

Executive Summary

From January 21- 24, 2009 a small group of Pacific Island Marine Protected Area Community (PIMPAC) regional resource organization/agency partners met to achieve the following objectives:

1. *Increase understanding and buy in for regional coordination that involves area based management activities including PIMPAC.*
2. *Develop PIMPAC 2010 – 2012 Strategic Plan including objectives and actions for the following approaches: Training and Technical Support; Learning Exchanges; Partnership Building; Communications; and Coordination and Funding*
3. *Develop Next Steps for finalizing the PIMPAC strategic plan including agreement on mechanism for gathering stakeholder input and making revisions.*

The main recommendations to come out of the meeting were:

1. PIMPAC will expand its scope to include management of land adjacent to marine managed areas and take a holistic approach to management from ridge to reef. Therefore the proposed revised name of PIMPAC is the *“Pacific Islands Managed and Protected Area Community”*
2. *PIMPAC Mission:* The Pacific Islands Managed and Protected Area Community (PIMPAC) aims to provide continuous opportunities for the sharing of information, expertise, practice, and experience to develop and strengthen area-based management capacity throughout the Pacific Islands region.
3. PIMPAC will focus on support to “on the ground” resource managers and maintain good coordination/communication with other networks/agencies that focus support to political/organizational leaders (e.g. MC/USCRTF/MIC) or community members (LMMA). In addition, the sub-set of PIMPAC members from Micronesia Challenge jurisdictions will serve as the MC Measures Working Group.
4. PIMPAC will contribute to achieving ten year tangible results for regional area based management efforts that include: 1) building capacity of jurisdictional teams to effectively achieve local site based resource management goals, 2) providing ongoing/ institutionalized training approaches that result in local “champions”, 3) providing long term capacity building initiatives for youth, 4) planning for area based management that integrates cultural and livelihood information, and 5) enhancing an understanding of elements of management that support long term sustainability
5. As a social network, PIMPAC will continue to use four main approaches to reach its goals and objectives: 1) Training and Technical Support, 2) Learning Exchanges, 3) Partnership Building, and 4) Communications/ Information Sharing
6. Over the next three years PIMPAC will focus on supporting ongoing training and technical assistance around the following priority topics.
 - a. *Management Planning (continued)*
 - b. *Socio-economic Monitoring (continued)*
 - c. *Linking Biological Monitoring to Management Effectiveness (new)*
 - d. *Enforcement (including getting the Community Involved) (new)*
7. Over the next three years PIMPAC will focus on expanding our partnerships to support development and institutionalization of priority training and technical assistance topics above.
8. PIMPAC learning exchanges have proven effective and will continue to be offered. Efforts will be made to provide equal opportunities for exchanges among PIMPAC partners in each jurisdiction.
9. A Communications Plan will be used to provide consistent and effective communication among PIMPAC members, donors, and potential partners to support the aims of the Community
10. Coordination and structure of PIMPAC should remain informal but be guided by key principles that ensure inclusiveness and transparency among partners and in decision making.

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PIMPAC HISTORY AND REGIONAL CONTEXT

The Pacific Islands Marine Protected Area Community (PIMPAC) began in 2005 as a pilot program to identify and address the unique set of challenges faced by Marine Protected Area (MPA) managers in the region. These challenges include limitations in human and financial resources, isolation from one another restricting the ability of managers to learn from and apply approaches that have been successful elsewhere, and building on traditional management approaches while adapting to modern technology and practices.

To overcome these challenges, more than 45 MPA leaders from around the Pacific Islands (US flag islands, Freely Associated States, and Fiji) met in Tumon, Guam from August 26 to 31, 2005 to explore ways of working together to increase the effectiveness of MPA management. The participants shared a common vision for a regional social network that would strengthen their individual and collective MPA efforts. They committed to work together through this evolving regional Pacific Islands MPA Community. Participants also agreed that the aim of PIMPAC would be to provide a continuous forum for: 1) training and technical support around priority topic areas, 2) learning exchanges among their peers, 3) partnership building that would foster increased and long term support and capacity building, and 4) information sharing of lessons learned and opportunities.

To implement this pilot program, the US National Oceanic and Atmospheric Administration (NOAA) Coral Reef Conservation Program committed to three years of program funding and coordination support. The University of Guam, Marine Lab, also provided coordination support for PIMPAC for two years. Shortly thereafter, the Department of Interior (DOI), Office of Insular Affairs committed further funding for additional regional coordination and project implementation. Because PIMPAC has mainly funded through US government support, the focus of these efforts has been to US Flag Islands and the Freely Associated States.

Since 2006, PIMPAC has been evolving and adapting to fulfill its regional aims and meet local partner needs. A three year strategic plan was developed to focus PIMPAC support and provide clear understanding on the approach of PIMPAC efforts. During these first years of PIMPAC, training efforts were focused on MPA management planning and community/stakeholder engagement to build a foundation for future technical support efforts on other priority topics such as, monitoring, enforcement, outreach, and sustainable funding. PIMPAC also has focused efforts on sharing information (updates, opportunities, lessons) among partners, offering learning exchanges, and supporting youth involvement in MPA efforts. Finally, PIMPAC has aimed at supporting national and regional efforts to develop networks of effective marine protected areas. These efforts include the US Coral Reef Task Force, the Micronesia Challenge, and the U.N. Convention on Biological Diversity Programme of Work on Protected Areas. Additionally, PIMPAC intends to expand efforts to include Western Samoa through the new “Two Samoas” Initiative.

