring and Evaluation (M&E)) are essential project elements that will facilitate learning, strengthen management effectiveness, and accelerate the application and adoption of ocean conservation at scale. Under these components, the Alliance will provide information on relevant tools and approaches and practitioners, support exchange of knowledge, and capture and communicate important results, successes and lessons for ocean conservation at scale. The budget for KM, including IW:Learn is $255,278

Key audiences: The Alliance has identified the following audiences as critical to success at individual sites and to advancing the field of ocean conservation at scale. Tools and approaches to support effective implementation, lessons learned, knowledge exchange, and communications products will be developed with and for these key audiences in ways that are accessible and relevant for each.

Table 7: Potential Alliance stakeholders and their roles in the project.

a. Potential Alliance Stakeholder Group	b. Definition and Potential Role
Managers and Staff of MPAs and other ocean conservation efforts at scale.	This includes both active managers and staff and up and coming staff and managers that may be still be pursuing their education or are early in their career.
Policy Makers	National and local law makers especially those relevant to decisions related to large scale management and budgets.
Non-Governmental Organizations (NGOs)	International and National NGOs that may become partners in implementation of Alliance sites, those that are pursuing ocean conservation at scale outside the alliance and others that can provide resources and capacity-building support.

Rightsholders	Intergenerational or traditional owners of territory or natural resources and Indigenous leaders and communities that may or may not have resource tenure but are Indigenous rightsholders to a site and/or its resources.
Key stakeholders	Relevant communities of place and practice with a legitimate interest in the geography and/or its resources.
Private Sector	Commercial fishers, tourism, and other relevant operators. Potential corporate partners including those engaged in Corporate Social Responsibility, Payment for Ecosystem Services and other potential private sector finance mechanisms.
The General Public	The general public may be an audience for the Alliance in cases where their support is vital to establishment and/or long-term maintenance of a site.
Other Practitioners for Ocean Conservation at Scale	There are many programs and projects that are implementing ocean conservation at scale including the GEF Large Marine Ecosystem (LME) program and the Big Ocean network of more than 37 (and growing) Large-Scale Marine Protected Areas (LSMPAs). Some of these sites will receive investment from the Alliance. However, many that do not receive direct investment from the Alliance, can still benefit from sharing lessons and exchange of knowledge that is designed to improve management effectiveness.

The project will undertake the following mutually supportive activities in support of effective Knowledge Management and Communications to key audiences.

Establishing and Maintaining a Knowledge Management System: Knowledge Management is the process of creating, sharing, using and managing the information of an organization. Knowledge Management for the Alliance will focus on capturing and sharing information on several key topics including:

? What the Alliance needs to understand related to the sites it supports, including the key characteristics of the sites, the main objectives of our engagement and progress as measured against key metrics of success during implementation.

? Capacity and learning needs of Alliance and other large-scale sites and tools, approaches and practitioners that can assist sites to build needed capacity to achieve their objectives.

? Results from research undertaken to support the Alliance sites and other efforts to expand ocean conservation at scale

? Progress and lessons learned from site implementation that may benefit other sites and the field of ocean conservation at scale overall.

The Alliance will start by creating an internal Knowledge Management system to gather and house information on: capacity needs of our sites and other large scale ocean conservation initiatives, partners and capacity development approaches and tools that have been effective in supporting MPA sites to advance and can be applied to address capacity gaps, site implementation progress and lessons learned from both site implementation and learning exchanges. As we develop this system, if we find that it has utility beyond the Alliance itself, we will work to make it publicly accessible. Regardless, the progress of sites and lessons learned will be shared widely through a variety of mechanisms explained below.

Understanding Needs and Sharing Tools and Successful Approaches: To be as effective as possible, it is critical that Alliance supported sites and other practitioners of ocean conservation at scale have access to the best available tools, approaches and practitioners including mentoring and training support. The Alliance will devote significant effort to identifying the needs of individual sites and other partners and working to ensure that context appropriate tools, approaches, practitioners and organizations that can help

to address these needs are shared. To identify site needs for knowledge and learning, the Alliance is undertaking a series of consultations with large-scale MPA sites. The Alliance has included questions about capacity/learning needs in our engagement framework and is developing a streamlined capacity needs assessment and planning system. Additionally, the Alliance is undertaking a targeted inventory of tools, approaches, practitioners, and institutions that can support Alliance and other sites to address these needs. This information will be housed in the Alliance Knowledge Management system. As LSMPAs are a relatively new field, tools and training approaches that are specific to issues that must be considered for large-scale areas have not been developed for all management topics. To help address these gaps, the Alliance may develop new tools and approaches specifically for ocean conservation at scale.

Hosting Learning Initiatives: The Alliance will host a series of Learning Initiatives that will support practitioners both to gain new skills and knowledge and to share their knowledge on how to address specific management challenges. These initiatives will make use of existing and newly developed tools and approaches discussed above. Learning initiatives will include learning exchanges on key topics, twining of sites for targeted mentoring, providing direct technical assistance on specific needs, conveying ?Think Tank? sessions in association with conferences and other events, supporting regional training hubs, and several others. These initiatives will be both virtual and in person as the COVID-19 situation allows. The needs assessment approach discussed above will help the Alliance to prioritize topics for these learning initiatives.

Monitoring and Evaluation: The Alliance has developed a thorough monitoring and evaluation (M&E) plan that will allow us to track progress against key indicators (see Appendix III). This plan includes indicators for site implementation as well as for knowledge management, learning, communications and other elements that are essential to our success. Key information about the progress and effectiveness of Alliance sites and key learning will be captured through this M&E system. Progress, lessons and highlights that can help improve management effectiveness of Alliance or other sites will be packaged and communicated appropriately to key audiences.

