

AN EVALUATION OF THE PACIFIC ISLANDS MANAGED AND PROTECTED AREA COMMUNITY



Forward — To What Extent?

During the past 10 years that I have had the honor of co-coordinating the Pacific Islands Managed and Protected Area Community (PIMPAC), I have often asked myself: What information indicates that we are making a difference and to what extent are we making a difference? Over the years, I have often felt that we are just repeating the project implementation phase and not taking the time to effectively evaluate our progress. This thought always makes me feel like I am stepping over something as I march on to the next fiscal year.

The motivation for this current evaluation is, partly, this uncertainty in not knowing if PIMPAC's approach for capacity building is the best one possible. Other motivations include: Determining if, and to what extent, our capacity-building efforts are having an impact on the conservation of the resources and the people dependent upon them; and learning what changes we can make to ensure we adapt and improve, allowing us to continue to be effective. After completing this evaluation — with a lot of help from many colleagues and friends — I have learned that while PIMPAC is making a difference, there are opportunities for improvement. It can and will do better. Please read on to learn more about how PIMPAC is making a difference.

—Mike Lameier NOAA PIMPAC Co-coordinator (2010-present) based with NOAA Fisheries, Pacific Islands Regional Office



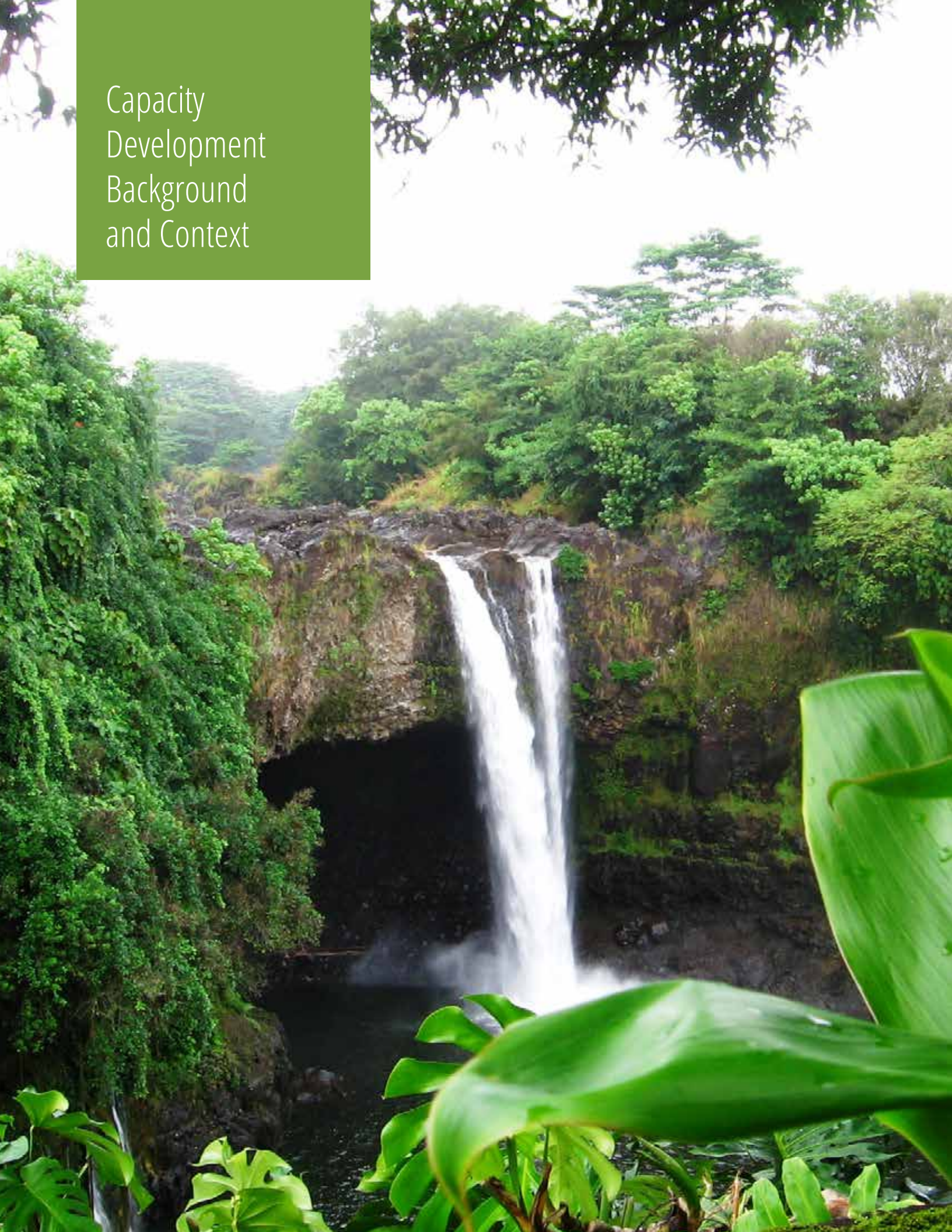
Contents

Capacity Development Background and Context	4
Inception and Early Years	5
10-Year Goals and 10-Year Results	7
PIMPAC Member Framework	9
PIMPAC Evaluation Purpose and Methods	10
Capacity Development Conceptual Model	12
Capacity Development Evaluation Results	14
Criterion 1: Relevance and Quality of Design	15
Criterion 2: Efficiency	17
Criterion 3: Effectiveness	22
Criterion 4: Impact (Long-Term Results)	31
Criterion 5: Sustainability	33
Criterion 6: Adaptive Capacity	36
Capacity Development Recommendations	38
Strategic Planning	39
Coordination	40
Communication	41
Partnership with Academic Institutions	41
Training and Technical Support	42
Monitoring and Evaluation	42
References	43
Appendices	44
Appendix A: Survey Instrument	45
Appendix B: Survey Respondents' Demographics	57
Appendix C: Verbatims	60
Appendix D: Summary of PIMPAC's Notable Accomplishments and Challenges	62

Left: Nan Madol, Pohnpei, FSM. Credit: M. Lameier

Cover (clockwise from top left): Moli'i and 'Apua fishponds on the islands of O'ahu. Credit: M. Lameier; Traditional men's house, Yap, FSM. Credit: M. Gombos; Kepirohi Waterfall, Pohnpei, FSM. Credit: M. Gombos; Coral reef, Micronesia. Credit: P. Houk; Reef fish at Weno's market, Chuuk, FSM. Credit: J. Cuetos-Bueno

Capacity
Development
Background
and Context





Inception and Early Years

Funded by the NOAA Coral Reef Conservation Program and the Department of Interior's Office of Insular Affairs, 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 U.S. Pacific Islands and Freely Associated States (FAS). Between March and August 2005, PIMPAC conducted a needs assessment by interviewing more than one hundred people around the region. The interviewees were professionals who were either managing or directly supporting one or more MPAs in the U.S. Pacific Islands and FAS, or currently working more broadly on addressing coastal and marine resource management issues in one or more of these islands. These interviewees included MPA and marine resource managers; local, state, and national government agency officials; and members of non-governmental conservation organizations and academia.

Results of this needs assessment served as a foundation for the development of a workshop to collectively develop a regional learning network that could build on regional strengths and address the unique needs of Pacific Island MPA managers. These challenges include limitations in human and financial resources, physical isolation that restricts the sharing of successful management approaches, and the difficulty in maintaining traditional management approaches while still adapting to modern technology and practices.

To address these challenges, a 2005 workshop convened in Guam more than 50 MPA practitioners from around the Pacific region. In the workshop, the participants explored ways of working together to increase the effectiveness of MPA management in the Pacific. They shared a common vision for a regional social network and long-term capacity building program that would strengthen their individual and collective MPA efforts.

The MPA practitioners committed to work together through the development of a regional "Pacific Islands MPA Community," or PIMPAC, an idea which also served as the original name of the group. Participants 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 peers
3. Partnership building that would leverage increased and long-term support and capacity building
4. Information sharing of lessons learned and opportunities

Since 2005, PIMPAC has been evolving and adapting to fulfill its regional aims and meet local partner needs. It has been dependent on the collaboration and support of numerous partners and individuals committed to the shared

Rainbow Falls (Wai'nuenue) on the island of Hawai'i. Credit: M. Lameier



Southern coastline on the island of Hawai'i. Credit: M. Lameier

vision of the community. Since 2006, PIMPAC has implemented capacity development activities through collaborative efforts with several support organizations, including:

- Micronesia Conservation Trust (MCT)
- National Oceanic and Atmospheric Administration (NOAA)
- The Nature Conservancy (TNC)
- University of Guam Marine Lab (UoGML)
- Palau International Coral Reef Center (PICRC)
- OneReef
- Rare
- Numerous local non-governmental organizations (NGOs) and communities

This evaluation is focused on this coordinated capacity development effort under the umbrella of PIMPAC.

PIMPAC has developed several strategic plans since this time to review and reflect on its accomplishments and challenges, as well as adapt its approach and content accordingly. Strategic planning efforts also provided coordinators and partners with a clear understanding about the priorities and approach of PIMPAC efforts. PIMPAC did not develop its own conservation goals; rather, it aimed to support local, regional, and international conservation initiatives, primarily the following:

► **MICRONESIA CHALLENGE:** In 2006, Micronesian leaders from the Federated States of Micronesia (FSM), the Republic of the Marshall Islands, the Republic of Palau, Guam, and the Commonwealth of the Northern Marianas Islands committed to “effectively conserve at least 30% of the near-shore marine resources and 20% of the terrestrial resources across Micronesia by 2020.” This commitment, known as the Micronesia Challenge (MC), is a regionally led conservation initiative that provided a conservation target that PIMPAC could aim to support through capacity development. The MC also aligns with the U.N. Convention on Biological Diversity Programme of Work on Protected Areas. The MC has extended its goal to effectively manage at least 50% of marine resources and 30% of terrestrial resources across Micronesia by 2030. PIMPAC will continue to provide capacity development support for MC partners.

