



# Pacific Islands Managed and Protected Area Community Strategic Plan: 2013-2016

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## Executive Summary

From March 25-28, 2013 a small group of Pacific Island Marine Protected Area Community (PIMPAC) core support team members met to achieve the following objectives:

1. *Increase understanding and buy in for partner coordination that involves area based management activities.*
2. *Develop the PIMPAC 2013– 2016 Strategic Plan including objectives and actions for the following a) Training and Technical Support, b) Learning Exchanges, c) Partnership Building, d) Communications & Coordination, e) 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. Much of the 2010-2012 PIMPAC strategic plan is still relevant and could be used as a foundation for the development of this plan. Additionally focus group meetings were held in most jurisdictions to capture information from on the ground managers on accomplishments, gaps, and challenges in capacity topic areas that PIMPAC has focused efforts. This information was used to review and revise the PIMPAC Scope, Ten Year Results, and Objectives for PIMPAC over the next few years.
2. PIMPAC will support capacity building of core competencies for effective site-based management including: 1) Strong Leadership, 2) Sufficient number of staff who are adequately trained, 3) Solid understanding of ecosystem based management, 4) A comprehensive adaptive management plan 5) Organized and engaged communities 6) Effective and strategic communications and outreach 7) Decision-making that is inclusive of all stakeholders 8) Sound science to inform planning, monitoring for effectiveness, and the adaptive management process 9) Enforcement programs that are dedicated and supported, and track impacts 9) Strong policy and political will 10) Efficient project management/administration 11) Sustainable/diverse financing 12) Strong well-coordinated partnerships
3. As a social network, PIMPAC will continue to use five main approaches to reach its goals and objectives: 1) Training and Technical Support, 2) Learning Exchanges, 3) Partnership Building, and 4) Communications & Coordination, and 5) Leveraging Funds
4. Over the next three years PIMPAC will focus on supporting ongoing training and technical assistance based on jurisdictional specific priorities including the following topics:
  - a. *Adaptive Management (revised from Management Planning)*
  - b. *Linking Socio-economic Monitoring to Management Effectiveness (continued)*
  - c. *Linking Biological Monitoring to Management Effectiveness (new)*
  - d. *Enforcement (including strengthening community engagement in local enforcement and compliance with management regulations)*
  - e. *Climate Change Adaptation (existing work but new to the strategic plan)*
  - f. *Communications/Behavior Change (new)*
5. Over the next three years PIMPAC will focus on expanding partnerships to support development and institutionalization of priority training and technical assistance topics above.
6. 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.
7. PIMPAC Communications will aim to improve to ensure more consistent and effective communication among PIMPAC members.
8. Coordination and structure of PIMPAC will remain informal and be guided by key principles that ensure inclusiveness and transparency among partners and in decision-making.

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## PIMPAC RESULTS

Since its establishment in 2005 the Pacific Islands Managed and Protected Area Community (PIMPAC) has fostered capacity building for area-based management around the US Flag Islands and Freely Associated States. The detailed accomplishments of the last three years of PIMPAC can be found in Appendix B. However, some brief highlights include:

- Co-coordinators funded (one based in Micronesia Conservation Trust, one based in NOAA)
- Three year Cooperative Agreement between NOAA CRCP and MCT
- Learning exchanges that resulted in increased support for and development of marine managed areas (that include “no take” zones) by local leaders in Yap and Hawai’i to increase fisheries replenishment and ecosystem conservation.
- Development of community based management planning guidance document, and subsequent climate change adaptation planning guidance toolkit. These tools have been used broadly within the PIMPAC region. Additionally these tools have been adopted and adapted in other regions such as the Coral Triangle region.
- Hiring of regional mentors that provide on the ground coordination, training, and technical assistance around PIMPAC priority topic areas. These mentors demonstrate capacity building of regional practitioners that can provide long-term, on-going support to area-based managers rather than out of region trainers.
- Production of protected area enforcement guides and materials that assist with the formulation of site-based enforcement improvement plans, coordination of agency/staff capacity and skills building training activities, and of enhancing of protected area management effectiveness.
- Establishment of Alliance of Palau Conservation Officers (APCO), a task force of conservation officers from communities and state and national government agencies that coordinates enforcement efforts and capacity building strategies for the country. The APCO has been formally recognized by the Palau Governor’s Association and are addressing critical issues like inter-state enforcement agreements, which would allow any state conservation officer to enforce regulations in all 16 states.
- Ongoing training and support provided for five Micronesia Challenge interns. Training support provided for HI TNC marine fellows (Collaboration with MCT and TNC-Hawai’i)

## PIMPAC 2013 - 2016 STRATEGIC PLANNING PROCESS

Upon completing the final year of the 2010- 2012 PIMPAC Strategic Plan, a review of accomplishments and effectiveness toward reaching the objectives of the plan was needed to support the development this new plan. To do this, two surveys were developed and implemented to gather input from PIMPAC members. The first survey was developed to carry out focus groups in each of the PIMPAC jurisdictions to gather input from on the ground site-based managers. This survey was aimed at understanding: 1) local achievements in progressing toward PIMPAC priority topic areas (i.e. management planning, biological and socio-economic monitoring, enforcement, and climate change adaptation), 2) capacity of jurisdictional teams to carry out PIMPAC priority topic area skills without outside support, 3) challenges in capacity priority topic areas, 4) local priority topic areas for future trainings, and 5) ways to improve effectiveness of communications, learning exchanges, and partnership building. A second online survey was sent out to the PIMPAC list serve to collect information from all PIMPAC members about how to improve effectiveness of communications, specifically the list serve, website, or other means.

This information was used by an ad hoc group of PIMPAC Core Support Team members who came together in Hawai'i 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: PIMPAC (Coordinators & Mentors); Micronesia Conservation Trust (MCT), Palau International Coral Reef Center (PICRC), The Nature Conservancy (TNC), Conservation International (CI), American Samoa Department of Marine and Wildlife Resources (DMWR), Hatohobei Organization for People and Environment (HOPE), Hawai'i Community Stewardship Network, Hawai'i Division of Aquatic Resources (DAR), Kua'āina Ulu 'Auamo (KUA), Pacific Marine Resource Institute (PMRI), Guam Division of Aquatic and Wildlife Resources Conservation Enforcement, Locally Managed Marine Area Network (LMMA), Marshall Islands Conservation Society, RARE, Sustainable Visions, Hawai'i Conservation Alliance(HCA), Pacific Island Climate Change Cooperative (PICCC), Sea Change Consulting, Sea Web, National Oceanic and Atmospheric Administration's (NOAA) Pacific Island Regional Office (PIRO) and Coral Reef Conservation Program (CRCP).

From March 25-28, the group met to review collective input from PIMPAC community members around the region and chart the course for the next few years of PIMPAC activities. The week started off by reviewing the history and mission of PIMPAC. As the mission of PIMPAC is focused on building capacity and strengthen site-based management throughout the Pacific Islands region, the group began by developing a list of "Core Competencies" needed to for effective site-based management. This exercise, laid the foundation for exploring trends in the region regarding effective area based management, specifically 1) what is working well? 2) What are the challenges? and 3) what are the opportunities? Through this process and background information, the group was able to develop or refine the following for the 2013-16 PIMPAC Strategic Plan:

- Scope
- Core Competencies for Effective Site-Based Management
- Ten Year Results to which PIMPAC could contribute
- Trends in the Region that Contribute or Challenge Ten Year Results
- Revised Ten Year Goals
- Three Year Objectives for Training and Technical Support, Learning Exchanges, and Partnership Building
- Communications Objectives

## PIMPAC FRAMEWORK

Revisions to PIMPAC framework are noted in bold italics.

### PIMPAC SCOPE

PIMPAC targets capacity building for effective site-based management. ***It was recognized by the group that site-based management cannot achieve all resource management goals alone and must be integrated into larger frameworks. As such, at the site level, PIMPAC will also support ecosystem-based management approaches, which integrate land and sea connections as well as human dimensions into management planning and activities. Examples of this scope include ridge to reef management, marine and/or terrestrial protected areas, and community based locally managed areas.***

### 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 site-based and ***ecosystem-based management*** capacity throughout the Pacific Islands region.

### PIMPAC AUDIENCE

PIMPAC will focus on support to “on the ground” site-based 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 (e.g. local NGOs, municipal agencies, LMMA Network, etc.).

## CORE COMPETENCIES FOR EFFECTIVE SITE-BASED MANAGEMENT

*The following are core competencies needed to achieve effective site management and that which PIMPAC aims to build overall in the region in the long-term:*

1. ***Strong Leader or Champion*** with the key skills (e.g. project/people management, inspiring and passionate, writing, budgeting, communications, fundraising, government relations and political navigation)
2. ***Sufficient number of staff who are adequately trained, and have access to a local pool of skilled professionals needed for hiring new staff***
3. ***Solid understanding of ecosystem based management*** (i.e. how to integrate land and sea connections, as well as human dimensions into management planning and activities)
4. A ***comprehensive management plan*** that has clear goals & objectives that address all threats to the site including climate change
5. ***Organized and engaged community*** that includes all sectors in management planning and activities
6. ***Effective communications and outreach*** to share information both internally (e.g. fundraising, report writing), and externally (e.g. community awareness, monitoring translated to share with local community decision makers)
7. ***Decision making that is inclusive*** of various levels (i.e. traditional /community /government/ NGO)
8. ***Sound science to inform planning, monitoring for effectiveness, and the adaptive management process***
9. ***Enforcement Programs (including prosecution systems) that are effective, dedicated and supported by government and community***
10. ***Strong policy and political will*** within policy making institutions to support site based management
11. ***Project management/administration*** with strict financial oversight and monitoring of program progress
12. ***Sustainable/diverse financing*** that includes income generating mechanisms
13. ***Strong and well-coordinated partnerships*** that share a common vision

### TEN YEAR RESULTS (Starting in 2009):

The following are the ten-year tangible “results” around the core competencies that PIMPAC could contribute to building in the region. Revisions are made in bold italics from the 2010-12 strategic plan.

- Capacity is built (i.e. *understanding and adoption of the core competencies of effective site-based management*) among jurisdictional teams **and local leaders** to effectively achieve local site-based goals (e.g. Micronesia Challenge, Two Samoa’s Initiative, Protected Areas Networks). PIMPAC will NOT develop natural resource goals as it will focus on capacity building.
- Training approaches are ongoing/ institutionalized **in local academic institutions (i.e. schools, colleges, universities) or programs** and have resulted in local “champions” who are skilled to facilitate various aspects of local site-based management efforts.
- Long-term capacity building initiatives are developed for youth (students and young staff) through **mentorships**, coursework implementation in local academic institutions, and internships focused on site-based management.
- Site-based management is strategically planned and integrates cultural and livelihood information throughout the process
- **Resilience built of local communities that include improved resource/ecosystem conditions and benefits to community members** that support long term sustainability, particularly in the face of climate change impacts (understood by linking monitoring to management effectiveness **and decision-making**).
- **Strong communication skills developed to support decision-making at all levels (community, government, NGO) including results of monitoring for effectiveness and of community benefits.**
- **Sustainable finance mechanisms in place to support local site-based management efforts in the long term**

### TRENDS IN THE REGION

Upon revising this list of ten year results for PIMPAC the group reviewed “trends” in the region that explore; 1) What is working well toward achieving these 10 year results, 2) Current or ongoing challenges toward achieving these 10 year results, and 3) Existing or new opportunities to support achieving these 10 year results. This was done to ensure that the group built future objectives that build off existing strengths, overcome challenges, and take advantage of opportunities. The output of this session can be found in Appendix C.

### *PIMPAC TEN YEAR GOALS (starting in 2009):*

The ten year goals were slightly modified to reflect the core competencies and updated ten-year results. These goals reflect specific long term results that PIMPAC will focus on achieving.