Capturing and Sharing Detailed Lessons and Case Studies: In addition to the lessons captured through the Alliance M&E system, the Alliance will write up more in-depth Lessons Learned and Case Study summaries that will allow us to go deep into specific successes, challenges or other site learning. The process of capturing, organizing and sharing lessons and knowledge gained through the work of the Alliance will help to promote and strengthen the field of ocean conservation at scale. This lesson sharing will provide key insight on how Alliance supported sites achieve key successes and overcome key challenges so that others may apply these lessons, as applicable to their sites and situations.

We will work with the GEF International Waters Program to ensure that our case study approach aligns with the IW-Learn and LME-Learn systems and actively participate in these learning mechanisms. To that end, we have included lessons learned questions in our standard reporting formats for all Alliance supported sites. We are also developing a case study format that aligns with the IW-Learn Experience Note and Results Notes templates and will work with Alliance supported sites to facilitate them to develop Experience Notes and Results Notes

Experience Notes will be developed earlier in the Alliance program, as these will focus on specific project experiences during project implementation that may be of interest to other projects in the portfolio to replicate. These Experience Notes cover a range of topics related to project management, stakeholder involvement, technical issues, demonstration projects, and more. Results Notes will focus on targeted and concise aggregation of key results of projects in terms of ocean ecosystem stress reduction, process and

change in environmental status. As a result, these will be developed later in the Alliance program, once sites have been implementing and are starting to achieve results and impacts in the field.
We will also host learning exchanges both virtually and in person to enable practitioners to exchange lessons and learn together through active dialogue. Critical lessons learned during these sessions will be captured, written up and shared with IW-Learn. Finally, we are exploring options to share key lessons through other knowledge exchange systems including Open Channels, Panorama, Blue Solutions and others.
Developing and Implementing an Alliance Communications Framework: The Alliance is developing a Communications Framework that includes the following goals:
? Showcase the role of the Blue Nature Alliance and our partner sites in achieving global ocean conservation targets
? Create a toolkit for use by core partners to support coordinated outreach as work is achieved, outcomes are announced, and as activities are completed at each project site. (This toolkit will likely include printed materials, videos, photos, maps, graphics, and other communications assets to support grassroots organizing and direct policymaker engagement).
? Execute a strong media strategy focused on impact and outcomes.
? Build trust with local partners and stakeholders by highlighting the support and work of local leaders and organizations as it relates to marine protection and conservation. This will be achieved by storytelling, online content, digital posts and earned media.
The Alliance may host ?showcase events? at field project sites as key outcomes are achieved. This may include legal designation of sites or other major milestones. Partners from these locations will participate and speak on activities they are working on. These events will provide information on the scale, scope, and expected impact of the project and showcase the Alliance?s role in achieving global ocean conservation targets. In support of these events, the Alliance communications team will:
? Execute a strong media strategy that will secure coverage;
? Introduce a suite of high-profile validators who will share written testimonials in support of the goals of the Alliance and be available for comment. This will bring authenticity to the work.
The Alliance will regularly develop and disseminate communication products to our key audiences including online and print materials. While materials may be for online or intended for electronic use only, if printed or produced, all materials will be sustainable and responsibly sourced. All products will be in English, French, and Spanish where appropriate.
1. Meetings the Alliance may engage regularly participate in include:
? GEF Biennial International Waters Conference (IWC)
? GEF Biennial International Waters Conference
? Our Ocean Conference
? UN General Assembly
? Leaders? Biodiversity Summit
? Convention for the Conservation of Antarctic Marine Living Resources
? World Conference on Marine Biodiversity
? UN Ocean Conference
? Economist, World Ocean Summit
? Conference of the Parties of the UN Convention on Biological Diversity
? IUCN World Conservation Congress

2. Earned media: As project activities are planned and implemented, we will identify media engagement opportunities, both globally and on the local level. We will work to secure placement in the most influential news outlets capable of reaching our key audiences through various media formats including print, online, television and radio and across global geographies.

9. Monitoring and Evaluation

Describe the budgeted M and E plan

The project Executing Agency (The Blue Nature Alliance) will be responsible for initiating and organizing key monitoring and evaluation tasks. This includes the project inception workshop and report, quarterly progress reporting, annual progress and implementation reporting, documentation of lessons learned, and support for and cooperation with the independent external evaluation exercises. They are responsible for ensuring the monitoring and evaluation activities are carried out in a timely and comprehensive manner, and for initiating key monitoring and evaluation activities, such as the independent evaluation exercises.

Key Alliance implementing partners (i.e. grantees) are responsible for providing any and all required information and data necessary for timely and comprehensive project reporting, including results and financial data, as necessary and appropriate.

The Blue Nature Alliance Steering Council plays a key oversight role for the project, with regular meetings to receive updates on project implementation progress and approve annual workplans. The Project Steering Committee also provides continuous ad-hoc oversight and feedback on project activities, responding to inquiries or requests for approval from the Management Team.

The CI-GEF Project Agency plays an overall assurance, backstopping, and oversight role with respect to monitoring and evaluation activities.

The CI General Counsel?s Office and the Grants Contract Unit function are responsible for contracting and oversight of the planned independent external evaluation exercises at the mid-point and end of the project.

Monitoring and Evaluation Components and Activities

The Terms of References for the evaluations will be drafted or approved by the CI-GEF Project Agency in accordance with GEF requirements. The procurement and contracting for the independent evaluations will be handled by CI?s General Counsel?s Office. The funding for the evaluations will come from the project budget, as indicated at project approval.

The Project Monitoring and Evaluation Plan includes several components that are outlined below. (see Monitoring and Evaluation Plan Summary in the ProDoc Table 10 and below for details):

Table 8: Monitoring and Evaluation Plan Summary.