► **ALOHA + CHALLENGE, AND SUSTAINABLE HAWAI'I INITIATIVE:** In Hawai'i, government leaders and community partners set ambitious goals through the Aloha + Challenge and Sustainable Hawai'i Initiative. These objectives include: “effectively manage 30% of near shore ocean waters by 2030” and “protect 30% of priority watersheds by 2030.”

- ▶ **TWO SAMOAS INITIATIVE:** The Two Samoas Environmental Collaboration is a program established between environmental organizations in Samoa and American Samoa to collaborate effectively on shared environmental concerns. Leaders of these two jurisdictions called for an annual forum to discuss environmental issues and create an archipelago-wide MPA Network; share knowledge on U.S. Coral Reef Task Force activities, Coastal Management Programs, and National Parks; and develop compatible regulations for the protection of certain marine species.
- ▶ **THE U.S. CORAL REEF TASK FORCE:** The United States Coral Reef Task Force (USCRTF) was established in 1998 by Presidential Executive Order to lead U.S. efforts to preserve and protect coral reef ecosystems. The USCRTF includes leaders of 12 Federal agencies; 7 U.S. States, Territories, and Commonwealths; and 3 Freely Associated States. The USCRTF helps build partnerships, strategies, and support for on-the-ground action to conserve coral reefs. The Task Force developed U.S. National Coral Reef Action Strategy's 13 goals for addressing threats to coral reefs, including: "Improve management of coral reef resources through a strengthened and expanded network of coral reef MPAs. Strengthen networks of coral reef protected areas and, by 2010 protect 20% of US coral reefs as marine reserves."

During the first few years, PIMPAC's training efforts focused on MPA management planning/ Conservation Action Planning and community/ stakeholder engagement. PIMPAC strategically prioritized other added topics, allowing for a foundation for future technical support on topics such as monitoring effectiveness (social and biological), enforcement, outreach, climate change, sustainable funding, and environmental law.

PIMPAC has also focused efforts on sharing information among partners, offering learning exchanges, and supporting youth involvement in MPA efforts. In 2009, PIMPAC expanded its scope to include management of land adjacent to marine managed areas, taking a holistic ridge-to-reef approach to management. This move also prompted



*Local managed area workshop, Onei Village, Chuuk, FSM.
Credit: L. Terk*

the revision to the group's name: the Pacific Islands Managed and Protected Area Community (still abbreviated as PIMPAC). Plans for the next few years involved better integration of terrestrial managers into PIMPAC activities, as well as institutionalizing trainings into regional academic programs to provide long-term capacity building opportunities.

10-Year Goals and 10-Year Results

In the years following 2009, PIMPAC strategic planning efforts also took a long-term view at achieving capacity development to directly support the Micronesia Challenge conservation targets and other emerging regional initiatives, such as the Sustainable Hawai'i Initiative. PIMPAC implemented these initiatives primarily through a variety of community-based management approaches and site-based management. An example of this is the Protected Area Networks in Micronesia and Community-Based Subsistence Fishing Areas in Hawai'i.

As such, PIMPAC placed an emphasis on identifying the core competencies for "effective site-based management" to help define what type of capacity development would be needed to support regional and jurisdictional conservation

goals. The identification of these core competencies helped to guide the development of PIMPAC's 10-year goals, 10-year results, and approaches for capacity development work around specific topic areas. While PIMPAC does not provide capacity development support for all competencies identified (e.g. strong policy/political will, project management, sustainable financing), it aims to partner and coordinate with organizations and initiatives that provide this support.

The PIMPAC 2010-2012 strategic plan established the following 10-Year Results and 10 Year Goals that could contribute to building capacity in the region:

10-YEAR RESULTS

- ▶ 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 Samoas 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 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 of local communities is built, including 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).

- ▶ Strong communication skills are developed to support decision-making at all levels (community, government, NGO), including results of monitoring for effectiveness and of community benefits.
- ▶ Sustainable finance mechanisms are in place to support local site-based management efforts in the long term.

PIMPAC 10-YEAR GOALS

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, such as a formal adaptive management process. This process includes a comprehensive management plan that guides decision-making and implementation of key activities, such as climate change adaptation strategies, community outreach and engagement, 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 can 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.

Since 2009, PIMPAC has aimed at achieving shorter-term objectives through its strategic plans, which could build up to meet the 10-year results. The objectives also contribute to the regional conservation goals for 2020 – the 10-year anniversary since PIMPAC's 2010-2012 strategic plan that defines 10-year results, goals, and objectives. 2020 also marks the first benchmark end date of the Micronesia Challenge.

PIMPAC Member Framework

Community Member is the overarching term to describe all individuals affiliated with PIMPAC. Membership aims to be inclusive of all 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 into which most members will fall:

- ▶ **PIMPAC Co-Coordinators.** Two part-time Co-Coordinators housed within NOAA and the Micronesia Conservation Trust. Their 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.** The group of PIMPAC members in each jurisdiction who are the “on-the-ground facilitators” of resource management at local sites. PIMPAC will aim to use existing site-based management groups/teams where appropriate. PIMPAC should 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. Hopefully, these teams can be key points of contact for various organizations or 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.** Individuals and organizations who support capacity-developing PIMPAC activities. These include:
 - PIMPAC Advisors, who provide technical expertise on topic areas
 - PIMPAC Mentors, who provide ongoing technical support for specific topic areas and on-the-ground coordination in the region
- ▶ **PIMPAC Partner Networks and Organizations.** Federal, regional, or international organizations/initiatives/networks/teams that can support PIMPAC activities or share



MVP Forest of Hope, Bloody Nose Ridge, Peleliu State, Republic of Palau. Credit: M. Lameier

information relevant to PIMPAC’s 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
- Non-Governmental Organizations
- Sustainable Hawai’i Initiative
- Schools, Community Colleges, and Universities
- Conservation Action Planning Coaches
- TNC’s Reef Resiliency Network

PIMPAC
Evaluation
Purpose
and Methods





In May 2018, PIMPAC co-coordinators, mentors, and advisors initiated a comprehensive evaluation of PIMPAC. The purpose of this evaluation is to:

- ▶ Demonstrate accomplishments (outputs, outcomes, and long-term results) of PIMPAC activities to share with the wider community, including donors (e.g. NOAA, MCT, TNC)
- ▶ Inform adaptive management (i.e. successes, challenges, gaps, and opportunities) through the next PIMPAC strategic planning process in 2020 (including development of the next 10-year results, goals, and objectives)
- ▶ Understand and demonstrate the degree of effectiveness in developing capacity for Micronesia Challenge activities and other regional conservation goals
- ▶ Improve capacity development for the Micronesia Challenge Post 2020 and other regional initiatives

PIMPAC adapted the evaluation design from the document “Resources for Implementing the WWF Project & Programme Standards, Step 5.3 Evaluation Guidelines” (O’Neill et al., 2012) and a presentation by the lead author, Elizabeth O’Neill, titled “Pragmatic Tips for Evaluating Conservation Programs.” Ms. O’Neill has completed several evaluations of conservation programs over many years. In her presentation, she advocates for internal evaluations, as opposed to an independent external evaluation, as a way to improve the capacity of programs to carry out evaluations more regularly. Internal evaluations also allow for better design evaluations based on the specific needs of conservation programs using the institutional knowledge and experience of program members.

For this reason, PIMPAC coordinators chose to complete an internal evaluation that includes feedback from stakeholders (PIMPAC partners) on the design, implementation, analysis, and discussion of results. O’Neill et al. (2012) advises the use of the following criteria in evaluations of programs:

- **Criterion 1: Relevance and Quality of Design**
- **Criterion 2: Efficiency**
- **Criterion 3: Effectiveness**
- **Criterion 4: Impact**
- **Criterion 5: Sustainability**
- **Criterion 6: Adaptive Capacity**

These criteria form the basis for the Conceptual Model in this evaluation. Additionally, they frame the results in the Capacity Development Evaluation Results section of this report. For the purposes of this evaluation, PIMPAC adapted these six criteria mostly verbatim from O’Neill et al. (2012).

Hiroshi Point, Kosrea, FSM. Credit: M. Lameier

Capacity Development Conceptual Model

To begin the evaluation process, the following conceptual model for PIMPAC was clearly defined as a way to organize the logic of PIMPAC design, activities, and intended outputs and impacts. The conceptual model was also based on the overarching goals of PIMPAC and other related documents, such as strategic plans.