GOAL 1: A minimum of one site in each of the member PIMPAC jurisdictions is operating as a jurisdictional model for effective site-based management (using ecosystem-based management principles). This includes an *formal adaptive management process (including: a comprehensive management plan that is guiding decision making and implementation of key activities including climate change adaptation strategies, community outreach and engagement, compliance and enforcement, social and biological monitoring, communications, modification of management based on on-going learning, etc.)*.

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

GOAL 3: Training *around core competencies* for effective site-based management is institutionalized (*through coursework in schools, colleges and universities, and internships*) and offered on an ongoing basis throughout the region.

As a social network, PIMPAC will continue to use five main approaches to contribute to the ten-year results and reach its goals and objectives. They are: 1) Training and Technical Support, 2) Learning Exchanges, 3) Partnership Building, 4) Communications/Information Sharing, and 5) Coordination and Funding

*Training and Technical Assistance-* PIMPAC will support site-based management capacity building that addresses all threats (land and sea) in a comprehensive manner and integrates human dimensions throughout the adaptive management cycle. PIMPAC will facilitate an environment where site-based managers can identify gaps in capacity and express needs so that PIMPAC can strategically support them. As such, PIMPAC can “speed up” effectiveness of site-based management efforts by developing, adapting, and/or providing access to information, tools, trainings, and technical support that will be most effective for the local audience.

*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* – While most of PIMPAC’s work operates through partnerships on all levels, with a long-term vision, PIMPAC aims to institutionalize trainings in academic institutions (i.e. schools, colleges, and universities), such as Guam Community College’s Marine and Terrestrial Conservation Enforcement course (starting in FY 2014) so that access to capacity building is ongoing. This supports the management effectiveness of current managers as well as providing opportunities for future managers to gain experience in applied site-based management skills.

*Coordination & Communications* – 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. Strategic communications can also support coordination of people and programs that can benefit one another to improve site-based management.

*Leveraging Funds* - 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.

## PIMPAC 2013 – 2016 OBJECTIVES: TRAINING AND TECHNICAL ASSISTANCE

Over the next four years (including 2013) PIMPAC will focus on supporting ongoing training and technical assistance around the following priority topics. These topics were derived from the PIMPAC focus group surveys:

1. Adaptive Management (revised from Management Planning)
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)
5. Climate Change Adaptation (existing work but new to the strategic plan)
6. Behavior Change (new)

Because PIMPAC has grown and topics for training and technical support have expanded, PIMPAC coordinators will work with jurisdictional teams to determine local priorities for PIMPAC support based on existing capacity gaps and needs. This approach will allow more flexibility for jurisdictional teams to decide which training topics are most relevant for them each year. As a first step PIMPAC coordinators and mentors will identify names and contact information of members who would be part of a PIMPAC “jurisdictional team” (this may be the same as existing groups if appropriate) as well as a jurisdictional point of contact that can help coordinate the group to identify local priorities. Each year, jurisdictional teams will be asked to complete a short PIMPAC capacity assessment survey to identify capacity gaps and specific PIMPAC technical support requests from a menu of options. This annual assessment will be used over time to better measure progress toward building capacity of site-based managers in the region. The assessment will also include the identification of 1-2 local sites that the jurisdiction will consider as “model sites” and measure site based effectiveness (as identified under adaptive management below). Finally, the assessments will provide key information to support proposal development for PIMPAC coordinators to maintain or improve financial support to continue these efforts.

### PIMPAC Toolkits

Additionally over the next three years PIMPAC training and technical support topics will include the development of “toolkits” for each topic. These toolkits will provide a suite of materials focused on training and implementation. The toolkits will 1) promote long term institutionalization of trainings by sharing materials needed to conduct training programs, and 2) support implementation by providing templates, examples, and tools that can be used directly by site based managers. As such, toolkits will include but not be limited to the following:

- Assessment documents to better understand readiness for specific trainings, capacity needs, and or support training design based on local efforts
- Guidance documents that can be used in trainings to support participants understanding of topics (e.g. Adapting to a Changing Climate: Guide to Local Early Action and Management Planning, SEM-Pasifika Guide, etc.)
- Samples of training worksheets and other materials that can be modified to carry out further trainings (e.g. agendas, sample SEM surveys, evaluations, power points).
- A PIMPAC power point presentation that can be used by all trainers to help explain PIMPACs mission, scope, and activities.
- Workshop report templates that can be used to share workshop approach, content, and outputs with participants, and the broader PIMPAC community.

- Guides and templates that can be used by participants upon completion of the training for implementation (e.g. compliance and enforcement planning worksheets, plan templates, standard operating procedure templates, etc.)
- Materials that can be used directly or modified by site based managers to complete work in the field (e.g. outreach material, case study examples)

With the use of the toolkits, all training and technical assistance will be modified to meet local needs and interest. PIMPAC advisors and mentors will work with local points of contact upon receiving a request for technical support/training to assess the best approach for conducting the training that builds on existing processes and program efforts.

## Adaptive Management (Previously Management Planning)

### Three year objectives:

**Objective 1:** By the end of 2016, jurisdictional teams have an agreed upon adaptive management process established, supported, and implemented by jurisdictional teams

**Objective 2:** By the end of 2016, jurisdictional teams are formed and have the capacity to identify and actively respond to training needs to complete adaptive management cycle.

**Objective 3:** By the end of 2016 PIMPAC has identified two lead facilitators of the adaptive management processes to become part-time PIMPAC mentors (paid for by PIMPAC or partner organizations).

**Objective 4:** By the end of 2016, the Marine Protected Area Management Effectiveness (MPAME) and conservation benefits assessment tool will have been tested and implemented at least five jurisdictions and follow-up on annual results are communicated.

### Approach:

Building capacity for the development of comprehensive site based management plans has been a topic of focus since 2006 for PIMPAC as it sets the foundation for all further management activities (monitoring, enforcement, financing, etc). According to strategic plan focus group surveys, management plans have been developed in all PIMPAC jurisdictions and most have at least a small group of managers who can lead the process in their jurisdictional teams. There are still some on-going challenges in finalizing management plans, which mostly revolve around technical writing. As such, PIMPAC will continue to provide some support to jurisdictional teams on this topic through ad hoc technical assistance to jurisdictions needing to complete management plans.

Additionally, it has been recognized that most jurisdictions are working in some sites where plans have been developed, implementation of activities is taking place, and/or monitoring (biological, socio-economic, or both) is on-going. For this reason, a strong interest was expressed in the PIMPAC focus group surveys to support management effectiveness and adaptive management. This new strategic plan will focus more effort on supporting the development of a formalized adaptive management process in each jurisdiction (or where appropriate). The adaptive management process will help jurisdictional teams identify how they will work with communities to monitor success of their actions, and how they will modify or adapt their management activities and plans to address gaps or further progress successes. It will also ensure that the principles of ecosystem-based management have been considered on an on-going basis. The management effectiveness/adaptive management process will be based on the existing approaches/tools/organizations carrying out site-based management in each jurisdiction and therefore will be different for each jurisdiction. To support the 10 year PIMPAC results, PIMPAC coordinators and mentors will also work with jurisdictional team to identify 1-2 "model sites" in each jurisdiction and measure management effectiveness over time to understand changes in capacity and progress in achieving site goals. PIMPAC will provide facilitation support to review these efforts and work with each jurisdiction team to develop the adaptive management process that is best suited for their local situation.

PIMPAC will also develop as suite of decision-making support products. These include:

- A graphic document that showcases a general adaptive management cycle and various regionally appropriate tools and trainings (or exercises within them) that can be used to support different parts of the adaptive management cycle.
- A standardized capacity self-assessment checklist tool that can be used by jurisdictional teams to identify capacity needs annually to complete the adaptive management cycle and access PIMPAC

support around key topics/tools/trainings.

- Fact sheets to help jurisdictional teams understand ecosystem based management concepts and potential ways to integrate them more into existing efforts where needed.
- Marine Protected Area Management Effectiveness (MPAME) and conservation benefits user manual will be developed, which will be used to design individualized trainings and follow-up assistance. Regional partners will compile and analyze results for tracking progress.

All training and technical support activities and products will be provided to PIMPAC coordinators upon completion to share with the wider Community and used to report out on PIMPAC activities where appropriate.

**Objective 1: By the end of 2016, jurisdictional teams have an agreed upon adaptive management process established, supported, and implemented by jurisdictional teams**

Year	Annual Milestones:
2014	Adaptive Management toolkit development begins to include a graphic on adaptive management cycle and tools and trainings (or exercises within them) that can support each step of the adaptive management cycle.
2014	Ecosystem based management fact sheet developed and included in toolkit.
2014	Formalized (i.e. becomes institutionalized) adaptive management approach identified/developed for at least 3 PIMPAC jurisdictional teams.
2015	Formalized (i.e. becomes institutionalized) adaptive management approach identified/developed for at least 3 additional PIMPAC jurisdictional teams.
2016	Adaptive Management toolkit complete with training and implementation materials as appropriate.
2016	Formalized (i.e. becomes institutionalized) adaptive management approach identified/developed for all PIMPAC jurisdictional teams.

**Objective 2: By the end of 2016, jurisdictional teams are formed and have the capacity to identify and actively respond to training needs to complete adaptive management cycle.**

Year	Annual Milestones:
2014	Standardized capacity self-assessment tool developed that can be used by jurisdictional teams to; 1) identify capacity needs to complete the adaptive management cycle, and 2) access PIMPAC trainings, tools, exercises that can support each capacity need.
2015	All jurisdictional teams annually use the standardized PIMPAC self-assessment tool to identify capacity needs and communicate requests to PIMPAC coordinators to include in funding proposals.
2016	All jurisdictional teams have an adopted adaptive management process which is being used to identify capacity gaps and needs.

**Objective 3: By the end of 2016 PIMPAC has identified two lead facilitators of the adaptive management processes to become part-time PIMPAC mentors (paid for by PIMPAC or partner organizations). One mentor for Hawai'i and American Samoa, and one mentor for Micronesia.**

Year	Annual Milestones:
2014	At least one person has been identified to become a part-time regional PIMPAC mentor paid for by PIMPAC or partner organizations.
2016	At least two lead facilitators are part-time PIMPAC mentors paid for by PIMPAC or partner organizations.

**Objective 4: By the end of 2016, the Marine Protected Area Management Effectiveness (MPAME) and conservation benefits assessment tool will have been tested and implemented at least five jurisdictions and follow-up on annual results are communicated.**

Year	Annual Milestones:
<b>2014</b>	Marine Protected Area Management Effectiveness (MPAME) and conservation benefits user manual and training module developed, included in the adaptive management toolkit, and implemented at one site. Results reported to PIMPAC coordinators.
<b>2015</b>	Marine Protected Area Management Effectiveness (MPAME) implemented at two additional sites (other than the 7 already completed). Results reported to PIMPAC coordinators and shared with the network.
<b>2016</b>	Marine Protected Area Management Effectiveness (MPAME) implemented at two additional sites. Results reported to PIMPAC coordinators and shared with the network.

**Key Partners:**

- Hawai'i/A.S. – attn. to new Makai Watch/CBSAF coordinators, American Samoa DMWR, Guam DAWR, CNMI CRM, Micronesian Conservation NGO's and government agencies, The Nature Conservancy (Micronesia Program), Rare and PMRI.

## Socio-Economic Monitoring (SEM)

**Objective 1:** By the end of 2016, with guidance/support from a PIMPAC SEM mentor (e.g. DMWR, PICRC, PMRI, etc.), at least five jurisdictional sites have developed, implemented, or repeated a SEM-Pasifika assessment (marine and terrestrial, as appropriate) the results of which help to understand effectiveness toward achieving the objectives in the site plan (i.e. management plans / CAPs / Problem- Solution Tree /LAS, LEAP) and opportunities to modify management activities based on learning.

**Objective 2:** By the end of 2016, there is one team of individuals per jurisdiction skilled in the SEM-Pasifika monitoring process and actively facilitating the process within their jurisdiction (outside guidance may still be necessary). These teams also agree to capture SEM-Pasifika information about the effectiveness of the MC and other relevant regional initiatives (e.g. Two Samoa's).