Type of M&E	Reporting Frequency	Responsible Parties	Indicative Budget from GEF (US$)?
Regional Inception workshops and Reports	Within six months of signing of CI Grant Agreement for GEF Projects	Alliance Management Team	$ 4,353
		Executing Agency	

		CI-GEF PA	
Consolidated Inception workshop Report	Within one month of the final regional inception workshop	Alliance Management Team	$ 4,353
		CI-GEF PA	
Project Results Monitoring Plan (Objective, Outcomes and Outputs)	Annually (data on indicators will be gathered according to monitoring plan schedule shown on Appendix III)	Alliance Management Team	$ 116,289
		CI-GEF PA	
GEF Core Indicator Worksheet	At CEO endorsement submission ii) Prior to mid-term, iii) Prior to terminal evaluation	Alliance Management Team	$ 116,289
		Executing Agency	
		CI-GEF PA	
CI-GEF Project Agency Field Supervision Missions	Approximately annual visits	CI-GEF PA	*Paid for under CI GEF Agency Fees
Annual Project Implementation Report (PIR)	Annually for year ending June 30	Alliance Management Team	$ 43,533
		Executing Agency	
		CI-GEF PA	
Project Completion Report	Upon project operational closure	Alliance Management Team	$ 34,826
		Executing Agency	
Independent External Mid-term Review	Approximate mid-point of project implementation period	CI Evaluation Office	$ 30,000
		Alliance Management Team	
		CI-GEF PA	
Independent Terminal Evaluation	Evaluation field mission within three months prior to project completion.	CI Evaluation Office	$ 30,000
		Alliance Management Team	
		CI-GEF PA	
Total M&E			**$ 379,643**

Table 9: Project Management Costs Summary

Type of PMC	Reporting Frequency	Responsible Parties	Indicative Budget from GEF (US$)?
Project Steering Committee Meetings	Annually	Alliance Management Team	$ 136,719
		Executing Agency	
		CI-GEF PA	
Quarterly Progress Reporting and other administrative monitoring ~~ing~~	Quarterly	Alliance Management Team	$ 626,159
		Executing Agency	

Lessons Learned and Knowledge Generation	At least annually	Executing Agency Alliance Management Team CI-GEF PA	$ 301,796
Financial Statements Audit	Annually	Executing Agency CI-GEF PA	$ 12,500
Total PMC			**$ 1,077,174**

10. Benefits

Describe the socioeconomic benefits to be delivered by the project at the national and local levels, as appropriate. How do these benefits translate in supporting the achievement of global environment benefits (GEF Trust Fund) or adaptation benefits (LDCF/SCCF)?

The ocean provides food and economic opportunities for billions of people around the world. Fish is one of the most important sources of protein and nutrition, accounting for roughly 17% of protein at the global level while in island nations and some least-developed countries, consumption of fish protein exceeds 50% of daily protein.[1] Global fisheries and aquaculture are key to meeting global goals to end hunger and malnutrition and provides livelihoods for nearly 60 million people across the world.[2] Furthermore, the ocean is an important carbon sink and is responsible for absorbing approximately 30% of global carbon emissions.[3]

The effective place-based conservation and management of prime ocean ecosystems safeguards biodiversity, replenishes fisheries, provides for the safety and security of people, and enables ecosystems to function as they should providing a range of other benefits that include nutrient cycling, climate regulation, cultural values, and recreation. A longitudinal study conducted by Conservation International directly links marine managed areas with increased local incomes, food stability, and quality of life.[4] Areas with adequate capacity and funding are found to deliver almost three times the ecological benefits.[5]

Furthermore, building ocean resilience is a critical hedge against climate change. Well-managed marine reserves may help marine ecosystems and people adapt to five prominent impacts of climate change: acidification, sea-level rise, intensification of storms, shifts in species distribution, and decreased productivity and oxygen availability, as well as their cumulative effects. As such, effectively managed ocean conservation areas reduce stress from unsustainable human activities making the ocean systems more resilient and better able to cope with climate impacts.[6] With a more resilient ocean, people are less susceptible to impacts on coastal infrastructure, decreases in the health, abundance and size of key marine food and economic resources, and extreme weather events.

Unlike traditional marine management approaches, the Alliance seeks to work in concert and partnership with prominent sectors of the blue economy to build resilient and thriving ocean economies. For example, in sites with significant exposure to commercial fishing and aquaculture industries, the Alliance seeks opportunities for direct engagement with the seafood sector. When possible, the Alliance intends to identify market interventions that seek to achieve dual marine protection and economic development objectives, thereby increasing economic benefits for people engaged in those sectors.

Similarly, tourism in the marine space represents a significant source of economic activity in a number of existing and potential MPA sites under consideration by the Alliance. In areas with high coastal and marine tourism activity (or the potential for tourism), direct linkages between biodiversity and environmental quality and industry economic performance provide strong incentives for aligning industry and marine protection and management objectives. With these strategic and innovative partnerships, the Alliance will bring diverse economic benefits to populations in coastal areas within and adjacent to MPA sites.

With its ambitious and unprecedented goal of catalyzing the conservation of 1.25 billion hectares of ocean ecosystems, the Alliance will have a huge and positive impact on oceans around the world and will catapult the achievement of related Aichi and SDG targets while bolstering and providing sustainable livelihoods for millions of coastal people around the world. The Blue Nature Alliance will directly benefit an estimated 2,467,000 people globally (50% women; 50% men)[7], including people that receive socio-economic, recreational or cultural benefits as a result of investments made by the Alliance, including both monetary (e.g., jobs, grants, increased income) and non-monetary benefits (e.g., training, increased knowledge, enhanced experiences). These beneficiaries include the following stakeholders, each of which will be measured individually for each ocean conservation area that the Alliance will invest in, or for broader science, policy and capacity-building activities that the Alliance may invest in to grow the field of large-scale marine conservation:

Personnel of all MPAs that the Alliance invests in. This includes all personnel that are directly employed by the government agency responsible for managing the MPA, including staff responsible for management, finance, program evaluation, science, research, communications, outreach, education, and enforcement.