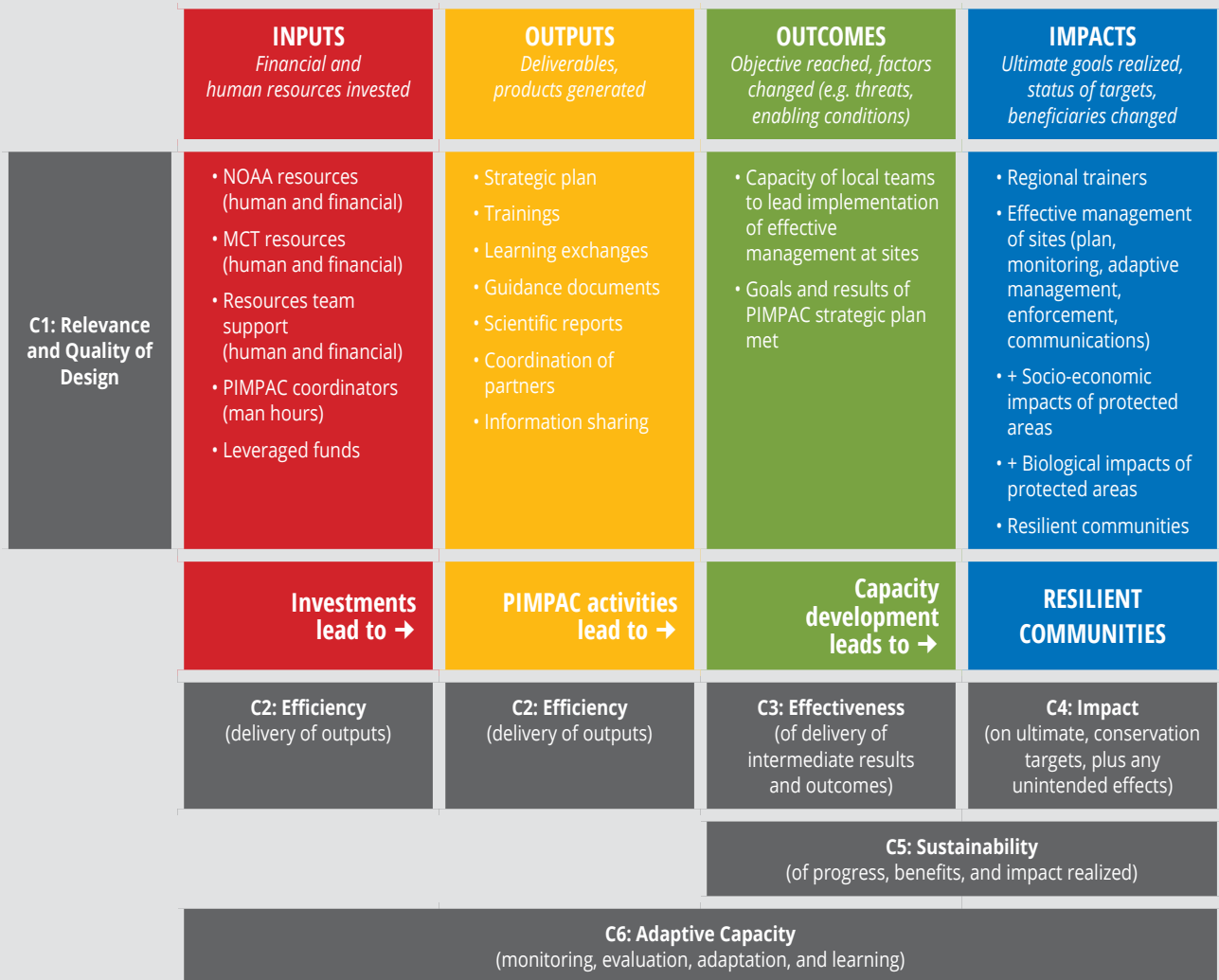


Figure 1: PIMPAC Conceptual Model



Coastal village, Majuro Atoll, Republic of the Marshall Islands. Credit: M. Lameier

Based on the evaluation objectives, PIMPAC developed a suite of methods for data collection, including:

1. **Desk Review and Strategic Plan Assessment**
2. **One-on-One Survey**
3. **Post-Survey Results Discussion**

Desk Review and Strategic Plan Assessment.

PIMPAC, in collaboration with partners from NOAA, MCT, TNC, UoGML, PICRC, Rare, and One Reef, compiled a detailed collection of information on¹:

- ▶ Budgets and breakdown of direct PIMPAC activities from NOAA and MCT.
- ▶ Trainings and technical support carried out per topic area, including jurisdiction, lead organization, tools developed, and plans or assessments developed.
- ▶ Number and content of learning exchanges.
- ▶ Progress toward objectives of the most recent strategic plan, gaps in activities, and on-going challenges in implementing strategic plan activities.

One-on-One Surveys. These allowed PIMPAC to collect knowledge and perceptions of partners on PIMPAC’s design, clarity of roles, effectiveness of activities, ability to adapt its approach, and ways to improve moving forward. Survey questions were adapted and expanded from the six core evaluation criteria and guiding questions (from WWF’S Evaluation Guidelines) to better meet the objectives and information needs of PIMPAC. Serving as enumerators, the NOAA PIMPAC Coordinator, mentors, and/or regional advisors carried out the surveys through face-to-face interviews or Skype video calls when face-to-face was not possible). PIMPAC interviewees included:

- ▶ Regional advisors and mentors from PIMPAC network organizations, including NOAA, MCT, TNC, UoG Marine Lab, PICRC, Rare, and One Reef.
- ▶ Long-time participants of PIMPAC trainings, Learning Exchange (LE) participants, or other activities (those who were involved in at least three activities or who had been consistently involved in PIMPAC since 2005).

Survey data was collected between January and July 2019. The final survey instrument is included in Appendix A.

¹Due to the transition of several coordinators over the life of PIMPAC, records and this information are not complete. We did the best we could to ensure all accessible information was included.

Capacity
Development
Evaluation Results





Criterion 1: Relevance and Quality of Design

This criterion assesses the way PIMPAC was designed and the approach it took to achieve its goals. It explores if the design and approach of PIMPAC were sufficient and appropriate for achieving changes in key factors (e.g. direct and indirect threats, opportunities, stakeholder positions, enabling conditions) to bring about positive results in effective conservation of marine and terrestrial conservation areas and sustainable finance for conservation. The survey's questions for this criterion were about the "big picture" of PIMPAC and investigated if PIMPAC's overall approach to capacity development for effective site-based and ecosystem-based management is the most strategic one possible. (O'Neill et al. 2012)

■ Accomplishments/Strengths

NOAA began funding the development of PIMPAC in 2003 and has continued to do since then. Funding averages approximately \$130,000 per year. The U.S. Department of Interior provided regular funding up until 2018 to support capacity development activities through PIMPAC and other learning networks. Funds were administered through PIMPAC via MCT.

Various PIMPAC support team organizations (i.e. TNC, Rare, OneReef, UoG, PICRC) have attracted other federal, private, and international funding to support capacity development activities.

Before PIMPAC launched, a regional needs assessment was conducted and it included interviews with 112 individuals from the Pacific Islands. The results informed the design of a stakeholder workshop aimed "to seek agreement regarding the need for and priorities of a learning network to support effective MPAs throughout the Pacific Islands – a network that functions as a learning community, committed to constructive dialogue, strategic action, respect for relationships and culturally competent ways of working." As such, PIMPAC's design is based on regionally relevant needs and interests, providing an innovative framework for capacity development focused on peer-to-peer learning in the region that did not previously exist.

PIMPAC membership remained informal, designed to be guided by its members instead of a governing body such as a steering committee. This approach helps avoid a bottleneck in decision-making and encourages broad participation from those most interested in engaging. It has helped to build trust within the region among NGO and government partners, especially with a program funded and co-coordinated by a U.S. federal agency. Members felt strongly that an informal approach would create more equality in decision-making and services. The informal design of PIMPAC also enables the network to be flexible and responsive to emerging needs.

Island in Koror State, Republic of Palau. Credit: M. Lameier

Since its inception, PIMPAC has been guided by five strategic plans developed through stakeholder engagement processes and informal needs assessments. The strategic planning process enhanced coordination among PIMPAC partners (especially regional organizations providing capacity development opportunities) to develop and work toward a common goal. Since 2009, strategic plans have included definitions for core competencies of effective management and focused efforts toward 10-year goals and results (defining ultimate success). This long-term planning approach provided a common framework and goal for capacity development efforts while still allowing for flexibility of shorter-term objectives and activities.

PIMPAC was designed intentionally without clear conservation targets due to a lack of authority. As a learning network, PIMPAC would instead focus on capacity development to support existing regional/local conservation commitments (e.g. Micronesia Challenge, Aloha + Challenge). The PIMPAC organizational framework focuses most support to “on-the-ground” resource managers. In some cases, activities focus on community organizations or students. These stakeholders were, in most cases, the right audience to meet necessary and sufficient conditions for success. PIMPAC maintained good coordination and communication with other networks and/or offices that focus support to other key stakeholders needed for success of effective site-based management efforts. These included:

- ▶ Micronesia Challenge Regional Office – political leaders.
- ▶ Micronesians in Island Conservation – agency/organization directors.
- ▶ Locally Marine Managed Area Network – community members.
- ▶ Micronesia Challenge Young Champions – college students (while the program was stated throughout PIMPAC strategic planning processes, it was implemented more like its own learning network, rather than part of PIMPAC).

■ Survey-Respondents Results

PIMPAC was designed to carry out capacity development using the following approaches: 1) training and technical support on various topics, 2) learning exchanges, 3) coordination and leveraging funds, and 4) partnership building with academic institutions.

Respondents were asked, “Given what is most needed for capacity development to be successful in the region, to what extent is the PIMPAC’s overall approach doing what it should do?” Respondents rated the question on a scale of 0–10 – with 0 being “Not at all,” 5 being “Moderately,” and 10 being “Exactly” – or by selecting “Unable to Assess.” The average answer of all respondents was 7.92, with 8 being the answer selected most often. Sixty-eight percent of the respondents selected a rating of 8, 9, and 10.