**Objective 3:** By the end of 2015 a regional/jurisdictional databases are established (as appropriate) and local teams are transmitting data

### Monitoring Approach:

Linking socioeconomic monitoring to management effectiveness has been identified by PIMPAC partners to be maintained as a priority topic area for future training. The SEM-Pasifika socioeconomic 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. PIMPAC adopted the SEM-Pasifika tool as a standard approach by which area-based managers can carry out socioeconomic monitoring for management effectiveness. In 2008, 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. However, assessments can also be great tools to gather information from which to build a foundation for management and long term monitoring.

So, in some cases, assessments are also conducted prior to management planning to gauge the need for management, community support, through which a community based effort can build. In most cases, 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 and can help to determine effectiveness toward achieving the site objectives. From 2013-2016, on-going assistance will be provided to jurisdictional teams to continue monitoring sites that have already completed an initial assessment and/or complete baseline assessments at new ones.

PIMPAC will provide technical assistance to jurisdictions to develop monitoring programs that are linked to management goals/effectiveness and finally to modify management activities based on learning. This will be done through the following steps:

- Each jurisdiction will select SEM POC within the PIMPAC jurisdictional team;
- Requests for technical support will be made through PIMPAC Coordinators
- Individualized SEM P trainings will be set up with technical experts and/or PIMPAC mentors at each site to work with jurisdictional teams (including youth / MC champions / students). Teams will review management objectives, meet with stakeholders, and design and implement appropriate SEM assessments that contribute to understanding effectiveness in developing or achieving site management

objectives, including the decision on next time period to reassess the site;

- Follow-up training and technical assistance will be provided to jurisdictional teams to analyze and communicate data as well as work with community/stakeholder groups to use results to modify management activities;
- Following the completion of training and technical support, a report will be completed on assessment/monitoring objectives, methods, survey, analysis, results and adaptive management actions and share with PIMPAC coordinators to share with the Community as appropriate.

All training and technical support activities and products will be provided to PIMPAC coordinators upon completion to share with the wider Community and used to report out on PIMPAC activities where appropriate.

**Objective 1: By the end of 2016, with guidance/support from a PIMPAC SEM mentor(s) (e.g. DMWR, PICRC, PMRI, etc.) and SEM MC Measures Group, at least five jurisdictional model sites have developed, implemented, or repeated a SEM-Pasifika assessment (marine and terrestrial, as needed) in which results help to understand effectiveness toward achieving the objectives in the site plan (i.e. management plans / CAPs / Problem- Solution Tree /LAS, LEAP) and modify management activities based on learning.**

Year	Annual Milestones:
2013	Identify existing SEM plans.
2013	A lead facilitator/POC for SEM has been identified among each of the ten jurisdictional teams.
2013	PIMPAC funds at least one SEM-Pasifika assessment (marine and terrestrial, as needed) designed to assess the effectiveness toward achieving the objectives in their management plan and adapt management according to findings.
2014	SEM-Pasifika toolkit compiled (see toolkit description in beginning training and technical assistance section).
2014	Working through PIMPAC SEM POCs, Identify 2 specific sites per region ready for trainings.
2014	PIMPAC funds at least two SEM-Pasifika assessments (marine and terrestrial, as needed) designed to assess the effectiveness toward achieving the objectives in their management plan and adapt management according to findings.
2015	Working through PIMPAC SEM POCs, Identify 2 specific sites ready for trainings.
2015	PIMPAC funds at least two SEM SEM-Pasifika assessments (marine and terrestrial, as needed) designed to assess the effectiveness toward achieving the objectives in their management plan and adapt management according to findings.
2016	Working through PIMPAC SEM POCs, Identify 2 specific sites ready for trainings.
2016	PIMPAC funds at least two SEM-Pasifika assessments (marine and terrestrial, as needed) designed to assess the effectiveness toward achieving the objectives in their management plan and adapt management according to findings.
2016	Funding secured for an additional PIMPAC SEM mentor.

**Objective 2: By the end of 2016, there is at least one team of individuals per jurisdiction skilled in the SEM-Pasifika monitoring process and actively facilitating the process within their jurisdiction (outside guidance may still be necessary). These teams also agree to capture SEM-Pasifika information about the effectiveness of the MC and other relevant regional initiatives (e.g. Two Samoa's).**

Year	Annual Milestones
2013 -2016	Identify/update specific SEM capacity needs of partners in region through PIMPAC self capacity assessment (stated under adaptive management).
2014	At least 2 jurisdictional teams have members fully skilled in the SEM-Pasifika monitoring process and are actively facilitating the process within their jurisdiction.

<b>2014</b>	Conduct a regional SEM data analysis training to measurably improve managers analysis capacity.
<b>2015</b>	At least 3 additional jurisdictional teams have members fully skilled in the SEM-Pasifika monitoring process and are actively facilitating the process within their jurisdiction.
<b>2016</b>	All jurisdictional teams have members fully skilled in the SEM-Pasifika monitoring process and are actively facilitating the process within their jurisdiction.
<b>Objective 3: By the end of 2015 a regional/jurisdictional databases are established (as appropriate) and local teams transmitting data.</b>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2014</b>	SEM data analysis and management training completed.
<b>2014</b>	MOUs established among appropriate partners for data management, storage and submission.
<b>2015</b>	Jurisdictional SEM databases established (as appropriate) and local tams transmitting data.
<b>2015</b>	SEM data is being entered into region-wide (Micronesia/Samoa) databases, which are managed by an appropriate organization.
<b>Key Partners:</b> Pacific Marine Resource Institute, Palau International Coral Reef Center, NOAA NMFS - Human Dimensions Office, Micronesia Conservation Trust, SPC, SPREP, local Conservation NGO's and RARE.	

## Biological Monitoring (Marine and Terrestrial)

**Objective 1:** By the end of 2016, maintain current funding/dedicated staff for biological monitoring and provide training as needed, with specific attention to analyzing data and reporting data (e.g. staff turnover)

**Objective 2:** By the end of 2016, all PIMPAC managers have access to processed data recommendations, which can be used for adaptive management recommendations.

**Objective 3:** By the end of 2016, at least one site per jurisdiction will have implemented coastal terrestrial/monitoring for key indicators (for Micronesia sites, using the MC Measures methodologies)

**Objective 4 :** By the end of 2015, regional/jurisdictional databases established (as appropriate) and local tams transmitting data via email or an on-line data base, following the two year monitoring cycle.

### Biological Monitoring Approach (Marine and Terrestrial):

Linking biological monitoring for management effectiveness has been identified to be maintained as a priority topic area for future training.

PIMPAC will provide technical assistance to jurisdictions to develop monitoring programs that are linked to management goals/effectiveness and finally to modify management activities based on learning. This will be done through the following steps:

- Each jurisdiction will select biological monitoring POC within the PIMPAC jurisdictional team;
- Requests for technical support will be made through PIMPAC Coordinators
- Individualized trainings will be set up with technical experts and/or PIMPAC mentors at each site to work with jurisdictional teams (including youth / MC champions / students). Teams will review management objectives, meet with stakeholders, and design and implement appropriate assessments (e.g. bird counts, forest cover, fish census, benthic cover, sediment, SPAGs, sea grass, sea cucumbers, etc.) that contribute to understanding effectiveness in achieving site management objectives.
- Follow-up training and technical assistance will be provided to jurisdictional teams to analyze and communicate data as well as work with community/stakeholder groups to use results to modify management activities;
- Following the completion of training and technical support, assessment/monitoring results and adaptive management actions will be communicated to the PIMPAC coordinators.
- 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 designed 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. Additional support will also be focused on data, management, analysis and communication capacity building.

All training and technical support activities and products will be provided to PIMPAC coordinators upon completion to share with the wider Community and used to report out on PIMPAC activities where appropriate.

<b>Objective 1: By the end of 2016, maintain funding/dedicated staff for biological monitoring and provide training as needed, with specific attention to analyzing data and reporting data.</b>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2013</b>	Identify/update specific biological monitoring capacity needs of partners in region through PIMPAC self-capacity assessment (stated under adaptive management).
<b>2014</b>	Conduct a regional data analysis training to measurably improve managers analysis capacity
<b>2015</b>	Staff from each jurisdiction received training on translating monitoring data into management recommendations and has developing effective communication and outreach materials.
<b>2016</b>	New staff's training needs for biological monitoring, data collection, analysis and data translation and communication are met.
<b>2016</b>	One regionally based PIMPAC partner completes a master's degree in marine science and can serve as an additional technical adviser in the region.
<b>Objective 2: By the end of 2016, all PIMPAC managers have access to processed data recommendations, which can be used for adaptive management recommendations.</b>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2013</b>	Identify dedicated, funded staff to manage database, (handle queries, provide the finished product) (e.g. PICRC, University of Guam Marine Lab(EPSCOR NSF grant initiative), Pacific Science Center).
<b>2014</b>	Monitoring data is standardized, processed, translated into management recommendations and accessible to all managers.
<b>2015</b>	Data bases maintained, new data incorporated and data continues to be communicated for adaptive management.
<b>2015</b>	Training in data access available for all jurisdictions.
<b>Objective 3: By the end of 2016, at least one site per jurisdiction will have implemented costal terrestrial/monitoring for key indicators</b>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2013</b>	Train Guam terrestrial monitoring teams on Forest Inventory and Analysis (FIA).
<b>2014</b>	Train Palau terrestrial monitoring teams on Forest Inventory and Analysis (FIA).
<b>2015</b>	Train CNMI terrestrial monitoring teams on Forest Inventory and Analysis (FIA).
<b>2016</b>	Train FSM and RMI terrestrial monitoring teams on Forest Inventory and Analysis (FIA).
<b>Objective 4 : By the end of 2015, regional/jurisdictional databases established (as appropriate) and local teams are transmitting data via email or an on-line data base, following the appropriate marine and terrestrial monitoring cycles.</b>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2013</b>	Establish Guam terrestrial monitoring database on Forest Inventory and Analysis (FIA).
<b>2014</b>	Establish Palau terrestrial monitoring database on Forest Inventory and Analysis (FIA).
<b>2014</b>	Establish appropriate Marine Monitoring databases for Micronesia and Two Samoa.
<b>2015</b>	Establish CNMI terrestrial monitoring database on Forest Inventory and Analysis (FIA).
<b>2016</b>	Establish FSM and RMI terrestrial monitoring database on Forest Inventory and Analysis (FIA).
<b>Key Partners:</b> Palau International Coral Reef Center: Dr. Yimnang Golbuu, University of Guam Marine Lab(Dr. Pete Houk) US Forest Service(US Forest Service: Sheri Smith, Ashley Lehman, Rich Mackenzie, Olaf Kuegler), TNC Micronesia: Steve Victor, MC Measures Terrestrial Technical Working Group: CNMI: Victor Camacho; Guam: Jeff Quitigua and Joe Mafnas; FSM National- Gibson Susumu, PNI- Saimon Lipai, Kosrae- Eric Waguk, Chuuk- Julian	

Sipas/Pacente, Yap- Francis Ruegoron: RMI: Karness Kusto; ROP:Lynna Thomas and Rare: Michael Guilbeaux and Packard Foundation

## Compliance & Enforcement

### Three year objectives:

**Objective 1:** By the end of 2016, jurisdictionally-tailored enforcement trainings and workshops have been implemented in 5-6 separate jurisdictions using the PIMPAC Training Team and Enforcement Training toolkit.

**Objective 2.** By the end of 2016, each PIMPAC jurisdiction will have a team of at least two enforcement instructors, certified to train staff in at least 2 basic law enforcement skills and/or duties (Certification can be provided by the PIMPAC Enforcement Team Trainers or other sources).

**Objective 3.** By the end of 2016, PIMPAC will assist with the implementation of at least 3 trainings and/or workshops focused on the specific needs of remote MPA's in the Pacific region and improving the effectiveness of these programs.