PIMPAC ACCOMPLISHMENTS (2005 – PRESENT)

The following accomplishments are a result of both direct PIMPAC support as well as various program efforts that PIMPAC helped to coordinate and leverage resources to implement. Accomplishments include:

- Co-coordinators funded (one based in Micronesia Conservation Trust, one based in NOAA)
- Needs Assessment report findings compiled from over 100 regional surveys
- Regional management planning training, integration in Conservation Action Planning (CAP/MIRADI) efforts, and follow up support that has resulted in drafting or completion of at least ten management plans and local teams that are familiar with the management planning process in at least six jurisdictions.

- Socio-economic program development - Training that has resulted in work plans for socio-economic assessments that are directly linking to management goals and objectives. Seed funding for assessments and technical assistance for analysis and communications. (Collaboration with MIC, NOAA, and SPREP)
- Guidebooks or procedures (appropriate for the region) developed for 1) management planning, 2) SEM-Pasifika* 3) facilitation for marine resource managers, and 4) capturing traditional ecological knowledge for resource management planning (in progress)

*developed by Soc-Mon and adopted by PIMPAC members who provided feedback for revisions

- Learning exchanges coordinated between:
 - Palau – Yap (community based management)
 - Hawaii – Fiji (community based management)
 - Guam/CNMI – Pohnpei / Hawaii (community based management)
 - Guam – CNMI (enforcement)
- Technical assistance provided for 9 jurisdictions on management planning/ community engagement - management plans for at least seven sites are near completion
- Three newsletters, a logo, tag line, draft communication plan, website, and list serve developed
- Ongoing training and support provided for five Micronesia Challenge interns. Training support provided for HI TNC marine fellows (Collaboration with MCT and TNC-Hawaii)
- Specific capacity building for American Samoa MPA staff for biological monitoring, MPA management, community participation methods, and to present socio-economic work at the International Coral Reef Symposium (ICRS)
- Capturing Traditional Ecological Knowledge Intergenerational Learning Exchange coordinated between Hawaii, RMI, Pohnpei, American Samoa, Fiji (Collaboration with NOAA NMS/CCN/TNC)
- Facilitation training provided for Marine Resource Managers - Hawaii

2010 - 2012 STRATEGIC PLANNING PROCESS

After three years of implementation an effectiveness review was needed to begin the process of developing a 2010 – 2012 strategic plan. A survey was carried out to collect information from partners on: 1) 2009 priority technical support needs, 2) priority topic areas for future trainings, and 3) and ways to improve effectiveness of communications, learning exchanges, and partnership building. This information was used by an ad hoc group of regional resource organization/agency partners who came together to draft this strategic plan. The group was mainly made up of representatives of organizations who support resource management at a regional level. Organizations/programs represented included: 1) The Nature Conservancy, 2) Micronesia Conservation Trust, 3) Micronesians in Island Conservation, 4) Micronesia Challenge, 5) FSM Protected Areas Network Project 6) Marshall Islands Conservation Society/ College of Marshall Islands, 7) Locally Managed Marine Areas Network/ Conservation Society of Pohnpei, 8) College of Micronesia – FSM National Campus, 9) Sustainable Visions, and 10) the National Oceanic and Atmospheric Administration – Coral Reef Conservation Program.

From January 21- 24, 2009 the group met to develop a collective vision for tangible area-based management results in ten years. The group then explored the strengths and weaknesses of existing programs in achieving these results. This process allowed the group to understand the various organizational efforts that contribute to area-based management success and to identify the gaps which PIMPAC could help to fill. Through this process, the group was able to develop or refine the following for PIMPAC:

- Strengths, Weaknesses, Opportunities and Threats
- Scope
- Mission
- Audience

- Ten Year Results to which PIMPAC could contribute
- Three Year Objectives for Training and Technical Support, Learning Exchanges, and Partnership Building
- Communications Approaches
- Coordination and Funding Principles to define how PIMPAC could operate with other programs and partners to collectively make progress more effective and efficient.

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS ANALYSIS

A Strength, Weaknesses, Opportunities, Threats (SWOT) analysis was carried out to help us understand existing strengths and opportunities that PIMPAC should build on and weaknesses and threats that PIMPAC should strive to overcome. This SWOT then formed a basis for the development of PIMPAC’s strategic plan for the next three years.

The following table is a summary of the SWOT analysis.

STRENGTHS (internal)	WEAKNESSES/CHALLENGES (internal)
<ul style="list-style-type: none"> • Supported By NOAA Coral Program • Management Plans linked to some of the Funding • Regional expertise on priority topics • Involvement by all major conservation organizations/agencies • Broad Perspective (community to international) • Track Record – good momentum • Already established PIMPAC as an information clearing house. • Coordinating with granting from MCT/NOAA for implementation • Supporting on the Ground Resource Managers (it’s got a niche –but is integrated). • Integrated with other networks • Includes NGOs and Governments • All sort of equals (no hierarchy) • Having two coordinators - coordinators from NOAA and Micronesia • Integration of TNC Conservation Action Planning with PIMPAC management planning process • Existing Tools that we can adapt. • Quick access to talented technical assistance to provide support from people who know the region. • Not political, practical but can also have political influence • NOAA Coral Program is supportive • Ability to leverage resources • Have ability to generate new talent and find new Champions • People have plans (but challenging on how will you move it forward). 	<ul style="list-style-type: none"> • Not sufficient focus on Champions • Relatively limited sources of funding • Hard to Bridge Hawaii and American Samoa as thoroughly as Micronesia • US National Government lacks understanding of situation on the ground • Coordinator(s) spread thin • Incomplete Management Plans – moving from training to the output • Getting the Management Plan and the Socio-economic/Biological Monitoring in sync. • No jurisdiction to implement common vision • Limited use of social marketing • Resource Managers Spread too thin/ Absorptive Capacity (understanding the capacity needs). • We need a sense of partnership with PIMPAC • Remote locations/ challenge with communications • Lack of incorporation of terrestrial component • Not clear incremental results and best process. • Not able to link Climate Change data to impacts • Overambitious planning • Limited Understanding of Best Approaches • Understanding needs/ level of needs • Burn out • Brain drain – high turnover of staff • Have not institutionalized trainings – these need to be ongoing • Internal politics among members can challenge communications • Need to partner with/ incorporate alternative livelihoods • Lack of partnerships with academic institutions