MPA partner personnel that is directly involved in enforcement, research, education and outreach activities funded by the Alliance. This includes all personnel that are not employed by the government agency managing the MPA, but that are directly involved with activities related to implementing the MPA that are funded by the Alliance.

Small scale or artisanal fishers that operate within or in close proximity of Alliance engagement sites.

People employed in post-harvest jobs of small-scale fisheries that operate within or in close proximity of Alliance engagement sites.

Tourist service providers that operate within Alliance engagement sites.

MPA visitors.

People living within or within 1 km of the MPA, and therefore will reap the many ecosystem service benefits of the area.

Other MPA users (e.g. scientists, educators, historians, etc.) that conduct activities within ocean conservation areas.

Staff of all implementing partners that are directly involved with activities funded by the Alliance.

People that participate in workshops and trainings funded by the Alliance.

The project will, further, support a scope of work relevant to GEF?s International Waters Global Environmental Benefits (GEBs) through its prioritization and exploration of transboundary opportunities. Opportunities identified thus far include transboundary cooperation in the Southern Cone of Argentina and Chile, the Pacific Central-American Coastal LME, Canadian Eastern Arctic ? West Greenland LME, and

Antarctica. All interventions in these regions will be aligned with priorities identified in the relevant Strategic Action Programmes (SAPs) and lessons learned will be captured and shared through IW:LEARN.

[1] In, FAO, ?The State of the World Fisheries and Aquaculture,? (2018): 978-92-5-130562-1.
[2] In, FAO, ?The State of the World Fisheries and Aquaculture,? (2018): 978-92-5-130562-1.
[3] Nicolas Gruber, Dominic Clement, Brendan R. Carter, Richard A. Feely, Steven Van Heuven, Mario Hoppema, Masao Ishii et al, "The oceanic sink for anthropogenic CO2 from 1994 to 2007," *Science* 363, no. 6432 (2019): 1193-1199.
[4] Orbach, ?Marine Managed Area Science Project Synthesis?.
[5] Gill, ?Capacity shortfalls?, 665-669.
[6] Roberts, ?Marine reserves can mitigate?, 6167-6175.
[7] The Blue Nature Alliance will collect data on this indicator in a sex-disaggregated manner.

11. Environmental and Social Safeguard (ESS) Risks

Provide information on the identified environmental and social risks and potential impacts associated with the project/program based on your organization's ESS systems and procedures

Overall Project/Program Risk Classification*

PIF	CEO Endorsement/Approval	MTR	TE
	Medium/Moderate		

Measures to address identified risks and impacts

Elaborate on the types and risk classifications/ratings of any identified environmental and social risks and impacts (considering the GEF ESS Minimum Standards) and any measures undertaken as well as planned management measures to address these risks during implementation.

Safeguard Screening Analysis attached.

Please see Project Document for safeguard plans.

? **APPENDIX VI-a:** Engagement Framework Template

? **APPENDIX VI-b:** Blue Nature Alliance Accountability and Grievance Mechanism

? **APPENDIX VI-c:** Blue Nature Alliance Safeguards Packet for implementing partners

? **APPENDIX VI-d:** Executive Summary of the Blue Nature Alliance Code of Conduct

? **APPENDIX VI-e:** Blue Nature Alliance Environmental and Social Framework (ESF)

? **APPENDIC VI-f**: Climate Risk Assessment

Supporting Documents

Upload available ESS supporting documents.

Title	Module	Submitted
20210224 Safeguard Screening Analysis	**CEO Endorsement ESS**	

ANNEX A: PROJECT RESULTS FRAMEWORK (either copy and paste here the framework from the Agency document, or provide reference to the page in the project document where the framework could be found).

Objective:	To catalyze the conservation of 1.25 billion hectares of ocean ecosystems, to help safeguard global ocean biodiversity, build resilience to climate change, promote human wellbeing, and enhance ecosystem connectivity and function.
Indicator(s):	a. Ocean conservation areas created or under improved management for conservation and sustainable use: 1,250,000,000 hectares (1.25 billion) b. Level of engagement in IW: Learn: 4 c. Number of direct beneficiaries disaggregated by gender as co-benefit of GEF investment: 2,467,000 direct beneficiaries (2.467 million; ~ 50% women; ~ 50% men)

Expected Outcomes and Indicators	Project Baseline	End of Project Target	Expected Outputs and Indicators
Component 1: Site Scoping			

Outcome 1.1: Engagement frameworks (i.e., new or existing ocean conservation areas) that meet the Blue Nature Alliance criteria have been collaboratively developed and endorsed. **Indicator 1.1:** Number of sites that meet Alliance criteria with developed engagement frameworks.	The Alliance has had six engagement frameworks endorsed at the time of the ProDoc submission.	**Target 1.1:** 20 sites that meet Alliance criteria have developed engagement frameworks (although less is acceptable if spatial targets in Components 2 and 3 are on track).	**Output 1.1.1:** Desktop Assessment of potential site to evaluate Alliance criteria is conducted. **Indicator 1.1.1**: Number of sites where the Blue Nature Alliance completes desktop assessments. **Target 1.1.1:** 30 desktop assessments. **Output 1.1.2:** Advanced site scoping (either in situ or remote), including participatory and gender-sensitive stakeholder consultations and any necessary political, legal, ecological, and/or other assessments is completed. **Indicator 1.1.2**: Number of sites where the Blue Nature Alliance completes advanced scoping. **Target 1.1.2:** 25 sites. **Output 1.1.3:** Collaboratively with stakeholders, implementing partners, leverage partners and/or technical partners, a gender-sensitive engagement framework to advance each site is developed. **Indicator 1.1.3:** Number of site-based engagement frameworks developed**.** **Target 1.1.3:** 25 engagement frameworks. **Output 1.1.4:** Prior to investment, the site engagement framework is endorsed by the Blue Nature Alliance Steering Council. **Indicator 1.1.4:** Number of engagement sites endorsed for investment. **Target 1.1.4:** 20 engagement sites.
Component 2: New Protection of Key Ocean Geographies			