When respondents were asked, “Which of the existing PIMPAC approaches are best designed and planned to successfully develop capacity for site-based management throughout the Pacific Islands” (Ranked in order with 1st being best).

- ▶ Training and technical support ranked first, with more than half (55%) of the respondents choosing it as best.
- ▶ “Coordination and leveraging funds” and “Learning Exchanges” received similar scores for 2nd best, with “Learning exchange” being only slightly lower.
- ▶ “Partnership with academic institution” ranked lowest.

■ Challenges/Lessons Learned

A theory of change/conceptual model was not developed for PIMPAC, making measuring progress toward long-term goals over time somewhat challenging.

Strategic plans over time used varying terms and references that are not clearly linked to goals and objectives. For example, the goals refer to core competencies but there are few objectives or activity planning specifically focused on core competencies. There are also different terms used when to define goals for capacity building, including site-based

and ecosystem-based management, etc. These different terms and references create challenges in defining success.

The strategic plans were not limited to financial resources. Rather, they aimed to identify what is needed for capacity development in the region regardless of funding constraints.

PIMPAC was initiated with a focus on MPA management. Although it was modified in 2009 to include terrestrial areas and ecosystem-based management, the terrestrial component never received as much attention, coordination, or partnership building as the marine efforts. For example, U.S. Forest Service (USFS) and Natural Resources Conservation Service (NRCS) have provided extensive technical support and capacity development to the region to support the terrestrial and watershed management. However, they have not been actively engaged as partners in PIMPAC to coordinate efforts and leverage resources. Therefore, their extensive efforts are not well reflected in this evaluation.

It was not surprising that respondents ranked Partnerships with Academic Institutions the lowest approach in successfully developing capacity. While PIMPAC intended to institutionalize training topic through partnerships with academic institutions from its inception, there were ongoing challenges in doing so. There was no clear plan for how partnerships would be developed and/or formalized. When PIMPAC has partnered with academic institutions, it has been for short periods of time and temporary courses.

Criterion 2: Efficiency

This criterion assesses the products and services carried out as part of PIMPAC and the investments (inputs) made to achieve these outputs. It aims to measure PIMPAC's success in producing the outputs (outlined in the Conceptual Model for this evaluation) both in quantity and quality as well as their usefulness and timeliness. It also explores the reasons behind the success (or failure) of the project in producing its different outputs. The surveys' questions for this criterion explored the effectiveness of PIMPAC's coordination and



Mangrove forest, Kosrae, FSM. Credit: M. Lameier

communications to plan and implement capacity development activities, including clarity of the roles of various PIMPAC partners. (O'Neill et al. 2012)

■ Accomplishments/Strengths

As a collective effort between several organizations providing capacity development, PIMPAC products and services were substantial. The following figures estimating these outputs are approximate and conservative.

Approximately 300 trainings and technical support activities were provided to the region (in various topics, including management planning, conservation action planning, climate change adaptation, compliance and enforcement, marine biological monitoring, environmental law interns, terrestrial monitoring, and organizational capacity). This includes the following number per jurisdiction:

- American Samoa – 16
- Chuuk – 36
- CNMI – 20
- Guam – 9
- Hawai'i – 7
- Kosrae – 31
- Palau – 42
- Pohnpei – 40
- Regional trainings – 16
- Republic of the Marshall Islands (RMI) – 39
- Yap – 42



Left: Socioeconomic workshop, Yap, FSM. Credit: S. Wongbusarakum
 Right: Enforcement training, Guam. Credit: M. Aguon



Assuming that an average of 10 people attended each activity, this means that approximately 3,000 participants received training.

Twenty-six tools were developed to guide effective management on topics of management planning, adaptive management, marine monitoring, socio-economic monitoring, integrating biological and socio-economic monitoring data, management effectiveness, climate change adaptation, communications and behavior change, and enforcement. Most of these tools were developed specifically for the region based on regional needs and stakeholder input.

Monitoring approaches shared through capacity development activities are based on sound science and able to provide data that can support management decision-making.

Technical support from three environmental law interns led to policy development, including:

- ▶ Yap Protected Area Network Regulations, (which allowed Yap to hire a PAN Coordinator).
- ▶ A roadmap for establishing an Environmental Court in the State Supreme Courts of Pohnpei and Kosrae.
- ▶ Update Guam's arson laws and coral reef conservation act.

- ▶ Draft of the Guam Forest System Plan.
- ▶ FSM PAN Framework and Country Program Strategy.

46 learning exchanges to share peer-to-peer learning and experiences. The following list provides the number of learning exchanges each jurisdiction was involved in but does not distinguish if they were a "mentor" or "mentee."

- American Samoa – 2
- Hawai'i – 11
- Guam – 7
- CNMI – 4
- Palau – 8
- RMI – 2
- Kosrae – 2
- Chuuk – 1
- Yap – 3
- Pohnpei – 6

While not actively engaged in PIMPAC, USFS provided on-going financial and technical assistance to support the terrestrial goal of the MC. This included supporting an additional 158 forestry plots (in Guam, FSM, and RMI) into the Forest Inventory Analysis to better understand progress of the MC.

Communications and Coordination outputs include:

- ▶ **Website** – Since 2008, PIMPAC has administered a website that houses general information about products and services. It includes links to training tools, workshop and learning exchange reports, forms to request for capacity development services, and other general information about PIMPAC.
- ▶ **Listserv** – A listserv of approximately 120 people is used to share regional opportunities (e.g. funding, training, jobs) and updates on PIMPAC activities or partner accomplishments.
- ▶ **Monthly calls** – Monthly calls are held mostly with regional advisors and mentors, but also they include some jurisdictional organization leaders. Calls focus on providing updates from each participant on PIMPAC-related activities and are used to help coordinate, plan, and debrief from capacity building activities.

■ Survey-Respondents Results

Respondents were asked to rate the effectiveness of PIMPAC communication and coordination activities between 0 and 10, with 0 being “Not Effective at all,” 5 being “Moderately Effective,” and 10 being “Very Effective.” Specifically, they were asked:

- a. “How effectively has PIMPAC communication and coordination supported capacity development activities?”
- b. “How effectively has PIMPAC Coordination and Communication raised awareness within the network of different PIMPAC activities and outcomes?”

- c. “Overall how effectively has PIMPAC Coordination and Communication fostered collaboration of advisors & mentors across different thematic training areas (e.g. collaboration of advisors/mentors of management planning and advisors/mentors socio-economic monitoring)?”

Results of all these questions were similar, with 70% or more of the respondents rating PIMPAC 7 or above on effectiveness, with 8 being the most repeated rating.

Respondents were asked if the roles of various PIMPAC members were clear to them. Results show that approximately more than 65% said the roles of PIMPAC coordinator and PIMPAC network are clear. Slightly more than half said the roles of MCT PIMPAC coordinator, PIMPAC mentors, and PIMPAC advisors are clear. However, 63% are unclear about or unable to assess the roles of PIMPAC “jurisdictional teams.”

■ Challenges/Lessons Learned

Logistically, implementing regional PIMPAC activities is expensive and time-consuming to coordinate. Limited and expensive flights make it difficult to convene partners. Additionally, while communication have improved over recent years, it is still a challenge.

Limited financial resources are available to support capacity development for such a large region with high costs of travel. Additionally, more and more funders are steering away from providing funds for capacity building as it is often perceived as one-off training events. As such, PIMPAC has been challenged with expanding the number of sources

	a) Effectiveness of PIMPAC coordination and communication to support capacity development	b) Effectiveness of PIMPAC coordination and communication to raise awareness	c) Effectiveness of PIMPAC coordination and communication in fostering collaboration
Mean	7.54	6.92	7.16
Mode	8	8	8

Figure 2: Effectiveness of PIMPAC communication and coordination activities.

% OF RESPONDENT SAYING ROLES ARE CLEAR

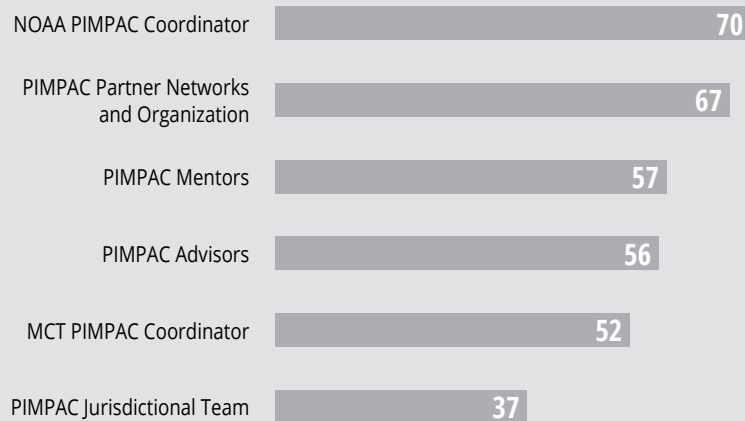


Figure 3: Clarity of PIMPAC member's roles.

for capacity development activities and, in some cases, sustaining existing sources.

The U.S. flag islands received less training and technical support from PIMPAC. These jurisdictions require less capacity development due, in part, to access to larger pools of trained practitioners and reliable funding via Cooperative Agreements with NOAA's Coral Reef Conservation Program. Additionally, several PIMPAC support team members have a greater focus on the Freely Associated States, often due to funding from international donors. It's worth noting that while Hawai'i received less training support, they were engaged in several more learning exchanges, which may be a more appropriate tool for capacity for the state. Additionally, in some cases government agencies have been less engaged in PIMPAC efforts as compared with NGOs.