OPPORTUNITIES (external)	THREATS (external)
<ul style="list-style-type: none"> • PMRI /PICRC – biological monitoring expertise • Lots of partners – potential to diversify funding • U.S. Forest Service • Two Samoas Initiative • Colleges and Universities • MC/MCT Coordination with Donors • Churches, Schools • SeaWeb , Monuments , DOD, SPC , SPREP • Compact (environment sector) • Management plan provides roadmap for community • With environmental and economic challenges, businesses may be more inclined to partner. • Opportunity to Institutionalize the Training (but a weakness that we haven't so far). • Can innovate – new things to attract to PIMPAC. • Legislatures (sell some of this to the law makers). • REA • Market Survey • NOAA National Priority Setting Process • New US government administration (President Obama) • Facilitation of Climate Change Rapid Assessment • Open Standards for Conservations Planning. (Conservation Measures Partnership). • Asian Partners • Climate change funding 	<ul style="list-style-type: none"> • NOAA no longer sees it as valuable and \$ goes away • Grant Writing and Administration • Logistics difficult • How to deal with Climate Change – looming threats • DOD – military build up • Compact • Global Economic Crisis • Donor Agencies Approach – too many constraints/ lots of resources – no strategic use of resources • Brain Drain – turnover. • Planning can create expectations that there will definitely be outside follow up. • Conservation organizations won't make decisions/shifts –changes fast enough in a changing world • Management plan difficult to implement • Political issue. View that we support all but not some. • Donor Burnout – get sick of PIMPAC/MC etc. • Too Many Tools. • Too Many Assessments and Tasks Orders/ requests • Other initiatives - Coral Triangle / Pacific Challenge (Ocean Solutions). • Not Looking Toward Asia (China).

2010 - 2012 STRATEGIC PLAN FOR THE PACIFIC ISLANDS MANAGED AND PROTECTED AREA COMMUNITY

PIMPAC SCOPE:

PIMPAC will expand its scope to include management of land adjacent to marine managed areas and take a holistic approach to management from ridge to reef. Therefore the proposed revised name of PIMPAC is the *“Pacific Islands Managed and Protected Area Community”*

PIMPAC MISSION:

The Pacific Islands Managed and Protected Area Community (PIMPAC) aims to provide continuous opportunities for the sharing of information, expertise, practice, and experience to develop and strengthen area-based management capacity throughout the Pacific Islands region.

PIMPAC AUDIENCE:

PIMPAC will focus on support to “on the ground” resource managers, and maintain good coordination/communication with other networks/agencies that focus support to political/organizational leaders (e.g. MC/USCRTF/MIC) or community members (LMMA).

TEN YEAR RESULTS:

Ten year tangible “results” in regional area-based management to which PIMPAC will contribute include:

- Capacity is built (i.e. enabling environment established) among jurisdictional teams** to effectively achieve local site-based resource management goals (e.g. Micronesia Challenge, Two Samoas Initiative, Protected Areas Networks). PIMPAC will NOT develop natural resource goals as it will focus on capacity building.
- Training approaches are ongoing/ institutionalized and have resulted in local “champions” who are skilled to facilitate various aspects of local management efforts.
- Long-term capacity building initiatives are developed for youth (students and young staff) through coursework implementation in local academic institutions and internships focused on area-based management.
- Area-based management is strategically planned and integrates cultural and livelihood information throughout the process
- An enhanced understanding of elements of management that supports long term sustainability is achieved, particularly in the face of climate change impacts (by linking monitoring to management effectiveness).

** References made throughout this document to “jurisdictional teams” refer to the group of individuals in each jurisdiction who are the “on the ground facilitators” of resource management at local sites and are partners of PIMPAC. PIMPAC will aim to use existing area-based management groups/teams where appropriate. It is recommended that PIMPAC work with these teams when providing assistance and that long-term capacity will be built through these individuals who can share skills among team members in these areas of expertise. It is hoped these teams can also be key points of contact for various organizations/projects (e.g. Protected Area Network development) to provide input and coordination for area based management activities.

As a social network, PIMPAC will continue to use four main approaches to contribute to these results and reach its goals and objectives. They are: 1) Training and Technical Support, 2) Learning Exchanges, 3) Partnership Building, and 4) Communications/ Information Sharing

Training and Technical Assistance- By facilitating an environment where area-based managers can express needs and identify gaps in capacity, PIMPAC can strategically support these managers by developing, adapting, and/or providing access to tools that will be most effective to the regional audience. Additionally PIMPAC can offer a suite of skills to fill in capacity gaps and build logical steps for management effectiveness that meet regional standards for ecosystem-based management. As such, PIMPAC can “speed up” effectiveness of area-based management efforts by providing access to regional expertise on best practices. PIMPAC will now also take a ridge to reef approach to supporting area-based management to ensure that all threats are being addressed in a comprehensive manner at a site.