**Objective 4.** By the end of 2015, 1-2 jurisdictions have established or begun to develop appropriate frameworks, initiatives, and/or programs to enhance the local community role for participating in or leading compliance and enforcement efforts. These may include co-management arrangements with government agencies and/or support for traditionally managed areas that include standardized guidelines to support community awareness, engagement, and reporting.

**Objective 5.** By 2016 and thereafter, PIMPAC has established mechanisms for sustained delivery of capacity building training for compliance and enforcement. These mechanisms may include jurisdictional cost-sharing in activities and programs, localized training activities and centers with certified instructional staff, jurisdictional appropriate materials and guides to help other sites and agencies, and the sharing and dispersal of lessons and experiences in compliance and enforcement efforts.

### Approach:

#### Planning, Implementation, and Monitoring of Regional Capacity Building Activities:

Using the Enforcement Training Toolkit and working with the PIMPAC enforcement training team -- consisting of key partners in Guam, Palau and elsewhere -- PIMPAC will support enforcement personnel and organizations with technical assistance and expertise to assess, improve and monitor change in the effectiveness of enforcement programs that are appropriate to jurisdictional needs. A PIMPAC enforcement assessment survey template will be developed and used identify gaps and needs related to: 1) protected area management, policy and legislation and 2) enforcement officer and agency capacity/knowledge/skills/equipment/funding. Prior to implementing enforcement trainings, enforcement personal from organizations requesting trainings, will fill out the PIMPAC enforcement assessment survey and return it to the PIMPAC enforcement trainer or mentor who was originally contacted. The PIMPAC enforcement trainer or mentor will collaborate with other necessary PIMPAC partners to review and analyze the survey, and design a training based on the results. Additionally, recommendations from CRCP's jurisdictional capacity assessments will also be used to help design trainings for the Pacific US Flag Islands. Post training evaluations and Memorandums of Understandings (MOU's), that will include monitoring and reporting activities to track effectiveness will be established to improve documentation of short and long term changes in enforcement officers and program capacity, and maintain partnerships focused long term enforcement capacity building.

**Community Based Compliance and Enforcement**

In jurisdictions that identify support for establishing or maintaining traditional systems and integration with government systems in their enforcement assessment survey as a priority, community-based or co-management approaches to improve compliance and enforcement will be supported. PIMPAC will encourage the development and strengthening of links and frameworks between community approaches and government enforcement agencies. Local enforcement agencies are critical partners for developing and supporting community programs and can provide technical assistance in areas such as safety, evidence collection, and assessments of rules and policy. Existing community-based compliance and enforcement programs from American Samoa, Samoa, Hawai'i, Guam and CNMI can serve as models for other jurisdictions interested in establishing programs. Information, materials, guides, case studies, laws and best practices will be shared from these existing programs and used to develop training modules and tool kits for community-based compliance, surveillance, and enforcement programs. This training will include a manual, training guide books, endorsements, MOUs, and other key material for the development of a new program. Additionally, learning exchanges and supporting materials will be utilized as the primary mechanism to share lessons and information about existing regional community-based programs that have shown success.

**Remote MPA Enforcement**

Joint Enforcement Agreements (JEAs) between land owners and government agencies will be used, where appropriate, as a key mechanism to leverage resources and partnerships from other enforcement organizations, local or otherwise to improve enforcement and surveillance at remote sites that work to effectively decrease violations. One remote MPA site in Palau, FSM and RMI will be established as model sites and will be identified as learning sites for other remote MPAs in these respective areas, so that local capacity building efforts can be more easily and cost effectively facilitated (via learning exchanges coordinated by local certified enforcement trainers and other means). Additionally, through new partnerships, with organizations such as One Reef, PIMPAC will explore the use of new technology, such as drones or Unmanned Autonomous Vehicles (UAV's).

**Communications**

New training efforts will also include sections on effective communications to ensure that enforcement officers have a basic understanding of conservation concepts and can effectively communicate these concepts, laws, and rules to the public. Assessments, training reports, MOU's, monitoring results and other information produced as a result of enforcement capacity building efforts will be shared via the list serve and website one week after completion.

**Objective 1: By the end of 2016, jurisdictionally-tailored enforcement trainings have been implemented in 5-6 separate jurisdictions using the PIMPAC Training Team and Enforcement Training toolkit.**

Year	Annual Milestones:
2013	Through collaboration with appropriate advisers, PIMPAC enforcement partners develop an Enforcement Tool Kit which will identify all the necessary components of an effective enforcement program and will include the necessary documents and training materials to assessment, implement and evaluate enforcement programs.
2013	Using the needs assessment survey document , identify/update specific enforcement capacity needs of partners in region through PIMPAC self-capacity assessment (stated under adaptive management).
2014	Assessments on gaps and needs related to: 1) protected area policy and legislation and 2) enforcement capacity/skills/equipment/funding are completed in all jurisdictions.
2016	5-6 new trainings, informed by assessments are completed.
2016	Assisted Jurisdictional enforcement partners to purchase some of the equipment identified as needed in assessment.
2016	Individual Enforcement Plans and SOP's, including day to day operational plans are

	complete or updated within 5-6 jurisdictions.
<b>2016</b>	PIMPAC enforcement trainees have demonstrated (based on pre/post test surveys) measured improvement on compliance and enforcements techniques, knowledge, skills and abilities that are taught during PIMPAC trainings.
<b>2016</b>	PIMPAC Enforcement Partnership Memorandum of Understanding that identifies specific responsibilities of both parties, including, but not limited to, reporting, monitoring, funding(partner organizations will be required to contribute some resources) are established with 5-6 jurisdictions.
<b>Objective 2. By the end of 2016, each PIMPAC jurisdiction will have a team of at least two enforcement instructors, certified to train staff in at least 2 basic law enforcement skills and/or duties (Certification can be provided by the PIMPAC Enforcement Team Trainers or other sources).</b>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2014</b>	Using information from assessments, identify most appropriate areas for certification for each jurisdiction.
<b>2016</b>	At least two certified trainers in each jurisdiction will be able to provide on-going training for their staff with little to no outside support.
<b>Objective 3. By the end of 2016, PIMPAC will assist with the implementation of at least 3 trainings and/or workshops focused on the specific needs of remote MPA's in the Pacific region and improving the effectiveness of these programs.</b>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2015</b>	Explore the use of new surveillance technology such as drones and UAVs.
<b>2016</b>	Three remote MPA sites (1 in each RMI, FSM, and Palau) will have effective enforcement programs and will serve as model sites for other remote MPAs in these respective areas, so that local capacity building efforts can be more easily and cost effectively facilitated (via Learning exchanges coordinated by local certified enforcement trainers).
<b>Objective 4. By the end of 2015, 1-2 jurisdictions have established or begun to develop appropriate frameworks, initiatives, and/or programs to enhance the local community role for participating in or leading compliance and enforcement efforts. These may include co-management arrangements with government agencies and/or support for traditionally managed areas that include standardized guidelines to support community awareness, engagement, and reporting.</b>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2014</b>	Identify communities that are interested in starting community or co-management enforcement programs and what some basic needs are to get them to advance their programs.
<b>2014</b>	Secure necessary resources to support advancing community enforce programs
<b>2015</b>	1-2 jurisdictions additional have begun to develop a community focused program for communities, traditionally managed areas that include standardized guidelines to support community awareness, engagement, and reporting.

**Objective 5. By 2016, PIMPAC has institutionalized a mechanism for sustained delivery of capacity building training for compliance and enforcement. These mechanisms may include jurisdictional cost-sharing in activities and programs, localized training activities and centers with certified instructional staff, jurisdictional appropriate materials and guides to help other sites and agencies, and the sharing and dispersal of lessons and experiences in compliance and enforcement efforts.**

Year	Annual Milestones:
2014	A MOU among MCT, Guam’s Department of Agriculture and Guam’s Micronesia Challenge Point of Contact is established that secures a long term commitment from DAWR Enforcement Section to institutionalize the PIMPAC Enforcement Capacity Building Instructor responsibilities of (currently Mark Aguon’s role) as a regular part of the job description of that position
2016	A PIMAC compliance and enforcement tool kit is complete and available and useable to jurisdictional partners.

**Key Partners:**

- American Samoa DMWR Staff, Tasi Watch, Jurisdictional Agency Enforcement Staff, Guam US Marshall’s Office and DAWR, Alliance of Palau Conservation Officers, Pew Charitable Trusts, One Reef, Makai Watch Hawai’i State & Managing Better Together Network and Rare

## Climate Change Adaptation

**Objective One:** By the end of 2016, jurisdictional teams have the capacity to integrate vulnerability assessments and adaptation into existing planning processes without outside expertise.

**Objective Two:** By the end of 2015, ten Local Early Action Plans are complete, and/or where appropriate adaptation actions have been integrated into existing policies, plans, and programs.

**Objective Three:** By the end of 2016, technical expertise has been provided to understand climate impacts on complex systems (i.e. fisheries, coastal erosion, and water resources) resulting in the development of regionally appropriate decision support tools for adaptation strategies.

**Objective Four:** By the end of 2016, PIMPAC has shared information and experience from communities working on adaptation both within the region and among other regions to expand adaptation efforts, leverage support for adaptation actions, and to revise tools to reflect experience in the field

### Approach:

As a PIMPAC member, Micronesia Conservation Trust (MCT) and partners have taken a lead on developing tools to foster community-based adaptation to climate change. Specifically, in 2010 MCT developed a toolkit to support community-based adaptation through the development of the Adapting to a Change Climate: Guidance for Vulnerability Assessment and Local Early Action Planning (VA-LEAP). The VA-LEAP includes

1. Outreach material aimed at communicating key climate change concepts in a way that is meaningful and accessible to island community leaders, and
2. Adaptation planning guidance that includes participatory processes for vulnerability assessments and has been integrated into an existing natural resource management planning processes (i.e. PIMPAC management planning, CAP, and LMMA) used throughout the region.

This outreach and planning tool is the first step in building local community and natural resource resilience to climate change. More importantly they are based on local knowledge and using participatory processes for both understanding the local climate scenarios as well as deciding what actions should be taken. Trainings on the use of these tools are currently underway and will continue into 2013 to reach all PIMPAC jurisdictions. PIMPAC mentors and Advisors are carrying out these trainings and focused on providing on-going support to communities and practitioners to continue this work.

Ongoing coordination and technical support is needed in some jurisdictions to complete vulnerability assessments and adaptation planning to ensure that plans are completed and foster implementation of adaptation strategies that will increase resilience. Completion of plans will include the identification and prioritization of “no-regrets” early actions that the community can begin to carry out. Where, appropriate, PIMPAC mentors and regional advisors will support communities to “mainstream” actions developed through the LEAP process by incorporating them into existing policies, plans, and programs. The process will also include the identification of capacity gaps where more specific technical support is needed to understand or develop appropriate adaptation strategies. As these no regret actions are identified a significant amount of resources will be needed to implement these actions in several communities. PIMPAC will help foster discussions with funders to provide grants to communities that have completed LEAPs and ready to implement early actions.

As communities are carrying out Local Early Action Planning processes, they are faced with some complex issues that do not have clear or easy solutions. For example, coastal erosion/shoreline protection, fisheries management/reef resilience, and water security have emerged as issues of concern for several community groups through the training process. However, community appropriate communications and guidance on

“how to” implement adaptation strategies to address these climate change impacts are not yet available. Several adaptation actions require further technical support and expertise to be implemented effectively and achieve desired resilience benefits. Additionally, the loss of traditional and local knowledge has repeatedly come up as a threat to building resilience within communities through the regional training workshops. This loss of local understanding on ways that ancestors managed resources to minimize impacts from climate hazards or human misuse makes “building resilience” seem to be a foreign concept, when in reality it has been practiced for thousands of years.