PIMPAC shifted from a marine-focused learning network to an ecosystem-based management learning network in 2009 to ensure terrestrial management was integrated in activities. However, the terrestrial-based capacity development efforts have not received much attention and most efforts remain focused on the marine component. Additionally, coordination with support organizations focused on terrestrial capacity development – in particular US Forest Service (USFS) and Natural Resource Conservation Service

(NRCS), which are providing a lot of support regionally – can be improved.

Similarly, coordination with other support organizations such as the Pacific Community (SPC) and the University of the South Pacific, working within the region that have carried out similar activities as PIMPAC, should be improved. Areas of overlap include, enforcement training and marine biological monitoring.

While the different PIMPAC training topic area advisors have engaged coordinated efforts, there has been a lack in true integration of topics on the ground. Training and technical support has remained more silo'd than cohesive in their approach to building management effectiveness.

PIMPAC was intended to be informal and inclusive, but this design also creates a challenge with people understanding "what and who PIMPAC is," including key support organization staff. This lack of clarity is typically among partners who are new to PIMPAC activities, but also points to challenges in succinctly communicating such a widespread and amorphous learning network.

Tied to this is a difficulty in communicating the contribution of PIMPAC to regional capacity development. With PIMPAC being the sum of its parts, all parts (or members) must communicate that they are part of PIMPAC. This remains challenging, however, due to the inherent need

for organizations to be recognized for their individual efforts rather than as part of a learning network. This is not to say that organizations don't recognize the benefit of PIMPAC, rather that it is not clear how best to communicate their individual contributions within the framework of PIMPAC.

While PIMPAC has informally been accepted as the capacity development arm of the Micronesia Challenge, this has not been clearly established. As such, there is strong overlap with some of the MC and PIMPAC efforts that, at times, become duplicative. This is especially true with the measure teams and PIMPAC monitoring efforts, as well as the MC Support Team calls and PIMPAC monthly calls. This duplication of efforts, without agreed upon and clear differences, can leave participants confused about why there are two very similar efforts among the same players.

■ Stakeholder Survey Results

Jurisdictional respondents were presented with a list of PIMPAC capacity development activities that occurred in their jurisdiction, and asked to check which activities they participated in. They were then asked to answer the following questions on a scale of 0-10, with 0 being "Not at all Clear," 5 being "Moderately Clear," and 10 being "Very Clear":

- ▶ "Before this conversation, to what extent was it clear that the activities you attended from the checklist were carried out under the umbrella of

PIMPAC?" Most respondents rated the clarity somewhere between moderately clear to very clear, with 6 being the mean and 7 being the most frequent answer.

- ▶ "To what extent is the purpose of PIMPAC clear to you?" Within the set of results regarding the clarity of PIMPAC on different aspects, this rating has the highest score with mean of 7.34 and 8 being the most chosen answer. And 72% of the respondents chose answers between 7 and 10.
- ▶ "To what extent is it clear what type of assistance you can request from PIMPAC?" Slightly half of all respondents give a rating between 7 and 10, with 8 being the most chosen answer.

The survey suggests that most respondents understand the role of PIMPAC but are slightly less clear that the activities they've participated in were carried out under the umbrella of PIMPAC. While these results suggest clarity of PIMPAC and moderate clarity that activities have been implemented under the umbrella of PIMPAC, the survey was presented to those who have been actively involved in PIMPAC activities and/or provide technical assistance through PIMPAC. Therefore, it may not represent the broader regional understanding of PIMPAC's purpose and activities. Some respondents referenced the ongoing challenge in people understanding

KNOWLEDGE AND UNDERSTANDING OF PIMPAC

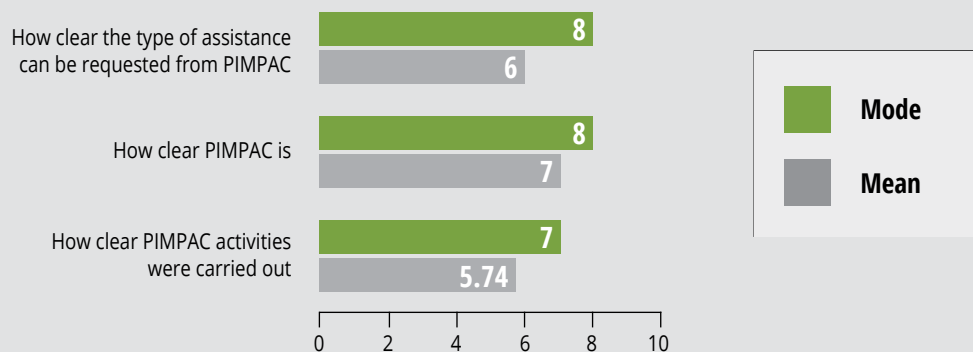


Figure 4: Knowledge of PIMPAC.



Woman in traditional taro patch for climate video development, Republic of Palau. Credit: M. Gombos

“what is PIMPAC” and that there was a lack of understanding that capacity development activities by the collective organizations were being carried out under the umbrella of PIMPAC. This was also an on-going challenge noted in strategic planning sessions that were often not fully addressed through strategic actions.

Additionally, some respondents mentioned challenges with both coordination and communication. Coordination was considered effective when it was happening but lacking in consistency of effort over time. There was also a sense that coordination of activities was ad hoc rather than planned out well, based on a list of opportunities matched with assessed needs. Some respondents also referenced a lack of information about what’s happening regionally being shared outside of calls, and that information sharing about PIMPAC activities has declined over time.

Criterion 3: Effectiveness

This criterion measures the extent to which the PIMPAC outputs (products or services) achieved its outcomes, which are the intended changes in key factors affecting conservation targets (e.g. threats, behaviors, enabling conditions for conservation). Attribution is often expressed in terms of likelihood rather than evidence, and it must be founded upon a clear theory of change (outlined in the Conceptual

Model for this evaluation). For this criterion, the survey questions explored PIMPAC’s contribution and effectiveness in developing capacity for site-based management and factors that have fostered or hindered effectiveness.

PIMPAC has defined 10-year goals and 10-year tangible results to work towards since 2009. A mix of desk review information and stakeholder survey questions were used to understand progress made toward these goals and results. (O’Neill et al. 2012)

10-YEAR GOAL #1

PIMPAC 10-year Goal #1 is: “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).” Associated 10-year results include: “Site-based management that is strategically planned and integrates cultural and livelihood information throughout the process” and “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).”

■ Accomplishments/Strengths

Toward these outcomes, the PIMPAC network has achieved:

- ▶ 72 conservation action plans, management plans, or climate adaptation plans developed (at least one per jurisdiction).
- ▶ 65 socio-economic assessments completed (at least one per jurisdiction).
- ▶ Benthic data from 374 sites collected and processed as of 2018. This equates to 1889 individual transects and 472,250 individual benthic data points. Jurisdictional communications products are developed to translate monitoring results into a more digestible format for community respondents and decision-makers.
- ▶ Fish market data associated with 475 sites collected as of 2018. This includes over 200,000 fish identified and measured, 3,000 fisher interviews conducted, and 700,000 metric tons of daily landings recorded.
- ▶ 13 enforcement plans and 2 joint enforcement agreements drafted.

■ Survey-Respondents Results

Survey questions to understand perceived progress toward PIMPAC 10-year Goal #1 included a series of four questions:

- 1) When asked how effective PIMPAC has been at fostering ecosystem-based management approaches (i.e. integrating land and sea connections and human dimensions into management planning and activities), findings show an average of rating of 7.8, with 41% of the respondents rating this question with an 8.
- 2) Respondents were also asked to identify 1–2 protected areas in their jurisdiction (or the region if they worked regionally) that have received the greatest level of support to foster effective management and could be considered “mentor” sites for other protected areas.
 - ▶ The responses on mentor sites were very spread out.

- ▶ Other sites was the response 26 times or 27.1% of the time.
- ▶ The sites that received the highest number of responses were:
 - Nimpal- Yap (16 responses)
 - Helen Reef-Palau (9 responses)
 - Napwap- Pohnpei (8 responses)
 - Tamil-Yap (7 responses)
 - Ngederak- Palau, Takaieu/Dehpehk-Pohnpei and Nahtik- Pohnpei (4 responses each)
 - Weloy- Yap, Utwe Biosphere Reserve-Kosrea, ManellGeus-Guam, Laolao Bay-CNMI (3 responses each)

3) Respondents were also asked to rate “what extent has PIMPAC contributed to capacity development activities for effective management of these sites?” Respondents rated the question 0–10, with 0 being “Not at all,” 5 being “Moderately,” and 10 being “Greatly.” All respondents chose a rating above the moderate level, with the mean of 8.33 and 8 being the most frequently chosen rating.

4) Respondents were finally asked, “Do PIMPAC trainings and technical support directly help improve management effectiveness of locally managed areas or protected areas?” Respondents rated the question 0–10, with 0 being “Not at all,” 5 being “Moderately,” and 10 being “Greatly.” The mean response from respondents was 8.3, with the most repeated rating of 10 and approximately three-fourths of all respondents gave a rating of 8, 9, or 10.

The combination of answers from these questions help to show great progress toward achieving PIMPAC’s 10-year Goal #1 in supporting the development of mentor sites in each jurisdiction, directly helping to improve management effectiveness of sites and fostering ecosystem-based management principles.