Learning Exchanges – As a mechanism to communicate lessons learned and stories between islands, learning exchanges both provide inspiration and examples of solutions to those facing similar challenges.

Partnership Building – With a long-term vision, PIMPAC aims to institutionalize trainings so that access to skills building is ongoing. This supports the management effectiveness of current managers as well as providing opportunities for future managers to gain experience in resource management. As a coordination mechanism among regional partners, PIMPAC can leverage complimentary programs to get more accomplished with less funding. Additionally PIMPAC efforts can be linked to regional grant programs and provide needed support to effectively meet grant program requirements.

Communications/Information Sharing – PIMPAC can act both as a forum for sharing successes and lessons learned within the community and as a voice to leadership to help shape “support programs” and increase political will.

PIMPAC TEN YEAR GOALS:

GOAL 1: A minimum of one site in each of the member PIMPAC islands is operating as a jurisdictional model for effective area-based management. This includes a fully developed comprehensive management plan that is guiding decision making and implementation of key activities for effective management (including: outreach, enforcement, social and biological monitoring etc.).

GOAL 2: Local teams in each island jurisdiction are independently facilitating activities required for effective area-based management, can self-assess their capacity to carry out effective management, and access skills and training to support further needs.

GOAL 3: Training around key topics for effective area-based management is institutionalized (through coursework and internships) and offered on an ongoing basis throughout the region.

PIMPAC 2010 – 2012 STRATEGIC OBJECTIVES (TRAINING AND TECHNICAL ASSISTANCE)

Over the next four years (including 2009 which is the last year of the current strategic plan) PIMPAC will focus on supporting ongoing training and technical assistance around the following priority topics. These topics were derived from the PIMPAC evaluation and next steps survey:

1. *Management Planning (continued)*
2. *Linking Socio-economic Monitoring to Management Effectiveness (continued)*
3. *Linking Biological Monitoring to Management Effectiveness (new)*
4. *Enforcement (including strengthening community engagement in local enforcement and compliance with management regulations) (new)*

Watershed management was also noted as a priority topic through the next steps survey. To address this, PIMPAC has expanded its scope to include land-side efforts as an overall approach. Therefore the above stated training topics will incorporate the terrestrial components. Specific Objectives and Approaches are listed in tables below for each topic.

Management Planning
<p>Four year objectives:</p> <p>Objective 1: By the end of 2012, at least three island ecosystem (ridge to reef) management plans, have been completed using a standardized approach that includes adaptive management, have been officially adopted, and are actively guiding the management activities of the site in each jurisdiction.</p> <p>Objective 2: By the end of 2012, jurisdictional teams have been formalized and can facilitate communities through a process to develop comprehensive site-based management plans without outside technical assistance.</p> <p>Objective 3: By the end of 2012, at least two lead facilitators have been identified to become part-time regional management planning trainers paid for by PIMPAC or partner organizations.</p>
<p>Approach:</p> <p>Management planning was chosen as the first PIMPAC training topic area to foster manager’s skills in facilitating stakeholders through a participatory planning process. Management planning sets the foundation for all further management activities (monitoring, enforcement, financing, etc). Therefore, the first three years of PIMPAC focused on skills development to create management plans in the region upon which further trainings could</p>

build. PIMPAC will continue to provide assistance to managers on this topic through direct technical assistance and trainings of “jurisdictional teams” recognizing that this skill takes time to acquire and that multiple managers in a jurisdiction should be able to fully facilitate the management planning process.

The PIMPAC management planning guidebook was developed to provide managers a simple yet thorough approach for facilitating stakeholders through a process that results in comprehensive plans. This guide was based on several existing regional approaches for planning including the LMMA Learning Framework and the TNC Conservation Action Planning (CAP/MIRADI) process. PIMPAC will continue to work with jurisdictions to adapt the PIMPAC guidebook approach so it is appropriate to jurisdictional needs and can be adopted by jurisdictional teams as a standard approach for their efforts. This guidebook will be revised to ensure adequate land management processes are included. PIMPAC will also work with local jurisdictions to ensure a ridge to reef approach is taken during planning processes. This guidebook will also be expanded to include sections on “zoning” and “capturing traditional ecological knowledge”. Sites that have comprehensive management plans will be eligible for further PIMPAC assistance on other topic areas.

Year	Annual Milestones:
2009	
	Development/refinement of standardized PIMPAC planning approach (* approach is flexible and can be adapted to jurisdictional needs)
	Commitment from PIMPAC partners or by leading agency to use approach for pursuing area-based management in each jurisdiction (i.e. becomes institutionalized)
	Guidebook is revised to ensure terrestrial processes are included
	Complete Zoning addendum
	Complete Traditional Ecological Knowledge addendum
2010	
	By the end of 2010, at least ten plans that were started in the first phase of PIMPAC are complete and are being used regularly with related annual work plans
	By the end of 2010, jurisdictional teams are meeting regularly, and interfacing with PIMPAC coordinators to develop work plans in all ten jurisdictions
	By the end of 2010, at least two regional facilitators have been identified to become part-time regional management planning trainers paid for by PIMPAC or partner organizations
2011	
	By 2011, jurisdictional teams have adopted a standard management planning approach and are developing management plans
	Ongoing management planning training and technical support activities incorporate standard planning approach (including adaptive management)
2012	
	By 2012, at least three management plans have been completed and are being implemented per jurisdiction, in all ten PIMPAC jurisdictions
	By the end of 2012, an assessment of management planning is conducted and improvements in project design and implementation (due to adoption of approach) are reported
	By the end of 2012, at least two lead facilitators are part-time regional management planning trainers paid for by PIMPAC or partner organizations
Key New Partners:	
US Forest Service, USDA - Natural Resources Conservation Service, US Environmental Protection Agency	

Socio-economic Monitoring

Four year objectives:

Objective 1: By 2012, at least two sites per jurisdiction will have developed and are implementing a SEM-Pasifika monitoring plan (marine and terrestrial, as needed) designed to assess the effectiveness toward achieving the objectives in their management plans¹ and secured the necessary equipment and training to collect data.