PIMPAC will focus on addressing some of the complex climate change impacts emerging as high priority issues for community based efforts as well as capturing some of the ways these issues were managed in the past. Technical support will be provided to communities to help understand adaptation options and determine how to carry out appropriate adaptation strategies for these complex issues. In some pilot sites, this work will also be the foundation for the development of new decision support tools that share the experience and expert guidance in ways that are meaningful and accessible to other community-based efforts. They will also demonstrate how the concepts of managing/preparing for climate hazards are not new and therefore adaptation actions are aligned with cultural practices. To complete this activity pilot areas (i.e. communities) that have undergone an adaptation planning process and have prioritized complex adaptation strategies that need of technical assistance would be selected. Workshops would be held that bring in appropriate technical experts to work directly with the pilot community to 1) better understand the vulnerability of the target resource, 2) review the suite of strategies available and their benefits and drawback, and 3) decide on a locally appropriate strategy. Additionally, experts would use this pilot experience and work with regional advisors and mentors to develop an outline for “how to” guidance materials that is based on up-to date-science, technical expertise, and pilot site experience. Additionally, regional advisors and mentors will capture examples of local and traditional knowledge that also addresses the issue. From these pilot site projects new guidance materials will be developed including illustrations to visually depict concepts (modern and traditional) and key information about implementing actions appropriately. This approach to developing new adaptation strategy tools will ensure that the guidance is scientifically valid, culturally appropriate, and targeted at community level adaptation efforts. Where technical guidance already exists for community based efforts, PIMPAC will foster the adoption/adaption/ and implementation of this guidance (e.g. Designing Resilient Locally Managed Areas in Tropical Marine Environments: A Guide for Community Based Managers)

All training and technical support activities and products will be provided to PIMPAC coordinators upon completion to share with the wider community and used to report out on PIMPAC activities where appropriate.

**Objective One: By the end of 2016, jurisdictional teams have the capacity to integrate vulnerability assessments and adaptation into existing planning processes without outside expertise.**

Year	Annual Milestones
2013	Complete 1 <sup>st</sup> CCA training in American Samoa and Guam.
2014	Complete 1 <sup>st</sup> CCA training in Hawai’i.
2013 - 2016	Identify/update specific climate change adaptation capacity needs of partners in region through PIMPAC self capacity assessment (stated under adaptive management).
2014-2016	On-going training support for jurisdictions who request training through self-capacity assessment results.

**Objective Two: By the end of 2015, ten Local Early Action Plans are complete, and/or where appropriate adaptation actions have been integrated into existing policies, plans, and programs.**

Year	Annual Milestones
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<b>2013</b>	Local Early Action Plans developed for 3 communities.
<b>2014</b>	Local Early Action Plans developed for 4 communities and early “no regrets” actions integrated into existing policies, plans, or programs for 2 communities.
<b>2015</b>	Local Early Action Plans developed for 3 communities and early “no regrets” actions integrated into existing policies, plans, or programs for 2 communities.
<b>Objective Three: By the end of 2016, technical expertise has been provided to understand climate impacts on complex systems (i.e. fisheries, coastal erosion, and water resources) resulting in the development of regionally appropriate decision support tools for adaptation strategies.</b>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2013</b>	Erosion Control Adaptation Strategy toolkit developed
<b>2014</b>	Workshops for erosion control completed in 2 communities
<b>2014</b>	Conduct 2-3 on site technical support with communities to use new adaptation strategy guidance (Resilient Marine LMA design, Erosion Control)
<b>2015</b>	Workshops for water resources completed in 2 communities
<b>2015</b>	No-regrets early actions implemented in 5 communities
<b>2016</b>	Water Resource toolkit developed
<b>2016</b>	Conduct 2-3 on site technical support with communities to use adaptation strategy guidance (Resilient Marine LMA design, Erosion Control, Water Resource)
<b>Objective Four: By the end of 2016, PIMPAC has shared information and experience from communities working on adaptation both within the region and among other regions to expand adaptation efforts, leverage support for adaptation actions, and to revise tools to reflect experience in the field</b>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2013- 2014</b>	Share outputs of local early action plans, implementation efforts, and adaptation guidance technical support with PIMPAC community to foster community based adaptation efforts more broadly
<b>Key New Partners:</b> IOM/PRIMO/PREL/Education systems/SPC-GIZ/PICCC	

## Behavior Change

**Objective One:** By the end of 2016, PIMPAC members will better understand the link between behavior change and resource management and will have access to tools, advice, technical support and training in community based social marketing.

**Objective Two:** By the end of 2016, a PIMPAC Community-based Social Marketing strategy and appropriate toolkit is developed

**Approach:**

Impacts to natural resources result from unsustainable human behaviors. Thus behavior change is the cornerstone of sustainability. Site based managers must be able to identify the behavioral changes required to achieve environmental outcomes and develop strategies to foster sustainable behaviors. To be effective, behavior change strategies must make use of the best available research from the fields of social science, psychology, marketing and communications as well as access critical information from the natural sciences.

PIMPAC aims to empower resource managers to change behaviors by building capacity in community-based social marketing in the region. To do this, PIMPAC will develop a Behavior Change Support program that will:

- Provide training in community-based social marketing and related skill sets (e.g. communications)
- Support resource managers to structure existing programs around accepted behavior change methodologies
- Support decision makers and organizational leaders to foster a resource management culture based around behavioral change
- Work with partner organizations such as RARE to expand support for behavior-based solutions in the region
- Work with jurisdictional teams to identify shared conservation priorities within the region and target support accordingly.

To achieve these goals, PIMPAC will employ a Behavior Change Program Advisor.

The ideal Behavior Change Program Advisor will:

- Have at least 5 years experience in community-based social marketing
- Have at least 5 years experience in communications or marketing
- Have at least 5 years experience in natural resource management
- Hold a post graduate degree in a natural or social science
- Demonstrate an ability to find, analyze and practically apply scientific research to real natural resource management problems
- Demonstrate an ability to influence research programs (i.e. identify research needs and act as a broker between researchers and resource managers to ensure research needs are met)
- Demonstrate an ability to understand and apply the scientific method in experimental design (i.e. design monitoring and evaluation approaches for behavior change programs)
- Demonstrate an understanding of statistical analysis (particularly as applied to the social sciences)
- Demonstrate an understanding of social science survey design
- Be an outstanding strategist
- Have experience working in remote locations and with Pacific Island Communities

The PIMPAC Behavior Change Program Advisor will work with regional staff to develop coordinated multi-agency

behavior change campaigns and provide staff members with the skills required to deliver them. The Behavior Change Program Advisor will work with key partner agencies such as RARE, SeaWeb, PICCC and others to coordinate regional approaches to behavior change and ensure the capacity built by programs such as RARE can be capitalized on through the development of a larger behavioral change framework for the region.

The Behavior Change Program Advisor will:

- Serve as a strategic advisor on the development of effective behavior change programs
- Assist with strategic planning and program development
- Work with key decision makers in the jurisdictions to establish high level support for community-based social marketing
- Work with key decision makers to foster better collaboration on behavior change programs
- Support program level staff with the development and implementation of behavior change programs
- Oversee the Behavior Change Coordinator

PIMPAC will also employ a Behavior Change Program Mentor to assist the Behavior Change Program Advisor with the delivery of PIMPACs Behavior Change Program. This position will primarily be responsible for assisting with the implementation of behavior change trainings and the development of “turnkey” programs and resource that can be replicated and used throughout the region. The Mentor will work with the Behavior Change Program Advisor, jurisdictional teams, and resource managers to identify and prioritize regional needs with respect to behavior change program implementation. The Mentor will assist with collection and analysis of relevant research and data, and with development of communication and other materials needed for strategic implementation and testing.

The ideal Behavior Change Program Mentor will:

- Have at least 3 years experience working in communications, marketing, social marketing, outreach, education, or a creative communication discipline
- Have at least 2 years postgraduate experience in the natural or social sciences
- Be familiar with common statistical analyses and demonstrate an ability to design scientific experiments to monitor and evaluate social programs
- Demonstrate an ability to locate, analyze, interpret and utilize scientific information in a practical way
- Demonstrate excellent communication skills
- Demonstrate excellent problem solving skills
- Familiarity with community-based social marketing
- Be willing and able to work in a remote location with little or no supervision
- Multi-media communications and GIS expertise (e.g. graphic design, videography, social media, basic map making) will be highly regarded

The Behavior Change Program Mentor will be responsible for:

- Assisting the Behavior Change Program Advisor with design and implementation of the PIMPAC Behavior Change Program
- Working with the Advisor and relevant stakeholders to identify and prioritize program implementation needs
- At the direction of the Behavior Change Program Advisor, assist resource managers with program implementation including 1) identification of priority behavior change needs, 2) identification of barriers and benefits associated with behavior change, 3) analysis of existing data as relevant, 4) assistance with development and implementation of community-based social marketing strategies, 5) assistance with development of necessary communication materials and other materials required for strategy implementation, 6) facilitation of collaboration and program development, 7) monitoring and evaluation

of behavior change programs, 8) capacity building of regional staff as required.

PIMPACs Behavior Change Program will support all other PIMPAC efforts. For example, compliance with existing fishing regulations would be considered a behavior change activity and would be supported by the behavior change. In this example, the behavior change team would work with enforcement staff to identify needed behavior changes, conduct relevant social research, develop strategies to achieve behavior change, monitor, test and improve these strategies. This approach will increase the efficiency of tackling similar problems throughout the region by allowing PIMPAC partners to leverage resources, access “turnkey” resources and share approaches that have been designed for the region, tested and shown to be successful. Part of the PIMPAC Behavior Change Program’s success will rely on the adoption of successful and well-developed behavior change approaches by PIMPAC partners. Prior to initiation of this program, partners should agree that agencies will adopt successful strategies as they are developed and proven.

**Objective One: By the end of 2016, PIMPAC members have access to tools, technical support, and training on strategic communications and community based social marketing skills**

Year	Annual Milestones:
2013	Partner with RARE to identify existing site-based communication/campaign efforts, capacity gaps and needs, as well as shared priorities within the region
2013 - 2016	Identify/update specific social marketing/behavior change capacity needs of partners in region through PIMPAC self capacity assessment (stated under adaptive management)
2013	Communications technical support integrated into two existing PIMPAC training workshops (e.g. enforcement, CCA, monitoring)
2014	Community based Social Marketing trainings and/or technical support provided to at least two PIMPAC jurisdictions based on local needs
2014	One PIMPAC advisor/organization supported through PIMPAC to provide communications and/or community based social marketing training and technical support
2014- 2015	Work with SeaWeb, PICCC, and Rare cohort to identify potential social marketing mentors and/or regional advisors who can continue to support site based campaign development/implementation in the region
2015	Communications trainings and/or technical support provided to at least two PIMPAC jurisdictions based on local needs
2016	Communications trainings and/or technical support provided to at least two PIMPAC jurisdictions based on local needs
2016	PIMPAC social marketing mentor supported by PIMPAC (2 total) to support social marketing/behavior change training and technical support

**Objective Two: By the end of 2016, a PIMPAC Community-based Social Marketing Toolkit and Training Module is developed.**

Year	Annual Milestones:
2014	Identify existing tools, products, training modules that can support site-based management needs in the region
2016	PIMPAC Community-based Social Marketing Toolkit and Training Module is developed to support on-going training and technical assistance in the region (including regionally appropriate tools, case studies, activities, and training approaches).

**Key New Partners:**

- MC Communication Group & Dan Ho

- Sea Web
- PICCC
- RARE
- Agencies outreach and education people
- SPC & SPREP
- Private consultants

## PIMPAC 2013 – 2016 OBJECTIVES: LEARNING EXCHANGES

### Learning Exchanges

**Objective 1:** By the end of 2016, at least one learning exchange per jurisdiction will have taken place and at least 80% of the exchanges will have documented positive change occurring as a result of the exchange. For example, new monitoring methods implemented or new program established and all document their stories.