10-YEAR GOAL #2

PIMPAC 10-year Goal #2 is: “Local teams in each island jurisdiction are independently facilitating activities required to support core competencies for effective site-based management, can self-assess

CAPACITY DEVELOPMENT

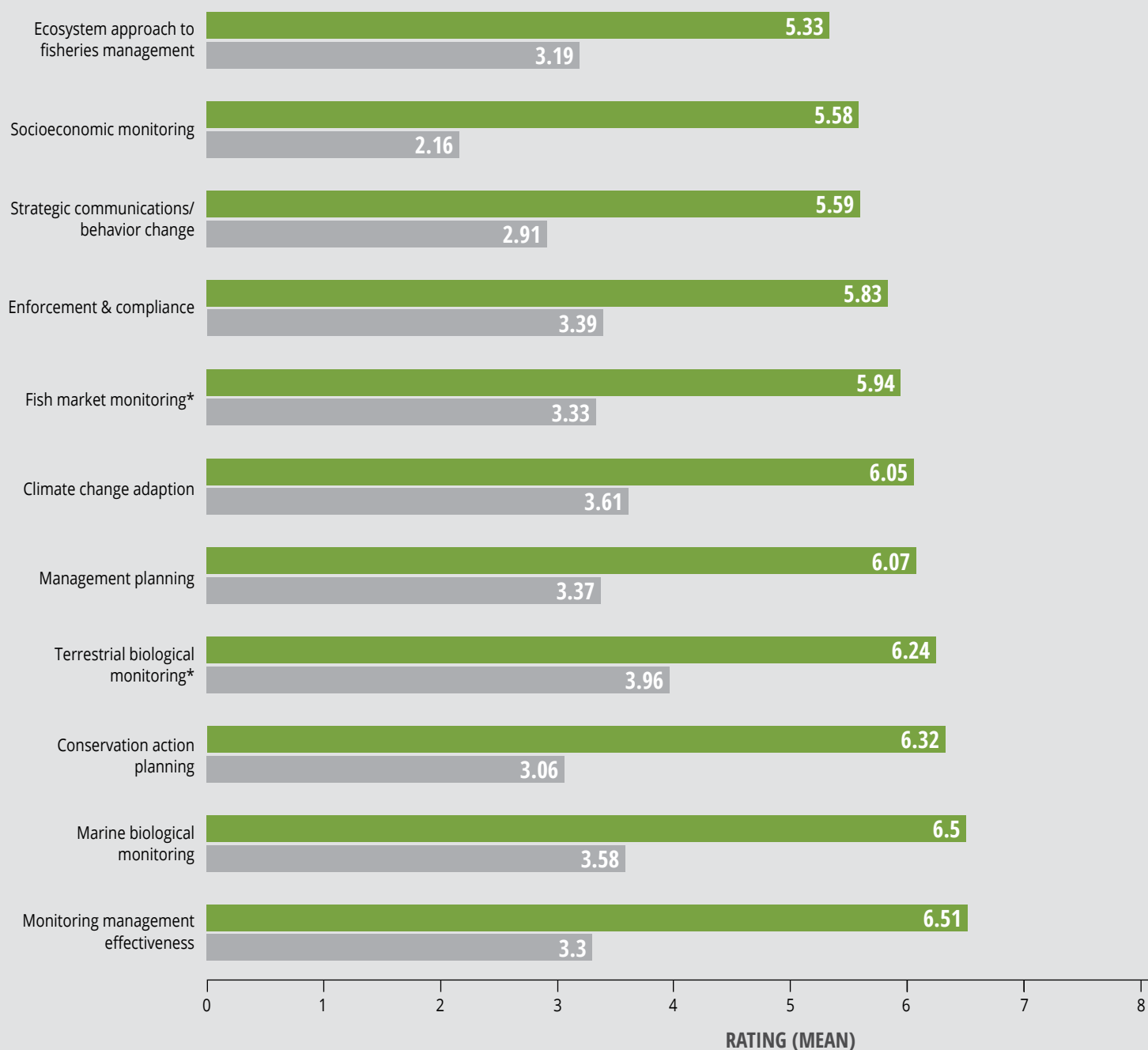


Figure 5: Perceived current capacity.

their capacity, and can access skills and training to support further needs.” The associated 10-year result is: “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

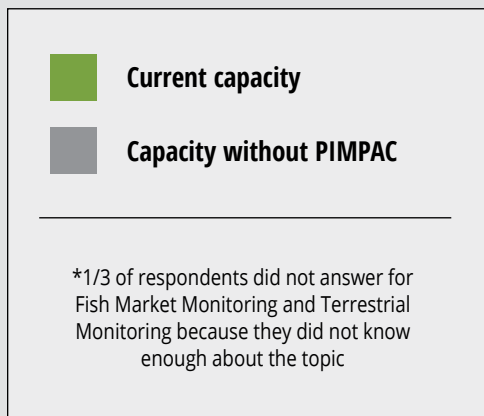
goals (e.g. Micronesia Challenge, Two Samoas Initiative, Protected Areas Networks).”

■ Accomplishments/Strengths

Several survey questions were used to evaluate progress toward achieving this goal.



Coral reef survey, Micronesia. Credit: P. Houk



9 10

The survey aimed to measure the perceived impact PIMPAC has had at building capacity of jurisdictional teams in the region around key topics through a series of two-part questions.

The first part asked respondents to rate the current capacity to lead specific topics (e.g. management

planning, marine biological monitoring, strategic communications) without external support from PIMPAC partners (i.e. advisors or mentors). This section aimed at assessing the perceived capacity of jurisdiction teams to independently facilitate activities to support effective site-based management.

The second part of each question asked for respondents' opinion about what the capacity would be to lead those activities if PIMPAC had not existed to support it. This question aimed at assessing the likelihood of the current capacity being the same if PIMPAC had never existed. This style of question was asked for the following topics: management planning, conservation action planning (CAP), socioeconomic monitoring, marine biological monitoring, fish market monitoring, terrestrial biological monitoring, enforcement & compliance, climate change adaptation, marine protected area management effectiveness (MPAME), ecosystem approach to fisheries management, and strategic communications/behavior change. Only respondents experienced in the topic were asked to assess it. For example, respondents who focus on terrestrial management and were not engaged in marine work were only asked about terrestrial monitoring. Respondents were asked to rate the topics on a scale of 0-10, with 0 being "No Capacity," 5 being "Moderate Capacity," and 10 being "Very High Capacity."

Results show that the perceived current capacity for all topics was identified to be between 5 and 6, or "Moderate." Additionally for all topics, respondents perceived that if PIMPAC did not exist, the current capacity would be statistically lower by 2-3 mean rating points.

Respondents were also asked if "PIMPAC trainings and technical support provide participants' with skills they can use directly in their jobs?" Ratings were on a scale from 0-10, with 0 being "Not at all," 5 being "Moderately," and 10 being "Greatly." The average rating was very high (9), with the nearly half of the respondents choosing 10 as their answer.

Finally, jurisdictional respondents were asked: "Do you have a way to request assistance from PIMPAC if needed?" 78% said yes, they have a way



Fisheries data collection and analysis training, Republic of the Marshall Islands. Credit: J. Cuetos-Bueno



to request assistance from PIMPAC. Almost half of them noted that they would make a request to the NOAA PIMPAC coordinator.

Results of these questions suggest that PIMPAC is making good progress toward 10-year Goal #2 and its associated results. Respondents perceive that PIMPAC does a great job at providing applied skills for participants and has contributed to the improvement of capacity of jurisdictional teams to be able to independently lead site-based management activities. But there is still room for improving capacity of all topic areas. Results also show that other factors built the capacity of jurisdictional teams. Some respondents mentioned examples of these, such as the existing capacity of local teams through educational training and other regional (non-PIMPAC) partner organizations, such as SPC. Finally, while most jurisdictional respondents noted they have a way to access support from PIMPAC, the approach was not uniform and about 20% did not know how to make a request indicating a need for improved communications on PIMPAC processes.

10-YEAR GOAL #3

PIMPAC 10-year Goal #3 is: “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.”

Associated 10-year results include: “Programs have resulted in local champions who are skilled to facilitate various aspects of local site-based management efforts” and “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.”

■ Accomplishments/Strengths

Accomplishments toward this goal and results include:

- ▶ Several regional mentors are now trained and able to provide on-going technical support to jurisdictions in the region on several topics, including management planning, climate change adaptation, socio-economic monitoring, enforcement, strategic communications, fisheries management, and terrestrial monitoring.
- ▶ Development and on-going support for the Micronesia Challenge Young Champion program, which provides college students with internships in local conservation-based agencies and organizations. Thirty-eight MC Young Champions have been hired on as interns to work with local agencies, and many have continued on in the conservation or sciences fields, at some level.

- ▶ The 2017 Guam Community College Marine and Terrestrial Enforcement Academy resulted in 17 officers completing three months of course work and field training, enabling them to graduate. This is one of the most successful examples of institutionalizing coursework with academic partnerships. Several graduates have taken on more leadership responsibilities in their jurisdictions and are leading compliance and enforcement trainings locally.
- ▶ UoG Marine Lab, through its monitoring program and technical support, also successfully institutionalizes coursework within academic institutions:
 - Three regional students attained their master's degrees under this program and continue to support regional monitoring and fisheries management efforts.
 - A standardized online database developed by UoG and PICRC is administered at UoG Marine Lab and houses regional monitoring data that can easily be analyzed, shared and used to support management decision-making. This database is being used to assist with the development of recovery plans for coral species listed as endangered or threatened under the US Endangered Species Act.
 - A similar monitoring database is being established in American Samoa.
- ▶ MCT administers the Bill Raynor Micronesia Challenge Scholarship program to provide financial assistance to regional students for graduate-level study. The program has supported a total of thirteen talented young Micronesian scholars (eleven women and two men) since its inception in 2017. MCT supports 3-4 scholarships per year.
- ▶ Rare partners with University of Texas to provide academic credit for participating in an intensive strategic communication and behavioral change program over two years. There have been 10 RARE program graduates, resulting in six master's degrees and four certificates in strategic communications. Several graduates have used this experience



Survival training at Guam Community College Enforcement Academy, Guam. Credit: M. Aguon

to advance their careers and are now in leadership positions at resource management agencies or NGO's.