Objective 2: By 2012, there is at least one team of individuals per island jurisdiction fully skilled in the SEM-Pasifika monitoring process and actively facilitating the process within their jurisdiction without outside expertise. These teams also agree to capture SEM-Pasifika information about the effectiveness of the MC and other relevant regional initiatives (e.g. Two Samoas)

Objective 3: By the end of 2012, at least two lead facilitators are actively working as part-time regional SEM-Pasifika trainers paid for by PIMPAC or partner organizations.

Objective 4: Central databases in at least two jurisdictions have been established, standardized protocols have been endorsed, and local teams are transmitting data (biological, SEM, oceanographic)

Approach:

The SEM-Pasifika socio-economic monitoring tool was developed in the Pacific region to guide managers on which priority indicators to assess, the questions to ask, how to analyze the data, and communicate results. It was developed through substantial collaboration among social scientists and coastal managers in the region and complements existing regional socio-economic program approaches. Partners involved in the development of SEM-Pasifika include: Coral Reef Initiatives for the Pacific (CRISP), Foundation of the Peoples of the South Pacific International (FSPI), GCRMN (Global Coral Reef Monitoring Network), Locally Marine Managed Areas Network (LMMA), U.S. National Oceanic and Atmospheric Administration (NOAA), Secretariat of the Pacific Community (SPC), South Pacific Regional Environment Programme (SPREP), University of the South Pacific (USP), U.S. All Islands Coral Reef Committee, World Fish Center.

PIMPAC adopted the SEM-Pasifika tool as a standard approach by which area-based managers can carry out socio-economic monitoring for management effectiveness. In the past year, PIMPAC collaborated with Micronesians in Island Conservation, SPREP and NOAA CRCP to begin training on this topic through a regional training. PIMPAC partners were required to have a draft management plan to attend the training. Future SEM-Pasifika training support will also require management plans (i.e. CAP/Miradi/PLA) to inform the SEM-Pasifika process so that assessments are linked to management objectives. These plans will also provide key input from stakeholder groups to inform initial socio-economic assessment and can therefore limit duplication of information requests. Follow-up technical assistance will continue to be provided to each jurisdiction to support survey implementation, analysis, communication, and adaptive management efforts. This support to jurisdictional teams will continue from 2010 – 2012.

Year	Annual Milestones:
2009	
	By the end of 2009, SEM-Pasifika baseline data have been captured, analyzed, and communicated (locally and through PIMPAC) for one site per each of the ten jurisdictions
2010	
	By the end of 2010, a lead facilitator for socio-economic monitoring has been indentified among each of the ten jurisdictional teams
	PIMPAC coordinators and resource team members are communicating between social

¹ i.e. Draft management plans / CAPs / LMMA Problem – Solution Trees /LAS, clear objectives and activities identified, etc...

	and biological support efforts at a regional level to identify/establish a database and to collect information that includes both monitoring efforts
	By the end of 2010, existing SEM-Pasifika facilitators meet through a workshop conference to transfer lessons learned with each other, discuss next steps, share experiences with a new SEM-Pasifika cohort (young staff) who can help carry on the work.
2011	
	By the end of 2011, jurisdictional teams in five jurisdictions have completed an additional SEM-Pasifika cycle at one additional site based on management plan objectives (cycle = survey design, implementation, analysis, communication, adaptive management)
	By the end of 2011, youth/students are utilized in cycle of SEM-Pasifika to build local youth capacity through applied field experience.
	A central database in at least one jurisdiction has been established, standardized protocols have been endorsed, and local teams are transmitting data (biological, SEM, oceanographic)
2012	
	By the end of 2012, jurisdictional teams in all jurisdictions have completed an additional SEM-Pasifika cycle at one additional site based on management plan objectives (cycle = survey design, implementation, analysis, communication, adaptive management - this will mean the SEM-Pasifika cycles have been completed at two sites for each jurisdiction)
	By the end of 2012, at least two lead facilitators have been recruited and are actively working as part-time regional SEM-P trainers paid for by PIMPAC or partner organizations
	Through 2012, ongoing SEM-Pasifika training and technical support activities are provided to jurisdictional teams
	Central databases in at least two jurisdictions have been established, standardized protocols have been endorsed, and local team are transmitting data (biological, SEM, oceanographic)
Key new partners: RARE, NOAA NMFS - Human Dimensions Office	

Biological Monitoring

Three year objectives:

Objective 1: By 2012, at least two sites per jurisdiction will have developed and are implementing a biological monitoring plan (marine and terrestrial, as needed) to assess the effectiveness toward achieving the objectives in their management plans² and secured the necessary equipment and training to collect data.

Objective 2: By 2012, at least two managers are fully skilled in the biological monitoring process and are actively facilitating the process with their jurisdictional team.

Objective 3: By the end of 2012, at least two lead facilitators have been identified to become part-time regional trainers in (site based) biological monitoring paid for by PIMPAC or partner organizations.