Outcome 2.1: New or expanded ocean conservation areas legally recognized. **Indicator 2.1:** Total area (hectares) of new designated ocean conservation area that received financial and/or technical investment from the Blue Nature Alliance.	Zero hectares of new ocean conservation areas have been legally recognized as result of Blue Nature Alliance investment at the time of ProDoc Submission. Five of the initiated engagements sites have active projects underway to catalyze new ocean conservation areas, but none have yet achieved legal recognition.	**Target 2.1:** 750 million hectares additional to the baseline.	**Output 2.1.1:** Financial and/or technical support is provided to implementing partners in order to achieve legal recognition of a new or expanded ocean conservation area. **Indicator 2.1.1a.:** Number of engagement sites that receive Blue Nature Alliance investment in order to achieve legal recognition of a new or expanded ocean conservation area. **Target 2.1.1a:** 10 engagement sites (although less is acceptable if the spatial target 2.1 is on track). **Indicator 2.1.1b:** Percent of engagement sites that achieve legal recognition of a new or expanded ocean conservation area. **Target 2.1.1b:** 75% of engagement sites. **Output 2.1.2:** For those engagement sites that achieve legal recognition, a baseline management effectiveness assessment is conducted. **Indicator 2.1.2:** Percentage of the engagement sites that achieve legal recognition that document a management effectiveness baseline. **Target 2.1.2:** 100% of engagement sites that achieve legal recognition document their management effectiveness baseline. **Output 2.1.3:** For a subset of the engagement sites that achieve legal recognition, additional financial and/or technical support is provided to implementing partners in order to develop long-term sustainable financing plans. **Indicator 2.1.3:** Percentage of the engagement sites that achieve legal recognition that have a plan for reaching long-term sustainable financing. **Target 2.1.3:** 50% of engagement sites that achieve legal recognition also have a plan for reaching long-term sustainable financing.

Component 3: Improved Protection of Key Ocean Geographies			
Outcome 3.1: Previously established ocean conservation areas have upgraded protections and/or improved management, as evidenced by the legal ratification for upgraded protection level, and/or for measurably improved management, as measured by the achievement of a site-specific target for improved management effectiveness. **Indicator 3.1:** Total area of existing ocean conservation areas with legally upgraded levels of protection and/or with improved management effectiveness that received financial and/or technical investment from the Blue Nature Alliance	Zero hectares of previously established ocean conservation areas have upgraded protections and/or measurably improved management as result of Blue Nature Alliance investment at the time of ProDoc Submission. Four of the initiated engagements sites have active projects underway to improve the management of existing ocean conservation areas, but none of these areas have yet achieved their targets.	**Target 3.1:** 500 million hectares of ocean receive legally upgraded levels of protection and/or under improved management effectiveness additional to the baseline.	**Output 3.1.1:** Financial and/or technical support is provided to implementing partners to achieve upgraded protection and/or improved management of ocean conservation areas **Indicator 3.1.1:** Number of engagement sites that receive Blue Nature Alliance investment with the aim of upgrading protections or improving management **Target 3.1.1:** 10 engagement sites (although less is acceptable if the spatial targets 2.1 and 3.1 are on track). **Output 3.1.2:** A management effectiveness assessment is conducted at each engagement site both before and after receiving Alliance support. **Indicator 3.1.2a:** Percentage engagement sites that conduct an assessment of management effectiveness before and after Blue Nature engagement. **Target 3.1.2a:** 100% of engagement sites. **Indicator 3.1.2b:** Percentage of engagement sites that achieve their target for management effectiveness improvement and/or proposed status upgrade. **Target 3.1.2b:** 75% of engagement sites. **Output 3.1.3:** Financial and/or technical support to develop a plan to achieve long-term sustainable financing is provided to on-the ground implementing partners **Indicator 3.1.3:** Percent of engagement sites with a plan for reaching long-term sustainable financing. **Target 3.1.3:** 75% of engagement sites.
Component 4: Global Enabling Conditions to Scale Up Ocean Conservation			

Outcome 4.1: Collaborative scientific research that advances the field of large-scale and/or transboundary ocean conservation developed and implemented. **Indicator 4.1:** Number of peer-reviewed scientific publications and/or technical reports published on topics that advance the field of large-scale ocean conservation. *(Note: Outcome 4.1 funded with co-financing)*	Prior to ProDoc submission, a collaborative science and knowledge systems framework for large-scale ocean conservation has been developed incorporating GEF?s Transboundary Waters Assessment Programme (TWAP) as well as other models. Two research projects have been initiated and zero peer-reviewed scientific publications and/or technical reports supported by the Blue Nature Alliance have been published on topics that advance the field of large-scale ocean conservation.	**Target 4.1:** 5 research projects and 10 publications.	**Output 4.1.1:**, Research projects that advance the field of large-scale ocean conservation that are completed with technical or financial support from Blue Nature Alliance. **Indicator 4.1.1:** Number of research projects that advance the field of large-scale ocean conservation. **Target 4.1.1:** 5 research projects. **Output 4.1.2:** Peer-reviewed publications that advance the field of large-scale ocean conservation that are completed with technical or financial support from the Blue Nature Alliance. **Indicator 4.1.2:** Number of peer-reviewed publications that advance the field of large-scale ocean conservation. **Target 4.1.2:** 10 peer-reviewed publications.