- ▶ Through a partnership with the University of Hawai'i's Law School and Environmental Law Program, PIMPAC has created internship opportunities for law students to work in Yap, Pohnpei, Kosrae, Guam, and Palau. A 2018 intern successfully drafted PAN regulations, which ultimately enabled Yap to fund a PAN Coordinator to advance MPA management. Another intern worked with the Pohnpei and Kosrae Supreme Courts to develop an initial Road Map for establishing Environmental Courts. Several law school students are supporting Guam's Office of Attorney General to update laws related to coral reef conservation and to more effectively regulate arson. There are plans to continue to support two additional interns in 2020 and hire full-time environmental legal fellows to work in Palau, FSM, and the Marshall Islands.

■ Survey-Respondents Results

- ▶ Respondents were asked to rate the effectiveness of PIMPAC's Partnerships with Academic Institutions from 0-10, with 0 being "Not Effective at all," 5 being "Moderately

Effective,” and 10 being “Very Effective.” This approach was rated at least moderately (4) with the mean effectiveness of 7.43. More than 80% of respondents gave a rating between 7 and 10.

- ▶ Results of the desk review and survey questions suggest that PIMPAC is making moderate progress toward 10-year Goal #3 and associated 10-year results. More information is presented in the challenges section.

10-YEAR RESULTS

■ Accomplishments/Strengths

A 10-year result for which PIMPAC strived includes, “Strong communication skills developed to support decision-making at all levels (community, government, NGO) including results of monitoring for effectiveness and of community benefits.” PIMPAC Network’s accomplishment toward this result include:

- ▶ Marine biological and fish market monitoring has resulted in several communications reports and materials, including:
 - Eight State of the Reef presentations (1 for each jurisdiction).
 - At least seven peer-reviewed papers.
 - Approximately 20 policies, which were influenced by marine monitoring/science to management and communication trainings

using the State of the Reef Reports. Policies include regulations or moratoriums on harvesting vulnerable species, minimum size limits, gear restrictions, and establishments of protected areas.

The final PIMPAC 10-year result identified in the PIMPAC strategic plan is, “Sustainable finance mechanisms in place to support local site-based management efforts in the long term.” PIMPAC partners at MCT and One Reef have done extensive work toward this result.

To carry out training and technical support, PIMPAC uses regional advisors that provide technical expertise on specific topic areas, as well as mentors that provide ongoing technical support for specific topic areas and on-the-ground coordination in the region. This model has been noted as being one of the reasons for PIMPAC’s success. Technical experts are able to work with regional respondents to design and develop trainings, but over time regional mentors become the main trainers providing for more localized and regular training opportunities. Additionally, some local staff have become local mentors, such as in Chuuk and Pohnpei where enforcement officers who graduated from the 2017 Guam Community College Marine and Terrestrial Enforcement Academy are now taking a leadership role alongside PIMPAC mentors and leading trainings.

PIMPAC EFFECTIVENESS

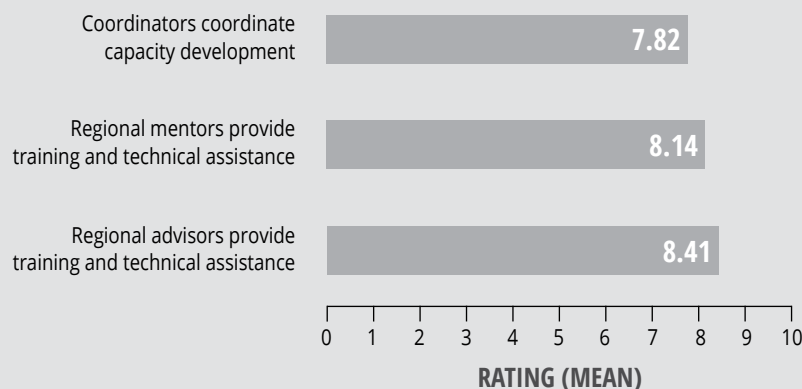


Figure 6: Effectiveness of PIMPAC coordinators, regional advisors, and regional members.

■ Survey-Respondents Results

Respondents were asked to rate the effectiveness of PIMPAC coordinators, regional advisors, and regional mentors at coordinating or carrying out technical assistance activities. Respondents' ratings were on a scale of 0–10, with 0 being “Not Effective at all,” 5 being “Moderately Effective,” and 10 being “Very Effective.” Results show a high rate of perceived effectiveness with all roles scoring around 7 or 8, and with the regional advisors having the highest mean at 8.4.

PIMPAC's success is also partly due to the strong relationships that it has built between support organizations over time. Relative to other regions, Micronesia does not have many regional organizations or large NGOs. Additionally, support team members have become friends and share a positive – yet honest – rapport. These relationships allow for responsiveness to requests to collaborate and leveraging of funds toward a common goal, openness in dialogue regarding challenges, and genuine encouragement in fostering positive outcomes from capacity development work. These relationships also extend from support team members to on-the-ground managers and/or jurisdictional teams.

Similarly, relationships among jurisdictional teams across the region have strengthened over time. Many PIMPAC members have attended multiple regional trainings or events and have become friends. PIMPAC activities have provided a forum for members to meet people who face the same challenges and can share new lessons and experiences. Given the often overwhelming nature of environmental work, these bonding experiences have meaningful impacts.

Respondents were also asked to rate the effectiveness PIMPAC's other three approaches at improving capacity for site-based management: learning exchange, leveraging funds for capacity development and partnership building with academic institutions. The ratings were on a 0–10 scale, with 0 being “Not Effective at all,” 5 being “Moderately Effective,” and 10 being “Very Effective.”



Enforcement training, Majuro Atoll, Republic of the Marshall Islands. Credit: S. Heinrichs

- ▶ All three approaches were rated at least moderately 4 with the mean of high effectiveness at 7.87, 7.42, and 7.43. The rating between 7 and 10 was given by over 80% of respondents for each of the approaches.

■ Challenges/Lessons Learned

One of the greatest challenges to capacity development efforts in the region is the high rate of turnover of local teams. Participants of PIMPAC trainings that have developed skills over time will leave their positions and often move to offices or organizations (or off island) where they are not involved in the same type of work. Also, people seek better opportunities due to the low salaries and high workloads typical of conservation work. There is however, a positive aspect to turn over. Some partners move onto political leadership and legislative positions and continue to support conservation work in these new roles.

Adding to this issue is having single staff within organizations that wear multiple hats and are trained on several different topics (and expected to carry out these activities in their jurisdiction). Regional expansion of the network and conservation efforts has contributed to communication and training fatigue of these over-utilized staff.



Forest inventory and analysis training on Arno Atoll, Republic of the Marshall Islands. Credit: R. Nash

PIMPAC attempted to track capacity of jurisdictional teams through a jurisdictional team matrix developed in 2017. The matrix was intended to identify members who work on site-based management in each jurisdiction, trainings each member attended, and their comfort level in leading that topic area. It was also intended to help identify where teams could lead management activities without external support, as well as any gaps in capacity (which could, in turn, help identify needs).

However, PIMPAC did not succeed in having jurisdictional teams coordinate members to conduct these matrix reviews annually. Even when funding was available to pay for a local facilitator to coordinate and conduct assessments, partners were not able to take advantage of this opportunity, mostly due to not having enough staff to support existing workloads. This impacts PIMPAC's ability to bring the right technical support to the right place at the right time.

In a few cases, PIMPAC training participants have continued to request technical support to complete management activities (e.g. development and writing management plans) that have been supported over extended periods of time. It's unclear if they are not comfortable completing these activities on their own or if they have become dependent on technical advisors to do the work.

Partnering with academic institutions was much more challenging than originally anticipated. Success in this endeavor hinged on finding an internal advocate that could champion curriculum development with academic frameworks. But finding these key staff was difficult due to a lack of coordinator time to thoroughly reach out to various institutions. Additionally, it was hard for academic staff to use PIMPAC support without substantial investment in time to modify training guidance for classroom delivery. For these reasons, there was only moderate PIMPAC progress toward 10-year goal #3 and its associated results.

PIMPAC lacked a formal monitoring and evaluation plan to define specific ways to track the progress of activities, outputs, outcomes, and 10-year goals and results. PIMPAC co-coordinators and advisors have occasionally conducted informal assessments at the end of the period of performance for strategic plans, providing some insight into accomplishments. Additionally, there is no agreed-upon approach for tracking short- and long-term goals and objectives by the various partners implementing PIMPAC activities, making evaluation of these activities difficult.

Problems with organizational capacity – including limited staff, limited financial resources, challenges with workloads, and work ethic issues – frequently limited the ability of partners to receive capacity development support.

Where PIMPAC trainings were not linked with funding opportunities, their effectiveness was limited and, at times, created problems with respondents. For example, socio-economic monitoring (SEM) trainings were often not linked to staff work plans or project funding. While jurisdictional teams felt the work was important, staff time was not budgeted to conduct assessments, making it a task on their workload that was unaccounted. Additionally, trainees sometimes used new skills with communities (e.g. climate change adaptation planning), which became challenging when communities were taken through a long process but had no funds to implement the planned activities.