Objective 3: By the end of 2012, central databases in at least two jurisdictions have been established,

² i.e. Draft management plans / CAPs / LMMA Problem – Solution Trees /LAS, clear objectives and activities identified, etc...

standardized protocols have been endorsed, and local teams are transmitting data (biological, SEM, oceanographic)

Approach:

Linking biological monitoring to management effectiveness has been identified by PIMPAC partners as a priority topic area for future training. Biological monitoring does not lend itself well to regional training because methods and approach need to be modified to site goals and local capacity. PIMPAC will provide technical assistance to jurisdictions to develop monitoring programs that are linked to management goals/effectiveness. This will be done through the following steps:

- PIMPAC members use checklist to assess readiness of communities to develop biological monitoring plans at sites with management plans
- Individualized trainings will be set up with technical experts (both for terrestrial and marine) at each site to work with jurisdictional teams (including youth / MC champions / students) to review management objectives, assess sites, meet with communities, and assist in designing appropriate monitoring plans (e.g. bird counts, forest cover, fish census, benthic cover, sediment, SPAGs, sea grass, sea cucumbers, etc.)
- Follow-up training will be provided in data management to jurisdictional team leaders for monitoring in each jurisdiction (including SEM-Pasifika monitoring leads)
- Follow-up site visits will be conducted by technical experts to provide individualized assistance in data analysis, interpretation, and communication
- Learning Exchanges will be coordinated between resource managers accompanied by community monitoring team members

A strong emphasis will be placed on providing long term support to local teams on research design concepts of monitoring such as why certain types of monitoring are used, why it is set up the way it is, and how the knowledge obtained can be applied to the local situation. This is intended to compliment technical monitoring skills that many local teams already have by helping to adapt those skills for monitoring local situations.

Year	Annual Milestones:
2010	
	Initial visits by in-region technical experts have been conducted in each of the ten PIMPAC jurisdictions
	By the end of 2010, two lead facilitators for biological monitoring have been identified among each of the ten jurisdictional teams
2011	
	By the end of 2011, draft monitoring plans have been developed in at least one site in each jurisdiction
	Ongoing technical assistance has been provided to jurisdictional teams and lead facilitators for biological monitoring
	A central database in at least one jurisdiction has been established, standardized protocols have been endorsed, and local teams are transmitting data (biological, SEM, oceanographic)
2012	
	By the end of 2012, jurisdictional teams in all jurisdictions have implemented monitoring plans and initial collection of data at two sites has occurred
	By the end of 2012, lead facilitators in all jurisdictions are fully skilled in evaluating effectiveness of site-based management through biological monitoring approaches
	By the end of 2012, at least two lead facilitators have been identified to become part-

	time regional biological monitoring trainers paid for by PIMPAC or partner organizations
	Central databases in at least two jurisdictions have been established, standardized protocols have been endorsed, and local team are transmitting data (biological, SEM, oceanographic)
Key new partners: Palau International Coral Reef Center, Pacific Marine Resource Institute, NOAA Pacific Island Regional Science Center	

Enforcement & Compliance

Three year objective:
By the end of 2012, jurisdictional teams are effectively providing ongoing training and mentoring in community-based observation, compliance, and enforcement for protected areas in at least two new jurisdictions.

Approach:
PIMPAC will support at least two jurisdictional teams with technical expertise to design an observation/compliance and enforcement system that is appropriate to local needs and based on site management objectives. Where appropriate a community-based approach will be explored. However, PIMPAC will encourage links between community approaches and local enforcement agencies. Local enforcement agencies are critical partners for developing community programs and can provide support in areas such as safety, evidence collection, and assessments of rules and policy.

To do this, learning exchanges will be utilized to share lessons and information about existing regional programs that have shown success (e.g. Makai Watch). Jurisdictional teams will then provide training to community members on these methods and provide support to these sites.

Year	Annual Milestones:
2010	
	At least one learning exchange is carried out to share lessons learned from existing community based compliance efforts
	A framework for community-based observation/compliance and enforcement system and trainings programs is designed by a small group of practitioners and experts in the region
	Through 2012, funding for observation/compliance and enforcement learning exchanges/training (e.g. Guam to CNMI) is provided each year
2011	
	At least one jurisdictional team helps to design, coordinate, and provide training (and monitor results) in at least eight local communities
2012	
	At least one jurisdictional team helps to design, coordinate, and provide training (and monitor results) in at least eight communities (in another jurisdiction)

Key new partners:
Guam Enforcement Program, Makai Watch (Hawaii State & Managing Better Together Network)

PIMPAC 2010 – 2012 STRATEGIC OBJECTIVES (PARTNERSHIP BUILDING)

Over the next four years PIMPAC will focus on expanding our partnerships to support development and institutionalization of priority training and technical assistance topics above. In addition to new partnerships with US Forest Service, USDA - Natural Resources Conservation Service, US Environmental Protection Agency, Palau International Coral Reef Center, Pacific Marine Resource Institute, and RARE already mentioned above ,

partnerships with regional academic institutions will be given specific attention to address long-term sustainability of capacity building in the region. These activities will be aimed at students and existing staff.