Outcome 4.2: Knowledge management and learning for the fields of large-scale and transboundary ocean conservation has been strengthened and expanded. **Indicator 4.2:** Number of individuals with enhanced knowledge, capacity, and tools to implement ocean conservation at scale and/or transboundary ocean governance.	Prior to ProDoc submission, the Blue Nature Alliance has reached 35 participants in learning activities (19 men; 16 women); produced 1 new tool, trainings, or innovations; convened 32 partners; and produced zero experience and zero results notes.	**Target 4.2:** 1000, of whom at least 33% are women.	**Output 4.2.1:** Learning initiatives that advance the field of large-scale ocean conservation and/or transboundary ocean governance and that provide training and professional development for ocean conservation practitioners/stakeholders supported. **Indicator 4.2.1:** Number of participants disaggregated by sex in learning initiatives supported by Blue Nature Alliance. **Target 4.2.1:** 500, of whom at least 33% are women. **Output 4.2.2:** New tools, trainings, or innovative approaches for large-scale ocean conservation developed and disseminated, including via regional entities. **Indicator 4.2.2:** Number of new tools, trainings and innovations developed and disseminated. **Target 4.2.2:** 5 tools, trainings, or innovations. **Output 4.2.3:** Collaboration and coordination of NGOs, funders, and other implementors, working to advance MPAs, regional collaboration and ocean conservation at scale increased. **Indicator 4.2.3:** Number of organizations and agencies participating in partner convenings and meetings hosted by the Blue Nature Alliance. **Target 4.2.3:** At least 20 organizations/agencies. **Output 4.2.4:** Results of and lessons from Blue Nature Alliance investments shared at international conferences, with the IW:LEARN and LME:LEARN communities of practitioners and with regional entities. **Indicator 4.2.4.a:** Number of presentations given by Blue Nature Alliance partners on results and lessons learned. **Target 4.2.4a:** At least 100 presentations. **Indicator 4.2.4b:** Number of Experience Notes produced by the Alliance and shared with IW:LEARN.

Component 5: Monitoring & Evaluation Plans To Inform Adaptive Management.			
Outcome 5.1: Monitoring and evaluation framework for the Blue Nature Alliance in place and used. **Indicator 5.1:** Percent of required reports and evaluations completed.	Prior to ProDoc submission, the Blue Nature Alliance monitoring and evaluation framework has been established and is being actively implemented to track progress toward Blue Nature Alliance outcomes and indicators at both the portfolio and site level.	**Target 5.1:** 100% of reports include information derived from implementation of Alliance monitoring and evaluation plan.	**Output 5.1.1: Alliance** monitoring and evaluation program implemented. **Indicator 5.1.1:** Alliance monitoring and evaluation plan at both the portfolio and site level implemented. **Target 5.1.1:** 1 Alliance-wide monitoring and evaluation plan is implemented. **Output 5.1.2:** Results from monitoring and evaluation program included in progress reports and evaluations. **Indicator 5.1.2:** Percentage of Alliance progress reports that include information from implementation of monitoring and evaluation plan. **Target 5.1.2:** 100% of progress reports include information from implementation of monitoring and evaluation plan.

ANNEX B: RESPONSES TO PROJECT REVIEWS (from GEF Secretariat and GEF Agencies, and Responses to Comments from Council at work program inclusion and the Convention Secretariat and STAP at PIF).

There were no substantial comments from the STAP review with the overall comment reading as follows:

?STAP welcomes the project entitled "Blue Nature Alliance to expand and improve conservation of 1.25 billion ha of ocean ecosystems" from Conservation International. This is a highly ambitious, clearly presented, and thoughtfully designed project. Good use of quantitative targets at outcome and output levels. In addition, STAP believes that it has potential for high innovation and scaling, with a broad coalition of investors and actors.
Actual GEBs depend critically upon moving from legal status to sustained shifts in management actions and measures to address proximate and underlying drivers of change.?

The feedback from council members was overwhelmingly positive. The Alliance has included council member comments and relevant responses here:

Germany	
Comments	**Alliance Response**

Germany welcomes the ambitious targets of this marine conservation approach. Reaching the protection of 30% of the ocean is crucial for a sustainable management of ocean health and marine resources.	Acknowledged. The ambitious targets were maintained in the ProDoc.
It is appreciated that the key threats are well addressed and a considerable variety of factors is included in the selection of relevant sites. The integration of innovative interventions and application beyond legally protected areas are desirable objectives.	Acknowledged. The stated approach was maintained in the ProDoc.
It is further acknowledged that the diversity of involved stakeholders presents a promising character for a holistic conservation with co-benefits for the targeted ecosystems as well as all levels of society.	Acknowledged. The stated partnership approach was maintained in the ProDoc.
One main issue of unsuccessfully managed MPAs is lack of enforcement. Attention should be given to this as a focus in addition to local capacity building efforts.	The Alliance strongly agrees with Germany that the lack of enforcement is a key challenge for MPAs. To address this challenge, the Alliance has formed a partnership with Vulcan Skylight to enhance MPA surveillance capabilities in relevant engagement sites and will also focus efforts on designing enforcement systems and building necessary capacity for their implementation.
Norway/Denmark	
Comments	**Alliance Response**
The project addresses highly relevant ocean issues facing the health of our ocean. The project may substantially make progress in achieving the SDG14 and Aichi targets.	Acknowledged. The stated approach was maintained in the ProDoc.
Our constituency supports the approach of improving existing conservation efforts as well as the expansion of new conservation areas. We urge that experiences and lessons learned from existing and past efforts are built upon.	Acknowledged. The stated approach of working to improve management and expand existing ocean conservation areas was maintained in the ProDoc. The Alliance is committed to both learning from past experiences as well as to actively document and share lessons generated through the project. An expanded learning strategy is captured in the ProDoc.
As the location of the conservation areas are not yet determined, we wish to underline the importance of prioritising biologically important areas. We do recognize that this is part of site selection criteria in the PIF. Nonetheless, we wish to underline that for conservation efforts to be the most effective, it is important to conserve and sustainably manage biodiverse (coastal zones, coral reefs etc.) and biologically abundant marine areas (e.g. upwelling zones). It is not clear whether there is a strategy for ensuring connectivity between the conservation sites. We suggest that, if possible, connections between the selected conservation sites that are biologically important, may also be prioritised in the site selection criteria.	Significance, including biologicial significance, continues to be the first site selection criteria that the Alliance will consider for site scoping. The comment on connectivity is well noted. Although the Alliance does not have a specific metric regarding ecological connectivity, we will whenever possible prioritize connections between engagement sites and seek opportunities to increase the ecological connectivity of the global network of ocean conservation areas.