#### Approach:

##### **Sponsoring Learning Exchanges Resulting in Positive Change to Improve Management**

PIMPAC will support various types of learning exchanges from short approximately week long visits to specific sites to learn specific skills to longer term exchanges such as those conducted by the Guam Department of Resource Enforcement in which participants worked with the Department for two to three months. Exchanges will be initiated by filling the PIMPAC Learning Exchange Request Form on PIMPAC's website. To support effective learning exchanges it is very important that there are clear and effective criteria for participating in an exchange. It's best for practitioners or partners to go on an exchange when their program requires them to learn and apply new tools to improve their management efforts. Prospective participants should have clear objectives for the exchange and understand how they will be met through the exchange event. They should also identify measureable indicators that can be tracked to help understand how the exchange contributes to improving management. Since it's almost impossible to adequately learn skills sufficiently to improve management, to the extent possible, exchange participants will be mentored following the exchanges. Depending on the availability of funding, this may include follow up visits to the sites of the exchange participants by those who have hosted the exchange to provide direct mentoring. This mentoring approach will be accompanied by the participants agreeing to mentor others in the skills they have learned once they become proficient. It is also important that during the exchange itself, participants make a simple plan for how they will apply the knowledge and skills they gain during the exchange. After participants have returned home, PIMPAC coordinators will follow up approximately six months and one year after the exchange to gather information about how the participants have applied the learning from the exchange back at home. The objective is that at least 80% of the exchanges will result in demonstrable improvement or enhancement of management activities by exchange participants. Finally while PIMPAC will invest in several exchanges over the next three years it may not be possible to conduct exchanges for all practitioners that would like them. As a result, the exchanges that do occur will be documented with simple lessons and key points to be shared throughout the PIMPAC network. This will help PIMPAC partners gain an understanding and access some of the information shared during each exchange.

All participants of learning exchanges will provide PIMPAC coordinators with a "LE request form" and "LE follow up report". These documents will be used by the coordinators to facilitate the exchange that bests meets the objectives, to share results/outcomes with the wider Community, and to report out on PIMPAC activities where appropriate.

**Objective 1:** By the end of 2016, at least one learning exchange per jurisdiction will have taken place and at least 80% of the exchanges will have documented positive change occurring as a result of the exchange. For example, new monitoring methods implemented or new program established and all document their stories.

Year	Annual Milestones
<b>2013</b>	At least one learning exchange is supported
<b>2014</b>	At least two additional learning exchanges have been supported involving additional jurisdictions
<b>2015</b>	At least a total of three additional learning exchanges have been supported involving additional jurisdictions and bringing the total to six with four having demonstrable and documented positive change occurring as a result of the exchange
<b>2016</b>	At least a total of four additional learning exchanges have been supported bringing the total to ten (or one per jurisdiction) with eight having demonstrable and documented positive change occurring as a result of the exchange. Please note if a jurisdiction is offered a learning exchange but is not able to avail of it, it is possible that individual jurisdictions may participate in more than one learning exchange supported by PIMPAC partners.

## PIMPAC 2013 – 2016 OBJECTIVES: PARTNERSHIP BUILDING

### Partnerships Building with Academic Institutions

**Objective 1:** By the end of 2015 and thereafter, there is wide participation from across Micronesia in the Micronesia Conservation Enforcement Certificate Program at Guam Community College (GCC) with PIMPAC providing at least two scholarships annually.

**Objective 2:** By the end of 2016, with support from PIMPAC, at least three academic institutions in the PIMPAC Service Region have included full courses or significant course content on prioritized aspects of Natural Resource Management in line with areas of PIMPAC management focus.

**Objective 3:** By the end of 2016, at least two interns per jurisdiction are supported to assist local and regional area based initiatives with 50% off these linked with academic institutions. (There are ten PIMPAC jurisdictions and as a result a total of at least 20 internships will have been supported by the end of 2016).

**Objective 4:** By the end of 2016 work with funders to support 1-2 individuals towards completing a MS degree in Marine Science.

#### Approaches:

##### Micronesia Conservation Enforcement Certificate Program at Guam Community College

Through key partners, PIMPAC will identify funding sources to fund 1-2 scholarships a year for students to attend the Micronesia Conservation Enforcement Certificate Program at Guam Community College. This will be a competitive process, requiring the development of a scholarship application form, announcement and review and award process. All training and technical support activities and products will be shared with PIMPAC coordinators upon completion to be distributed with the wider Community and used to report on PIMPAC activities as appropriate.

##### Enhancing Natural Resource Management Topics in Academic Course Content

This objective will be pursued by bringing representatives from academic institutions together both in workshop settings and virtually to discuss their priorities for natural resource management (NRM) content and how this overlaps with PIMPAC's focal topics and content. An informal network of academic leaders that want to collaborate with PIMPAC partners to increase NRM content will be formed and priority opportunities to enhance NRM content will be identified and pursued. Already there are several opportunities for PIMPAC to support the enhancing of NRM content. These include supporting the GCC Palau Community College (PCC) and Palau International Coral Reef Center (PICRC) to develop its planned Biological Monitoring Course, supporting the Pacific Climate Education Partnership (PCEP) to utilize PIMPAC materials, exploring potential partnership opportunities with UH Hilo's marine studies program, and working with resource agencies in the PIMPAC service region to better link academic NRM programs to agency implementation in the field.

##### Supporting at Least Two Interns per Jurisdiction with 50% off these Linked with Academic Institutions

Internship opportunities are being offered through a variety of organizations several of which are linked to academia and are participating as partners in PIMPAC. A few examples include: RARE, PIPTIEM service, Micronesia Young Champions supported by the Department of the Interior (DOI), the National Science

<p>Foundation- Undergraduate Research Mentoring (URM) Program and Advanced Technological Education, Enforcement internships with the Guam DAWR, Sunia scholarships, UH Hilo internship program, German Government supported German climate internship through MCT and TNC, and several additional U.S. federal opportunities that are being collated by the Hawai'i Conservation Alliance.</p> <p>All partnership building activities and products will be provided to PIMPAC coordinators upon completion to share with the wider Community and used to report out on PIMPAC activities where appropriate.</p>	
<p><b>Objective 1: By the end of 2015 and thereafter, there is wide participation from across Micronesia in the Micronesia Conservation Enforcement Certificate Program at Guam Community College (GCC) with PIMPAC providing at least two scholarships annually.</b></p>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2013</b>	At least one scholarship for attendance in the GCC Micronesia Conservation Enforcement Certificate Program are offered
<b>2014</b>	At least two scholarships for attendance in the GCC Micronesia Conservation Enforcement Certificate Program are offered At least two jurisdictions regularly send conservation officers to the GCC Program for training 1-2 students participate in an internship with Guam' Enforcement Officers
<b>2015</b>	At least two scholarships for attendance in the GCC Micronesia Conservation Enforcement Certificate Program are offered Three or more jurisdictions regularly send conservation officers to the GCC Program for training
<b>2016</b>	At least two scholarships for attendance in the GCC Micronesia Conservation Enforcement Certificate Program are offered Four or more jurisdictions regularly send conservation officers to the GCC Program for training
<p><b>Objective 2: By the end of 2016, at least three academic institutions in the PIMPAC Service Region have included full courses or significant course content on prioritized aspects of Natural Resource Management in line with areas of PIMPAC management focus.</b></p>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2014</b>	PIMPAC supports PICRC and PCC on the development of the biological monitoring training program and the program is promoted through the PIMPAC Network
<b>2014</b>	A plan to engage other potential academic partners to incorporate enhanced NRM content in line with PIMPAC programs is developed
<b>2014</b>	The PICRC and PCC biological monitoring program is operational At least one additional academic partnership is under development
<b>2015</b>	The second academic partnership is operational and a third is under development
<b>2016</b>	Three academic partnerships are operational providing enhanced NRM content in line with areas of PIMPAC management focus
<p><b>Objective 3: By the end of 2016, at least two interns per jurisdiction are supported to assist local and regional area based initiatives with 50% off these linked with academic institutions. There are ten PIMPAC jurisdictions and as a result a total of at least 20 internships will have been supported by the end of 2016.</b></p>	
<b>Year</b>	<b>Annual Milestones</b>
<b>2013</b>	At least two internships are supported in one or more jurisdictions
<b>2014</b>	At least five additional internships have been supported across all PIMPAC jurisdictions
<b>2015</b>	At least ten internships have been supported across all PIMPAC jurisdictions

<b>2016</b>	At least twenty internships have been supported across all PIMPAC jurisdictions
<b>Objective 4:</b> By the end of 2016 work with funders to support 1-2 individuals towards completing a MS degree in Marine Science.	
<b>2014</b>	Start discussion with major funders about willingness and ability to support higher education in the region.
<p><b>Partners:</b>  Palau International Coral Reef Center, Palau Community College, Guam Community College, Guam US Marshall's, Micronesia Conservation Trust, Alliance of Palau Conservation Officers, Pew Charitable Trusts, One Reef, Makai Watch (Hawai'i State &amp; Managing Better Together Network), RARE, Kamehameha Schools, Hawai'i Conservation Alliance.</p>	

## PIMPAC 2013 – 2016 OBJECTIVES: PIMPAC COORDINATION & COMMUNICATIONS

Pre-strategic planning survey results showed a strong need to for improved communications within PIMPAC to provide consistent and effective communication among and between PIMPAC members, donors, and potential partners to support the aims of the Community. Specifically there were several PIMPAC members that did not know how to access PIMPAC support or of the existing communications tools (i.e. list serve and website). New PIMPAC Communications objectives and activities strive to be efficient in the delivery of information, share information in a meaningful and accessible manner, and support open dialogue among PIMPAC members.

### *PIMPAC MEMBER FRAMEWORK*

Before developing/revising objectives for communications, the group developed a framework for describing the various roles of PIMPAC members within the larger community. While roles of specific groups were more clearly defined, it was also noted that PIMPAC communications is founded on inclusivity among members in decision-making, and/or equal sharing of results and accomplishments.

**Community members** - refers to the overarching term to describe all individuals affiliated with PIMPAC. Membership aims to be inclusive all of individuals interested in sharing, collaborating, and fostering effective site based management in the region, therefore no “formal membership” is required. Within this large group there are four additional sub-groups within which most members will fall into:

- **PIMPAC Coordinators** – refers to two Coordinators housed the National Oceanic and Atmospheric Administration and the Micronesia Conservation Trust whose role is to provide overarching coordination and communication among PIMPAC members to implement and measure progress toward achieving PIMPAC goals and objectives.
- **PIMPAC Jurisdictional teams** – refers to the group of individuals in each jurisdiction who are the “on the ground facilitators” of resource management at local sites and are members of PIMPAC. PIMPAC will aim to use existing site-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 areas of expertise. It is hoped these teams can also be key points of contact for various organizations/projects to provide input and coordination for site- based management activities. Jurisdictional teams will also ensure proper local protocol is upheld to ensure that information shared with the larger community has been locally approved.
- **PIMPAC Core support team** – refers to individuals and organizations who support PIMPAC activities around capacity developing. These include:
  - **PIMPAC Advisors:** provide technical expertise on topic areas
  - **PIMPAC Mentors:** provide ongoing technical support for specific topic areas, and on the ground coordination in the region
- **PIMPAC Partner networks and organizations** – refers to federal, regional or international organizations/initiatives/networks/teams that can support PIMPAC activities or share information relevant to PIMPACs mission. These include but are not limited to:
  - Micronesians in Island Conservation

- The Locally Marine Managed Area Network
- Micronesia Challenge - MC Measures Teams and MC Communications team
- Two Samoa's Initiative
- RARE
- Pacific Islands Climate Change Cooperative
- Hawai'i Conservation Alliance
- Managing Better Together Group
- Schools, Community Colleges, and Universities
- CCNET – Pacific Franchise
- TNC and Conservation Action Planning Coaches

## PIMPAC Coordination and Communications

**Objective 1:** By the end of 2016, PIMPAC members are well informed and demonstrate ownership of PIMPAC including:

- Knowledgeable on how to access PIMPAC services and partnerships
- Actively engaged in opportunities for up-coming trainings, funding, activities, and events
- Sharing information about local activities and accomplishments/products relevant to PIMPAC
- Communicating the Mission or PIMPAC, their role in PIMPAC, and value added in being part of the community

**Objective 2:** By the end of 2016, PIMPAC accomplishments, objectives, and needs are communicated to funders to sustained or improve support for implementation of the strategic plan.