Partnership Building with Academic Institutions	
Three year objectives:	
Objective 1: By 2012, at least 1 course developed and adapted for academic courses in management planning approaches (e.g. CMI, COM-FSM, PCC, UOG, and UH-Manoa & Hilo)	
Objective 2: By the end of 2012, at least three courses incorporated into an existing degree program/ curriculum and placed into college /university catalog	
Objective 3: By the end of 2012, at least three existing resource management or science courses are supplemented with area-based management principles and approaches.	
Objective 4: By the end of 2012 at least one intern for per island jurisdiction is supported (financially and/or technically) to assist local and regional area based initiatives.	
Approach:	
Partnerships with academia will be focused to support the following priorities:	
<ul style="list-style-type: none"> • Formalizing/ institutionalizing trainings for credit • Helping existing staff with professional development that results in increased salary • Finding ways to implement “short courses” that allow existing staff to get credits • Improving content of existing degree programs to include courses in priority topic areas 	
Year	Annual Milestones:
2010	
	By the end of 2010, at least one course with a focus on area-based management is developed and piloted in one or more regional higher education institutions (e.g. CMI, COM-FSM, PCC, UOG, and UH-Manoa & Hilo)
	By the end of 2010, at least one existing course is supplemented and piloted with area-based management principles and approaches
	Ongoing assistance has been provided to MC interns, Hawaii Marine Fellows and NOAA Coral Reef Management Fellows as their work relates to area based management
	By the end of 2010, an internship program has been identified for PIMPAC support in American Samoa
2011	
	By the end of 2011, at least one additional course focused on area-based management is offered in regional higher education institutions (e.g. CMI, COM-FSM, PCC, UOG, and UH-Manoa & Hilo)
	By the end of 2011, at least one additional existing course is supplemented with area-based management principles and approaches
	By the end of 2011, at least one course is incorporated into an existing degree program curriculum and placed into college / university catalog
	Ongoing assistance has been provided to MC interns, Hawaii Marine Fellows, NOAA Coral Reef Management Fellows, and American Samoa intern as their work relates to area based management

2012	
	By the end of 2012, at least one additional existing course (for a total of three) is supplemented with area-based management principles and approaches
	By the end of 2012, at least two regional institutions of higher education have an approved set of permanent courses on area-based management that contributes to an existing degree program
	Ongoing assistance has been provided to MC interns, Hawaii Marine Fellows, NOAA Coral Reef Management Fellows, and American Samoa intern as their work relates to area based management
Key new partners: CMI, COM-FSM, PCC, UOG, and UH-Manoa & Hilo, USP - RMI	

PIMPAC 2010 – 2012 STRATEGIC OBJECTIVES (Learning Exchanges)

Learning Exchanges	
Three year objective: Objective: By the end of 2012, at least one learning exchange visit per island jurisdiction has been completed	
Approach: The PIMPAC learning exchanges have proven successful in sharing lessons learned and technical guidance through peer to peer learning. As such, PIMPAC will continue to offer funds to support learning exchanges between PIMPAC partners as well as coordination support in designing effective learning opportunities. Learning exchange criteria and requirements will stay the same and are described on the PIMPAC website (www.pimpac.org). Finally, participants that receive PIMPAC assistance for a learning exchange will be required to agree to formally share the information learned with jurisdictional teams upon their return.	
Year	Annual Milestones:
2010	
	At least three learning exchanges completed
2011	
	At least three learning exchanges completed
2012	
	At least four learning exchanges completed for a total of ten (at least one per island jurisdiction)

PIMPAC 2010 – 2012 STRATEGIC APPROACHES (COMMUNICATIONS)

A Communications Plan will be used to provide consistent and effective communication among and between PIMPAC members, donors, and potential partners to support the aims of the Community. The PIMPAC Communications process strives to be efficient in delivery of information, and supports open dialogue among PIMPAC members. We especially note that ALL members of the community would like to be informed and provide input about:

- Important decisions that involve resources
- What activities will occur (embodied in the strategic plan and budget)
- Where planning activities/trainings/events occur
- Criteria for trainings/event participation
- PIMPAC Coordination (i.e. through input of the terms of reference)

PIMPAC will address these issues in our communications plan so that all members feel that they have sufficient knowledge of PIMPAC’s activities and operations and can provide feedback.

Communications					
Three year objectives:					
Objective 1: By the end of 2102, site-based managers and jurisdictional management teams in the PIMPAC region understand how to access relevant information, training, and technical assistance for site/area-based management					
Objective 2: By the end of 2012, efficient and effective communication materials are provided to site-based managers in the PIMPAC region to share their stories, lessons learned, successes and challenges with each other					
Objective 3: By the end of 2012, communications materials that highlight area-based management (e.g. ridge to reef/ ecosystem-based) efforts in the PIMPAC region are developed and shared with national, regional, and international donors, and resources partners					
Approach:					
The following matrix describes: 1) what information will be distributed 2) how it will be distributed, 3) to whom it will be distributed, 4) for what purpose it will be distributed, and 5) who will distribute the information. The Coordinators identified the following classifications that should be involved with particular communications activities.					
<ul style="list-style-type: none"> • PIMPAC Coordinators (COOR) • Regional area-based managers/practitioners and jurisdictional teams (JT) • Government Points of Contact (GPOC) • PIMPAC Resource Partners/ Technical support (RP) • Entire PIMPAC Mailing List/ all key audiences above (All) • MC Working Groups (Measures and Communications) – (MC WG) • MC Coordinator – (MC) • HI Managing Better Together Group (MBT) • Individual PIMPAC partner – (IPP) 					
Messages	Target Audience	Purpose	Communication Method	Messenger	Timeframe
Draft strategic plan (Activities and Budget)	All	Feedback/ Comments	Listserve Attachment, website	COOR	once every three years
Final strategic plan – including reasons for decisions on activities and budget	All	Support open process	Listserve, website	COOR	once every three years
	Donors	Gain support for activities	Listserve, Website, Phone, Personal communications	COOR RP	
Updates on PIMPAC activities	All	Provide members with current information on activities, funding	Listserve, website	COOR	Ongoing And relevant venues such as