Baselines are not clearly established in the PIF. We therefore wish to underscore the importance of establishing baselines to be able to measure results and manage the project.	Baselines have been added in the Project Results Framework submitted with the ProDoc.
Conservation measures must not increase the burden on coastal communities. By engaging them in decision-making and in developing relevant measures and management livelihoods can be sustained and improved (do no harm). The way the project aims to address human rights, including the rights of indigenous peoples could be clearer in the PIF	The Alliance strongly agrees with this observation. It has developed a set of social principles and a code of conduct to guide each aspect of the work to ensure the human dimensions, including human rights, are understood and incorporated. A summary of the code of conduct, the Alliance?s commitment to the social principles within it, and a comprehensive safeguards system are all included within the ProDoc.
The proposed budget does not include costs for each output. It is therefore difficult to assess the projects cost-effectiveness.	A detailed budget is included with the ProDoc.
There appear to be no assessments of unintended effects by the project on anticorruption and human-rights mentioned in the PIF-document. We urge the project to assess the likelihood and severity of these issues.	In accordance with the code of conduct mentioned above, the Alliance has developed a comprehensive sites scoping methodology that incorporates an assessment of the project?s potential environmental and social impacts (both positive and negative).
Baselines are missing on output levels in the PIF. We underline the importance of measurable results to be able to manage the project and suggest baselines be determined.	Baselines have been added in the Project Results Framework submitted with the ProDoc.
We encourage the project to coordinate and find synergies with other related GEF-projects in this work program, such as support to the regional fisheries management organisations in the Pacific (WCPFC, GEF ID 10394) and the Caribbean (FAO/CRFM, GEF ID: 10394).	The Alliance has conducted initial outreach with other GEF-projects that overlap with potential Alliance engagement sites and will continue to seek synergies with such projects throughout the life of this project.
United States	
Comments	**Alliance Response**
We support this project proposal, though do suggest greater consideration of how this project and the involved agencies will engage with regional fisheries management organizations (RFMOs), which we see as essential to achieve the project's desired outcomes regarding place-based management, conservation of ecosystems, and protection of biodiversity.	The Blue Nature Alliance will explore opportunities to engage alwith relevant RFMOs. In particular, the Alliance will seek opportunities for alignment with RFMOs on joint monitoring and surveillance for fisheries and large-scale MPAs. RFMOs have implemented policies that improve enforcement in fishing zones and the Alliance would like to explore opportunities for cooperation and collaboration in the protected area space. For example, the Alliance anticipates working with the Indian Ocean Tuna Commission as we advance work to address the impact of IUU fishing in MPAs in the Western Indian Ocean.

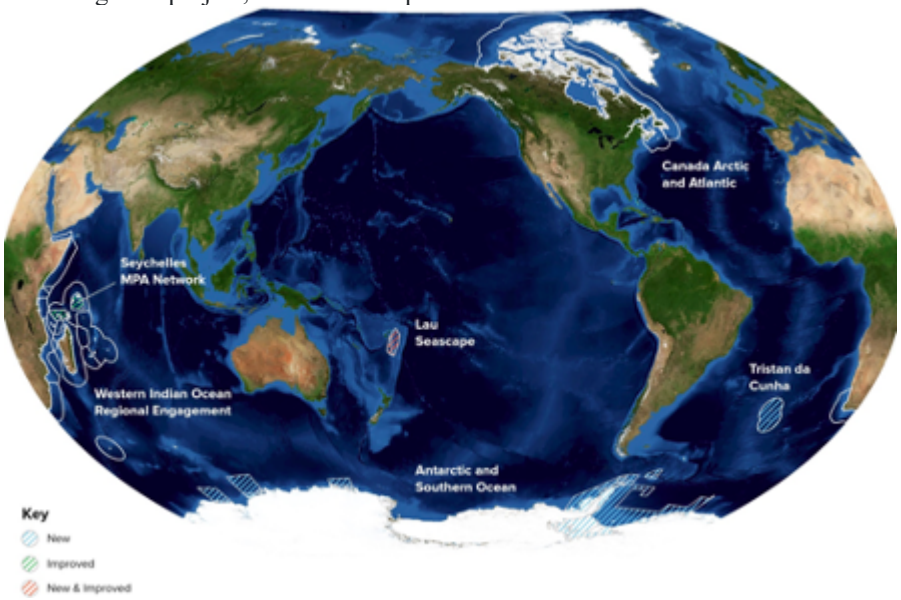
ANNEX C: Status of Utilization of Project Preparation Grant (PPG). (Provide detailed funding amount of the PPG activities financing status in the table below:

Project Preparation Activities Implemented	*GETF/LDCF/SCCF Amount ($)300,000*		
	Budgeted Amount	*Amount Spent To date*	*Amount Committed*
Activities include: ProDoc/CEO endorsement with all annexes development, fully scoping 8 sites, developing a safeguards systems, training materials and code of conduct (Appendix VI), stakeholder consultations	300,000	205,810	94,910
Total	300,000	205,810	94,910

ANNEX D: Project Map(s) and Coordinates

Please attach the geographical location of the project area, if possible.