**Objective 3:** By the end of 2014, PIMPAC will have developed MOUs and clear a communications strategy for sharing information and collaborating with relevant PIMPAC Partner Organizations and Networks who share common interest and/or membership.

**Approach:**

One of the greatest values of PIMPAC is the ability as a social network to improve access to information, case studies, skills, and experiences from around the region. Through this network, PIMPAC can also coordinate people and programs from different jurisdictions that can benefit from sharing experiences/skills with one another to bring about improved site based management effectiveness.

Effective and strategic communications are required for this and therefore PIMPAC Coordinators will work with regional advisors and mentors to ensure thorough and clear communications about PIMPAC related activities. It is noted that site based management capacity building activities are being carried out by several PIMPAC Core Support Team members and organizations who may or may not be funded directly by PIMPAC. Therefore, it is agreed that activities that support the PIMPAC strategic plan (funded directly by PIMPAC or not) will be reported out by PIMPAC as being implemented by PIMPAC members and naming the organization. Additionally PIMPAC core support team members (i.e. regional advisors and mentors) agree share information about PIMPAC prior to trainings and technical support. PIMPAC communication material will be provided to the core support team to help regional members better understand PIMPAC's missions, activities and means for accessing support. The aim of this approach is to improve the understanding of the various activities being implemented to achieve the goals of PIMPAC and to sustain or improve funding support for these efforts in the region. This approach will be carried out transparently and with agreed upon MOUs between PIMPAC and Partner organizations and Networks.

**Objective 1: By the end of 2016, PIMPAC members are well informed and demonstrate ownership of PIMPAC including:**

<ul style="list-style-type: none"> <li>• Knowledgeable on how to access PIMPAC services and partnerships</li> <li>• Actively engaged in opportunities for up-coming trainings, funding, activities, and events</li> <li>• Sharing information about local activities and accomplishments/products relevant to PIMPAC</li> <li>• Communicating the Mission or PIMPAC, their role in PIMPAC, and value added in being part of the community</li> </ul>	
<b>Year</b>	<b>Annual Milestones:</b>
<b>2013 - 2016</b>	PIMPAC Coordinators Collect names and contact information of jurisdictional teams within in three months of final strategic plan - Update list serve to add new contacts and remove old emails no longer relevant.
<b>2014 - 2016</b>	PIMPAC members actively share information, case studies and/or current activities that could benefit other PIMPAC members (approximately 10 stories shared a year from PIMPAC members).
<b>2013</b>	Explore the possibility of sharing a contract for a communications staff with PICRC/TNC/PIMPAC/MCT.
<b>2013</b>	PIMPAC Coordinators will email new list serve address to PIMPAC members with instructions, guidelines on posting.
<b>2013</b>	Develop standard introduction/description about PIMPAC and history in power point slides.
<b>2013</b>	Share logo via website.
<b>2014</b>	PIMPAC coordinators will Follow up with Katie Munkres about Pacific RISA network analysis communicating results.
<b>2014</b>	PIMPAC website reviewed and modified to improve .
<b>2013 - 2016</b>	Explore opportunities to showcase/share about PIMPAC accomplishments and community at the following events: <ul style="list-style-type: none"> <li>• Pacific Round table nature conservation</li> <li>• ICRS in Hawai'i '16</li> <li>• 2014 HCC – navigating change in the pacific</li> <li>• Pacific island forum – Micronesia Challenge side event <ul style="list-style-type: none"> <li>○ Get Two Samoa's represented</li> <li>○ Willy/Albon to get leader from NML to send invite</li> </ul> </li> </ul>
<b>Objective 2: By the end of 2016, PIMPAC accomplishments, objectives, and needs are communicated to funders to sustain or improve support for implementation of the strategic plan.</b>	
<b>2013 - 2016</b>	PIMPAC accomplishments and strategic plan shared with funders within and outside the region to sustain or improve resources that support PIMPAC objectives.
<b>Objective 3: By the end of 2014, PIMPAC will have developed MOUs and clear a communications strategy for sharing information and collaborating with relevant PIMPAC Partner Organizations and Networks who share common interest and/or membership.</b>	
<b>2014</b>	Develop informal MOU/ Partner Description with partner network and organizations – includes expectations, roles, contribution, participation and communication collaboration, how we share success stories and protocol.
<b>2014</b>	Develop informal MOU among PIMPAC core support team members that includes <ul style="list-style-type: none"> <li>• elevator speech /key messages on how to articulate their role/PIMPAC – value added from being part of bigger community</li> </ul>

	<ul style="list-style-type: none"><li>• Protocol for “PIMPAC” events</li><li>• Agreement on how to acknowledge activities that contribute to PIMPAC objectives while maintaining organizational identity/ and share PIMPAC logo on website</li></ul>
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## APPENDIX A: PIMPAC HISTORY AND REGIONAL CONTEXT

The Pacific Islands Managed and 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 Samoa’s” Initiative, as well as other Pacific Countries interested in collaborating.

## APPENDIX B: PIMPAC ACCOMPLISHMENTS (2005 – PRESENT)

The following accomplishments have resulted from the coordination, funding, support and partnership from numerous organizations that all contribute to the success of PIMPAC. Accomplishments include:

### 2005-2008

- Two PIMPAC Co-coordinators funded by NOAA CRCP and MCT
- 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)
  - Hawai'i – Fiji (community based management)
  - Guam/CNMI – Pohnpei / Hawai'i (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-Hawai'i)
- 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 Hawai'i, RMI, Pohnpei, American Samoa, Fiji (Collaboration with NOAA NMS/CCN/TNC)
- Facilitation training provided for Marine Resource Managers - Hawai'i

### 2009-2012

#### Continued Coordination

Since the last strategic plan, two new coordinators have successfully transitioned into their respective positions. Mike Lameier is based in Honolulu with NOAA Fisheries Service and Betty Sighra is based with Micronesia Conservation Trust and located in Kosrae

#### Training and Technical Assistancess

## **PIMPAC Advisers**

Meghan Gombos, Scott Atkinson and Mike Guilbeaux advised PIMPAC Coordinators and Mentors on project management and implementation.

## **PIMPAC Mentors**

Achieving the PIMPAC strategic plan milestone of having regional based trainers, Wayne Andrew, Berna Gorong, Liz Turk, Peter Houk, Sergeant Mark Aguon, Lt. Michael Reyes and Captain Joey Terlaje were PIMPAC Mentors from August 2011-Sept 2012. In their Mentor/trainer roles, they collaborated with many partners in collective effort to progress towards accomplishing the goals of PIMPAC. This collective initiative supported implementation of the PIMPAC Strategic Plan and work to:

1. Advancing management plans for sites in key jurisdictions
2. Incorporating climate change adaption (CCA) outreach and planning into the community management efforts including management planning as appropriate
3. Supporting more effective compliance and enforcement planning
4. Building capacity for effective compliance and enforcement operations
5. Support socio-economic monitoring training and implementation

## **All jurisdictional Support for Training and Technical Assistance**

### **Management Planning**

- American Samoa- Participatory Learning Activity training in new MPA site and Learning Exchange with Western Samoa
  - PLA support to Tula, Faga'alu, Nu'uuli, Vatia, Amouli
- Chuuk Conservation Society provided management planning support to: Pianu Pass, which has finalized and endorsed management plan, is on hold because of resource dispute; Tiun-Parem has draft management plan, endorsed by community and local leadership and are preparing to support Uman and Wichukulo site
- Support for Hawai'i to develop traditional measures of management effectiveness
- Addendums for MPA Zoning and Traditional Ecological Knowledge were added to the PIMPAC Management Planning Guide
- Vulnerability Assessment and Local Early Action Plan (VALEAP) Guide and Template Completed
- In Palau, in collaboration with the Palau Conservation Society, management Planning support was provided to: Merir Island and Kayangel State
- Management planning activities in Yap supported the Nimpal Channel MCA to incorporate climate lens into management plan and the Luwech community initial engagements in developing LEAP Yap
- Conducted needs assessments for FSM management plans and updated status of management plans in progress
- Facilitated organizing better collaboration amongst Yap partners and agency and this laid foundation work in Yap for progressing management planning process with communities
- Management Support for Kosrae

### **TNC Conservation Action Plans**

#### **American Samoa**

- Faga'alu

#### **Hawai'i** (Manuel Mejia, TNC Hawai'i, to do a CAP symposium at HCC)

- [South Kohala Conservation Action Plan](#)
- [Kahekili Conservation Action Plan \(CAP\)](#)-in progress, Liz Foote was contacted for Final
  - The Kahekili CAP will be used in the Wahikuli-Honokowai Watershed Management Plan

- [Maunalua Bay Conservation Action Plan](#)
  - Starting Comprehensive watershed management plan? Pam W.MM Watershed Coordinator
- Kipahulu, Maui-complete
- Polanui, Maui-complete
- Mu'olea, Maui- almost complete
- Kahoolawe-in progress
- Molokini-almost complete

### **Micronesia**

- Chuuk: Parem and Fefan
- Guam: Piti
- Kosrae: Awane Marine Park and Okat MPA
- Palau:
  - Aimeliik
  - Angaur
  - Kayangel
  - Ngemai (Ngiwal)
  - Ngelukes(Ngchesar)
  - Oruaol libuchel (Ngatpang)
  - Ngermasech (Ngardmau)
  - Ngaraard Mangrove Conservation Area(Ngaraard)
  - Teluleu (Peleliu State)
- Pohnpei: Nett
- Yap: Tomil, Baleabaat, Fanif

### **Watershed Management**

- Supported two Micronesian Watershed Managers to Attend the Pacific Island Watershed Institute (PIWI) Workshop in Hawai'i.
- PIMPAC Guidebook revised to include terrestrial processes
- Supported participation of Yap MPA community representatives in Yap-Palau Watershed/Fisheries Learning Exchange in Palau, Dec. 2011.

### **Biological Monitoring**

- American Samoa Community Based Monitoring Program Data Assessment and Program Development Workshop Summary and Recommendations
- Assessment of Ecological Datasets and Recommendations for Monitoring Programs to Assess the Effectiveness of the Micronesian Challenge-Republic of the Marshall Island and the Federated States of Micronesia
- Data management and analysis workshop, November 2010, CNMI
- Improving data collection, storage, handling, visualization and analysis for Micronesia's Coral Reef Monitoring Programs: A guidebook with step-by-step exercises using regional datasets to improve local capacity for data interpretation.
- Linking Biological Monitoring to Management Effectiveness
- Support to Palau International Coral Reef Center and Pacific Marine Resource Institute through a subcontract from a NOAA CRCP Cooperative Agreement to MCT to assist and train biological monitoring teams in conducting MC monitoring protocol, data management and analysis and use of MC database.

- FSM Biological Monitoring Funded through NOAA CRCP Cooperative Agreement to MCT, FY 11-13 to support implantation of MC monitoring protocol in FSM, RMI and ROP.
- Coral Reef Monitoring and Management Capacity Assessment at fourth MC Measures Meeting
- Facilitation Support for MC Measures Meetings

### **Socio-economic Monitoring**

#### SEM Pasifika Assessments and Trainings

- Socio economic assessment at Aunu'u :” An Investigation into Marine Resource Use and Management in Aunu'u, American Samoa:A House Hold Survey”
- American Samoa – Workshop held in American Samoa with representatives from Independent Samoa in 2009, follow-up site with technical assistance for Aunu'u Island (2009)
- Regional SEM– Pasifika Workshop in RMI
- Chuuk- Tiun, Parem
- SEM Pasifika socio-economic Survey Report for Metipw Community Madolenihmw, Pohnpei, FSM
- Kosrae-Summer 2013

#### Follow up assistance and SEM – Pasifika surveys after Regional SEM– Pasifika Workshop in RMI

- Epinup Marine Protected Area, Chuuk April –Aug 2009
- Laolao Bay, CNMI Intercept Survey March 22, 2009(completed SEM P Assessment)
- Ho'okena, South Kona district, Hawai'i Island March- June 2009
- Palau and Helen Reef SEM- Pasifika training November 16 – 25, 2009
- Ngulu Atoll, Yap, March 2009
- Utwe, Kosrae, June 2009 (assessment completed with Marson, data entered and preliminary analysis, but no report)
- Support to Palau International Coral Reef Center and Pacific Marine Resource Institute through a subcontract from a NOAA CRCP Cooperative Agreement to MCT to establish Micronesian Challenge Socio-economic indicators.