		opportunities, and promote dialogue			MIC, USCRTF (AIC/SC)
Bi-Annual Newsletter	All	Provide members' accomplishments, stories from members, upcoming events, etc.	Listserve, website	COOR	Twice per year (~March/ Sept)
PIMPAC Event/training	JT	Meeting preparation/logistical plans	Email, phone calls	COOR RP	Announcement: At least three months prior to PIMPAC event/training Final Report: A maximum of two months after PIMPAC event/training
	GPOC	Approval for hosting meeting on-island	Email /letter	COOR	
	All	Information on event topic, criteria for participation	Listserve	COOR RP	
	NOAA	Performance Reports for funding allocations	Internal NOAA processes	COOR	
Jurisdictional trainings/assessments/ requests for information	JT	Annual work plan development, Technical assistance, information sharing	Face to face meetings with follow-up trip report	RP COOR	Trip Report: A maximum of two months after PIMPAC event/training
Updates and requests to specific working groups (identified around specific topics or initiatives)	MC MC WG MBT	Region specific technical assistance, information sharing	Listserve, website	COOR RP MC	When needed for specific initiatives
Report out on trainings, technical support, or learning exchange experience provided through PIMPAC**	JT GPOC	For individual PIMPAC partners to share information with their jurisdictional team on experience and PIMPAC	Brown bag presentation in jurisdiction	IPP COOR	Within three weeks of returning from a PIMPAC training/LE

** PIMPAC coordinators will provide individual PIMPAC partners with a basic power point presentation and information on PIMPAC to share with jurisdictional team upon returning from technical training or learning exchange. PIMPAC coordinators will also work with jurisdictional leadership to gain endorsement for brown bag sharing session.

PIMPAC 2010 – 2012 COORDINATION AND FUNDING

PIMPAC will be co-coordinated by NOAA (Coral Reef Conservation Program staff) and the Micronesia Conservation Trust (as part of the MCT Capacity Building Program Coordinator role). The NOAA coordinator will mainly be responsible as a liaison to the US flag Islands, while the MCT Coordinator will mainly be responsible as a liaison to the Freely Associated States. These co-coordinators will regularly work together to share information, plan, and provide appropriate services to partners.

The structure of PIMPAC will remain informal. As such PIMPAC will not have a formal steering committee but will work with those individuals who are actively engaged and show interest in working with a social network. PIMPAC has progressed through informal, transparent approaches where all partners can provide input, comments, and be part of shaping the direction of PIMPAC activities.

PIMPAC coordination and funding therefore will be guided by the following principles:

- a. PIMPAC coordinators should help jurisdictional teams develop annual work plans to understand local needs and help PIMPAC identify appropriate support
- b. PIMPAC should ensure local leadership is brought into work plan development
- c. PIMPAC should be transparent about activities that are supported and provide budget information
- d. PIMPAC partners should have a contribution/match when receiving support (this includes in-kind support) to foster ownership of activities
- e. PIMPAC should be strategic about providing support and only work with those who are ready to receive assistance
- f. PIMPAC should respond to requests on a first-come, first-serve basis but should aim to provide equal levels of support throughout the region
- g. PIMPAC coordinators should develop informal advisory groups on an as-needed basis dependent on activity (e.g. enforcement advisory group to develop observation/compliance/enforcement protocol)
- h. PIMPAC partners are defined as individuals NOT an organization /agency /island
- i. PIMPAC partners who receive technical support should agree to sharing experiences/lessons with jurisdictional teams and beyond through brown bag sessions or other appropriate forums. These presentations should include basic information on PIMPAC (provided by coordinators).

CONTRIBUTIONS	Mechanism	Breakdown	
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PIMPAC 2009 BUDGET

DOI – Office of Insular Affairs - 150K			
	MCT	50K	to MC office for MC interns
		10K	to MC office for intern administration
		50K	PIMPAC coordination - Administration and salaries
		15K	bio-monitoring (PICRC subcontract) for Palau and RMI
		25K	learning exchanges
NOAA –Coral Reef Conservation Program - 120K			
	Technical Assistance Contract	25K	salary & travel – management planning, zoning, and PIMPAC guidance
	NOAA holdback	35K	National Marine Fisheries Service, Human Dimensions program - travel and salary for SEM Pasifika training and follow up tech assistance
		5K	Coral Reef Conservation Program - travel only for SEM-Pasifika training and follow up
		5K	National Marine Fisheries Service, Pacific Islands Regional Office - travel only – management planning and monitoring technical assistance (HI and AS)
	Contract	35K	academic institutions support
		15K	learning exchanges
NOAA – Coral Reef Conservation Program Monitoring Grant – 21K			
	MCT	21K	Biological monitoring support for FSM
Lifeweb – 50K			
	PRMI contract	50K	Biological monitoring support for RMI, Palau, FSM
TNC (pending funding from various sources such as NOAA, DOI, Packard, etc.) -78K			
		43K	Support for new and current CAP / management planning processes (AS, CNMI, FSM, Guam, Palau, RMI)
		35K	Micronesia Challenge Database Development Workshop (with 2 spots available for participation from AS)
TOTAL = 419K		419K	

Additional resources include in-kind staff time from:

NOAA CRCP – PIMPAC coordination, watershed management technical assistance, SEM-Pasifika technical assistance

NOAA NMFS PIRO – management planning, community engagement, biological monitoring technical assistance