This is a global project, however a map of initial sites is included below.



ANNEX E: Project Budget Table

Please attach a project budget table.

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Expenditure Category	Detailed Description	Component (USDeq.)								Total (USDeq.)	Responsible Entity (Executing Entity receiving funds from the GEF Agency)[1]
		Component 1	*Component 2*	*Component 3*	*Component 4*		*Sub-Total*	*M&E*	*PMC*		
		Outcome 1.1	*Outcome 2.1*	*Outcome 3.1*	*Outcome 4.1*	*Outcome 4.2*					
Personnel and Professional Services	Staff - Technical Director	59,259	158,933	158,933	-	54,832	**431,957**	82,248	54,832	**569,037**	Blue Nature Alliance-CI and Third Party Contractors
	Staff - Regional Program Officer- Full-time	158,466	267,915	178,610	-	-	**604,991**	-	-	**604,991**	
	Staff - Monitoring and Evaluation Specialist	-	-	-	-	-	-	232,577	-	**232,577**	
	Staff - Learning and Capacity Building Specialist	-	-	-	-	273,472	**273,472**	-	-	**273,472**	
	Staff - Safeguards & Gender Manager	83,270	93,068	62,046	-	-	**238,384**	-	-	**238,384**	
	Staff - Project Coordinator	-	-	-	-	-	-	-	398,896	**398,896**	
	Staff - Financial Management	-	-	-	-	-	-	-	93,145	**93,145**	
	Staff - Alliance Grants Manager- Full-time	-	129,640	87,258	-	32,410	**249,308**	-	249,309	**498,617**	
	Staff - Alliance Grants Coordinator	-	-	-	-	-	-	-	127,419	**127,419**	
	Consultant - Audit (Annual, Part of Alliance Audit)	-	-	-	-	-	-	-	12,500	**12,500**	
	Consultant - Evaluation (Mid-Term)	-	-	-	-	-	-	30,000	-	**30,000**	
	Consultant - Evaluation (Final)	-	-	-	-	-	-	30,000	-	**30,000**	
Travel, Meetings and Workshops	Travel, Annual: Site Scoping; 6 international trips in Year 1-3.	18,635	-	-	-	-	**18,635**	-	-	**18,635**	Blue Nature Alliance-CI
	Travel, Annual: New Protection; 11 international trips over life of project.	-	35,796	-	-	-	**35,796**	-	-	**35,796**	
	Travel, Annual: Improved Protection; 11 international trips over life of project.	-	-	35,796	-	-	**35,796**	-	-	**35,796**	
	Travel, Annual: Site Visits for Grant Monitoring/Compliance; 18 international trips over life of project.	-	28,855	15,927	-	12,927	**57,709**	-	-	**57,709**	
	Workshop, Annual: Alliance Retreat; 3 over life of project.	-	-	-	-	-	-	-	30,900	**30,900**	
Grants and Agreements	Subgrants to Partners	-	10,483,926	-	-	-	**10,483,926**	-	-	**10,483,926**	Sub-grants to Partners
	Subgrants to Partners	-	-	-	-	1,700,000	**1,700,000**	-	-	**1,700,000**	
	Subgrants to Partners	-	-	6,989,284	-	-	**6,989,284**	-	-	**6,989,284**	
Equipment	Computers for New Hires	-	-	-	-	-	-	-	9,000	**9,000**	Blue Nature Alliance-CI
Other Direct Cost	Rent and Office Operations	10,104	18,210	15,537	-	15,853	**59,704**	4,818	101,173	**165,695**	Blue Nature Alliance-CI
Grand Total *		329,734	11,216,343	7,543,391	-	2,089,494	**21,178,963**	379,643	1,077,174	**22,635,780**	
*rounded											
Notes	*Please note that outcome 4.1 is completely co-financed*										

ANNEX F: (For NGI only) Termsheet

Instructions. Please submit an finalized termsheet in this section. The NGI Program Call for Proposals provided a template in Annex A of the Call for Proposals that can be used by the Agency. Agencies can use their own termsheets but must add sections on Currency Risk, Co-financing Ratio and Financial Additionality as defined in the template provided in Annex A of the Call for proposals. Termsheets submitted at CEO endorsement stage should include final terms and conditions of the financing.

ANNEX G: (For NGI only) Reflows

Instructions. Please submit a reflows table as provided in Annex B of the NGI Program Call for Proposals and the Trustee excel sheet for reflows (as provided by the Secretariat or the Trustee) in the Document Section of the CEO endorsement. The Agencys is required to quantify any expected financial return/gains/interests earned on non-grant instruments that will be transferred to the GEF Trust Fund as noted in the Guidelines on the Project and Program Cycle Policy. Partner Agencies will be required to comply with the reflows procedures established in their respective Financial Procedures Agreement with the GEF Trustee. Agencies are welcomed to provide assumptions that explain expected financial reflow schedules.

ANNEX H: (For NGI only) Agency Capacity to generate reflows

Instructions. The GEF Agency submitting the CEO endorsement request is required to respond to any questions raised as part of the PIF review process that required clarifications on the Agency Capacity to manage reflows. This Annex seeks to demonstrate Agencies? capacity and eligibility to administer NGI resources as established in the Guidelines on the Project and Program Cycle Policy, GEF/C.52/Inf.06/Rev.01, June 9, 2017 (Annex 5).