### **Climate Change Adaptation (CCA)**

- Regional Adapting to Climate Change “Climate Camp” Workshop-September 2010, Pohnpei
- August 2011 –CCA Toolkit training, Majuro.
- January 2012 –CCA Toolkit training, Pohnpei
- February 2012 -CCA Toolkit training Palau
- Feb. 6-10, 2012 – CCA Toolkit training Chuuk,
- Feb. 27-Mar. 2, 2012 – CCA Toolkit training, Kosrae
- Apr. 2-6, 2012 CCA Toolkit training Yap
- May 14-17, 2012 – Assisted Mae Adams (TNC Micronesia) to incorporate climate change into CAP Workshop for Oneisumw community in Chuuk and will lead facilitation of this first community engagement as part of CAP Team.
- October 2012 Palau CCA workshop
- Establishment of a Palau Climate Change Core Group
- Follow up support for Chuuk Women’s Council team in planning for incorporating toolkit into activities – Feb. 2013
- March 2013- -CCA Toolkit training CNMI
- May 2013-CCA Toolkit Training American Samoa

## **Observation, Compliance and Enforcement**

PIMPAC made remarkable progress in this area, largely due to the partnership developed with a training team from Guam law enforcement officers Lt. Michael Reyes, Sgt. Mark Aguon, and Cpt. Joey Terlaje and support from Michael Guilbeaux.

Support and Build Capacity for Effective Enforcement Planning and Operations

Guides Developed:

- Establishing a Program Compliance and Enforcement Plan
- Writing and Filing Incident Reports and Citations
- Developing Effective Standard Operating Procedures

Enforcement Trainings:

- Micronesia MPA Enforcement and Compliance Workshop, Koror, Palau, March 28 – April 11, 2011
- Remote MPA Enforcement Training, Yap June 2011
- Guam-Palau Enforcement Exchange, Guam, Nov-2011- Jan 2012
- Palau Conservation Enforcement Workshop on Standard Operating Procedures, Koror, November 30 –, December 3, 2011
- Pohnpei Compliance and Enforcement Workshop, Pohnpei, June 2012
- Hawai'i Compliance and Enforcement Workshop - August 2012
- RMI Compliance and Enforcement Workshop September 2012
- Follow-on Palau Conservation Enforcement Workshop on Standard Operating Procedures, Koror, Oct 2012
- Yap/Kosrae Learning Exchange: Thomas Gorong of Yap (mentor) paired up with Mallun Talley of Kosrae (mentee) a community representative of the Malem community
- Collaboration with OLE for American Samoa Joint Enforcement Agreement Training-June 2013

Other Important Enforcement Activities

- Guam Community College Criminal Justice Certificate Program focused Marine and Terrestrial Conservation Enforcement. Curriculum has been approved through an internal process. It is planned to be a 10 weeks course.

### **Marine and Terrestrial Conservation Enforcement GCC Proposed Certificate Program Area of Concentration**

#### **General Education Requirements:**

EN100R Fundamentals of English Reading (0)

EN 100W Fundamentals of English Writing (0)

MA095 Pre-College Mathematics (0)

SI 120 Introduction to Island Ecology and Resource Management (3)

**Total Gen Ed: 3 Credits**

#### **Technical Requirements:**

CJ100 Introduction to Criminal Justice (3)

CJ 102 First Responder (3)

CJ 122/SI 122 Introduction to Forensic Science (3)

CJ 126 Officer Survival (3)

CJ 126L Officer Survival Lab (1)

CJ 132 Emergency Vehicle Operators Course (3)

CJ 135 Firearms (3)

**Total Technical Requirements: 19 Credits**

**Technical Related Requirements:**

CJ150 Criminal Procedure (3)

CJ 200 Criminal Law (3)

CJ205 Police Report Writing (3)

CJ 225 Criminal Investigations (3)

CJ292 Criminal Justice Practicum (3)**Total Technical Related: 15 Credits****Total Credits Required: 37 credits**

- Participation and presentations at the Wild Aid Global MPA Enforcement Conference
- Support to Pohnpei's new enforcement section of the Division of Fish and Wildlife
- Establishment and Coordination Alliance of Palau Conservation Officers
- Guidance documents (appropriate for the region) developed for compliance and enforcement: Establishing a Program Compliance and Enforcement Plan, Writing and Filing Incident Reports and Citations and Developing Effective Standard Operating Procedures
- Support gained for jurisdictional follow-on training activities through NFWF Coral Reef grants program.
- Enforcement Program development support to Ngarchelong State to develop:
  - conservation officer job description
  - legal enforcement authority for conservation officers
  - oath of office document
  - draft enforcement plan for the Ngarchelong Conservation Law enforcement unit.

**Learning Exchanges:**

- Yap/Kosrae Learning Exchange: Thomas Gorong of Yap (mentor) paired up with Mallun Talley of Kosrae (mentee) a community representative of the Malem community
- Guam-Palau Enforcement Exchange, Guam, Nov-2011- Jan 2012
- Emma Doyle attended the Hawai'i Compliance and Enforcement Workshop

**Youth Engagement**

- Ongoing training and support provided for five Micronesia Challenge interns, annually
- Training support provided for HI TNC marine fellows (Collaboration with MCT and TNC-Hawai'i)

**Communications**

- Maintaining [www.pimpac.org](http://www.pimpac.org), posting reports and other information
- Maintaining PIMPAC list serve with 180 members.
  - Anyone can forward information over the list serve by email it to: [pimpac@list.woc.noaa.gov](mailto:pimpac@list.woc.noaa.gov),
- PIMPAC developed guides, such Climate Change Adaptation Tool kits, management planning guidebook and zoning addendum have been used in other regions like the Coral Triangle

## APPENDIX C: REGIONAL TRENDS IN SITE BASED MANAGEMENT

### What's working well

- Mentor program – idea and implementation is working, need more
- RARE
- C.C.A. tool kit – innovative/cross boundaries
- Enforcement – mentor training approach
- Partnerships between PMRF (P. Houk) and Yim @ PICRC
- M.C. indicators and monitoring measures & communication via website/blogs/communication teams
- E.A.F.M – ecosystem approach to fishery, manage outside MPA's
- Institutionalizing trainings – Guam Enforcement Academy
- Completed trainings able to train many i.e. Enforcement
- Climate tool – working well (across communities/understand/support)
- Mentor approach – working well in jurisdiction f/u/on the ground, 20 years EXP lessons learned
- Network itself if recognized/established i.e. Feels like a community (outreach/awareness/compliance)
- Completed management plans (linked to funding)
- Green fee PAN \$
- Better enforcement of MPA as a result of training, reported violations (i.e. Palau network CO's)
- Innovative programs shared with other regions (i.e. Enforcement, climate)
- Strong biological monitoring
- A lot of placed-based plans
- Mentoring around specific topics
- Starting social marketing (RARE/Sea Web)
- Learning exchanges
- Sustainable financing is happening taking off (willing to invest to endowments)
- Enforcement trainings
- Community partnerships on enforcement
- Started on SEM – socio-economic monitoring
- Partnerships – NGO/community/agency (e.g. TNR)
- More awareness/publications on environment
- More dissemination of info to decision makers (e.g. data analyzed and communicated)
- Work being highlighted at international level – invitations to publish cause stocks)
- More emphasis/recognition of community based management
- Young champions
- Development/formalizing tools into education curriculum
- More management plans, science based
- More people in each jurisdiction that can facilitate management planning process
- Climate tool kit
- We're still around
- More enforcement training
- PIMPAC – Micronesia became MC measures working group
- Baseline monitoring in all jurisdictions, long-term in some
- SEM-P
- Leasing exchanges/mentorships
- Created/developed leaders
- Informal so it can be opportunistic

## Challenges

- Sustaining funding for programs – more need than existing funds
- Staff turn-over at on the ground organizations
- Political/competition – lack of unanimous support for conservation
- Political corruption – sea cucumber, companies paying off politicians/lack of
- Understanding of what PIMPAC is and how to work with PIMPAC
- How to communicate certain information to specific audiences
- Lack of technical writing skills to complete management and enforcement plans
- Lack of work plans that define roles and responsibilities – some NGO's assume PIMPAC will write management plans
- Ability to respond (i.e. Lots of demand for mentorship)
- Weak legislation
- Sustained financing – diversified, industry/foundation
- Lack in academic institutional relationships
- Cultural and community survival
- Economic priority and policy
- Communication – between partners, all levels
- Varying level of support in each jurisdiction
- Identity roles of various organizations (i.e. MCT, HOPE, MC)
- Recognition of wanting to do CBM – but not wanting to give up control
- Turnover/brain drain – people get good on the ground and then go into national government – constant retraining
- More incentive in other positions – federal and NGO rather than state
- Local/institutional politics – outdated ideas/conservation still seen as an enemy (MPA)
- Lack of financial stability – government budgets on edge, everyone is going broke, conservation not a priority in this economic climate
- Few people doing all the work – overtaxed
- Relationships personal but not institutional/formal so when they leave they are lost
- WESPAC/market owners (who don't fish)
- Confusion between learning networks
- Maybe too informal? (e.g. lack of clear process, understanding who PIMPAC is, or lack communication of process)
- Area-based management won't solve all our problems
- Hawai'i a bit different than others, American Samoa more isolated, Micronesia cohesive
- So differing levels of participation
- No SOP's
- Ability to reach out to new/different managers
- Balancing focus on a few specific things wells vs. many/all needs less well
- Unclear future funding (e.g. sequestration)

## Opportunities

- New partnership with RARE, PEW, PICCC, PREL, GCCA, One Reef, PMRI-Brook, UOG-P.Houk, Guam C.C., College of Micronesia – Pilot NGO management short course base on UNITEC course, starts in April in Pohnpei, World Bank Global partnerships for oceans
- Socio-economic
- UNITEC leadership course (New Zealand based company) – Yim attended
- Disaster preparedness training – Hawai'i PRIMO
- Training opportunity for prosecution
- Taking stock in success/challenges – why working, why persistent challenges, lesson learned
- Opportunity in Eco-system based management (i.e. fisheries management, strengthen landscape level)
- Sharing and scaling-up success to other regions leading to money, modeling, return on investment, cross fertilizing
- More learning exchanges
- Clarifying roles orgs highlighting best fit to expertise
- Do organizational effectiveness – long term support, which ones exist/gaps
- Academic institutions – new opportunity available now
- More and more international attention
- Climate change finding
- CROP agencies (SPREP, SPC, PIFD, USP)
- Interest from communities (demand)
- Community colleges/Universities: UOG (Pete Houk, CEA), CMI (CC teachers curriculum), NMI (NRM course), UH (NRM – hired 2 ocean staff)
- Ridge to reef approach – well accepted
- Global island partnership – GLISPA
- Large MPAs
- PEW
- Technology – smartphones, spatial technology
- UNITEC courses – leadership training
- Economic tools for conservation
- Working more with dev. Agencies in jurisdictions to show conservation benefits to people (e.g. C.C. and food security)
- Climate change – greater understanding and support
- Great support to Hawai'i and American Samoa
- “Bigger is better” trend (e.g. MC, shark sanctuaries, national monuments)
- Sustainable finance/savvy donors seeking return on investments opportunity for greater leverage
- New government (e.g. in Palau, American Samoa, RMF)
- Rare/social marketing/new media