Maunalua Bay on the island of O'ahu. Credit: M. Lameier

Criterion 4: Impact (Long-Term Results)

In the context of this evaluation, impact is framed as a measure of all significant effects of the conservation intervention — positive or negative, expected or unforeseen — on conservation targets (e.g. threats, behaviors, enabling conditions for conservation). Assessing impact is essential in a comprehensive evaluation, although it is typically very challenging to do. For example, it is difficult to attribute rigorously broad effects of a project or program on observed changes in biodiversity or environmental health. In the conservation field, this is commonly exacerbated by a lack of good baseline data (or even necessary scientific understanding of the systems to be impacted) and an absence of regularly collected monitoring data or evidence. Usually — and at best — evaluations of the impact of conservation interventions make conclusions derived from simplified cause-and-effect relationships and use evidence of outcomes that logically could lead to impact. One must estimate the “without scenario”: what would have happened if the intervention had not taken place or if it were done differently (i.e. the counterfactual). (O’Neill et al. 2012)

For this criterion, survey questions focused on better understanding to what extent PIMPAC activities contributed to long-term impacts

identified in the Conceptual Model (i.e. existence of regional trainers, effective management of sites, improved health of biological conservation targets, positive socio-economic benefits from conservation, and Community Resilience).

■ Accomplishments/Strengths

Mentor sites in the region often show improved resource health and community support for management, as well as components of effective management (e.g. community engagement, management plan in place, monitoring, enforcement). They attribute support from PIMPAC to successes.

There are several regional mentors that are trained and able to provide on-going technical support to jurisdictions in the region on several topics, including management planning, climate change adaptation, socio-economic monitoring, enforcement, strategic communications, and fisheries management.

■ Survey-Respondents Results

To better understand to what extent PIMPAC activities contributed to long-term results of PIMPAC, survey participants were asked a series of 2-part questions. For these questions, the first part (a) asked respondents to rate a statement on a scale of 0–10, while the second part (b) was open-ended. The questions were the following:

CAPACITY DEVELOPMENT

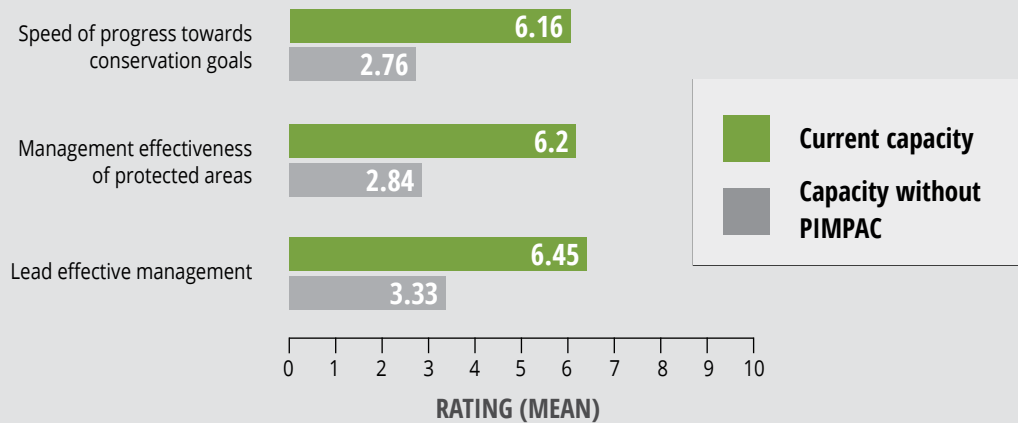


Figure 7: Perceived current status for capacity development for all three PIMPAC long term results.

(a) “Overall capacity currently of jurisdictional team(s) to lead activities to support effective site-based management without external support from PIMPAC partners (i.e. advisors or mentors). (b) “What do you think the status would be if capacity development activities by PIMPAC partners did not exist (‘without scenario’)?”

(a) “Management Effectiveness of protected areas.” (b) “What do you think the status would be if capacity development activities by PIMPAC partners did not exist?”

(a) “Speed of progress toward regional or jurisdictional conservation goals (e.g. The Micronesia Challenge / Aloha + Challenge / Sustainable Development Goals).” (b) “What do you think the status would be if capacity development activities by PIMPAC partners did not exist?”

The results, displayed in Figure 7, indicate that PIMPAC is improving the capacity of jurisdiction teams. Results show that the perceived current status for all three PIMPAC Long-Term Results was 6–7, or slightly above “Moderate.” Additionally for all topics, respondents perceived that if PIMPAC did not exist, the current capacity status would be statistically lower by 3 mean rating points. Furthermore, comments acknowledged that while other organizations such as The Pacific Community (SPC) and the South Pacific Regional Environmental Programme (SPREP) certainly contribute to capacity

development, PIMPAC’s efforts are uniquely recognized for the convenience of access to capacity deployment opportunities because its partners are familiar with each other.

■ Challenges/Lessons Learned

Understanding long-term results from conservation initiatives around the region is challenging for a variety of reasons. These include design flaws that prohibit regional comparisons of data and limited resources and capacity to conduct monitoring to the extent required to understand effectiveness regionally for SEM and terrestrial measures. For example, the terrestrial-monitoring does not include enough samples (or plots) to make comparisons across the region. The intensity of plots would need to be near 30 times more and include sites across entire islands. Currently, the sample size is small for MC plots; therefore, comparisons cannot be made regionally. Similarly, regional socio-economic monitoring has not been able to compare across sites regionally, mostly due to the design, which is more focused on answering local management questions.

Management effectiveness is still a major challenge regionally. Although mentor sites have shown some successes, overall effective conservation (in Micronesia) is lacking. A 2015 study conducted across much of Micronesia examined “the extent to which fishing pressure and pollution predicted

progress towards the Micronesia Challenge.” To do this, the study examined the collective monitoring data from the region to determine ecosystem condition at 78 sites across much of Micronesia. “Ecosystem condition” was determined through a suite of factors regarding coral reefs, benthic substrate, and food fishes. The study found that, at a regional scale, only 42% of major reef habitats met the ecosystem condition threshold established by the Micronesia Challenge. In other words, less than half of the 78 sites reviewed would classify as “effectively conserved” or meet the Micronesia Challenge goal. The study also identified that fishing pressure was the primary determinant of ecosystem conditions. Reefs with high wave exposure and/or those that were far away from major access ports showed better reef fish populations and overall coral reef condition. Conversely, areas with high human populations and/or calm seas showed lower reef fish populations and worse reef conditions. Also, at a regional scale, the presence of MPA networks did little to improve the results, suggesting limited effectiveness of MPAs when grouped together. Additionally, results showed that no-take MPAs varied greatly in their normalized ecosystem condition scores, suggesting clear differences in MPA effectiveness across Micronesia (Houk et al., 2015).

While PIMPAC can help build capacity for effective management, several enabling conditions needed to achieve effective management are still out of the scope of PIMPAC activities. Some of these include strong organizational capacity to support effective management at sites and political will to provide necessary policies and funding for effective management.

Traditionally, the Micronesians in Island Conservation (MIC) Learning Network has focused on building capacity of organizational leaders and included support for organizational management. Additionally, Micronesian Finance and Administration Network was supported to provide organizational capacity building to staff focused on financial and administrative activities, such as budget tracking. Both of these learning networks provided key skill building in the region, but have not been as active in the past 3–4 years. The main

reasons for the decline in these network activities are loss of funding and a lack of coordination.

As more communities are becoming engaged in management of local resources, there is a greater need for skills building of respondents that do not have a background in resource management, but are playing a critical role at specific sites.

Some key gaps in capacity development have contributed to challenges in area-based management. Given the rise in cash-based economies and the lack of economic opportunities in many islands, conservation can be difficult for local communities who rely on resources for livelihoods. Many respondents identified that a lack of alternative livelihoods as an on-going challenge to management effectiveness.

In addition to the socio-economic and political obstacles to managing resources, climate change presents a new and daunting threat to natural resources that makes management effectiveness both vital and extremely difficult.

Criterion 5: Sustainability

This criterion is a measure of whether the benefits of PIMPAC are likely to continue after external support has ended. O’Neill et al. (2012) considers sustainability to be a higher-level indication of the ultimate success of a program or project. It also states that it’s difficult to evaluate sustainability while activities are still on-going or recently completed. It is for this reason that this survey focused minimal attention on this criterion.

■ Accomplishments/Strengths

Since its inception, PIMPAC has considered capacity development to be an on-going need, with the ultimate goal of institutionalizing capacity development opportunities. For this reason, PIMPAC focused on some key ways to institutionalize information, including:

- ▶ Identifying groups of individuals per jurisdiction to train on various topics to ensure that knowledge and skills were not transferred to only one or two people.



“Approximately 20 policies were influenced by marine monitoring, science to management and communication trainings, using the State of the Reef Reports.”



- ▶ Developing regionally based mentors that can continue to provide technical assistance after outside experts are no longer available.
- ▶ Designing or adopting tools that are regionally and culturally appropriate and guide facilitation of key management processes (e.g. management planning, marine protected area management effectiveness and climate change adaptation), such as guidebooks and videos for climate change adaptation that provide information and instructions that can support community planning with little outside expertise.
- ▶ Working closely with academic institutions to integrate training topics into curriculum so students have access to real management skills and experience (Accomplishments with academia are listed in Criterion 3).

■ Challenges/Lessons Learned

As discussed previously, high turnover rates in local staff is one of the biggest obstacles to regional capacity development and particularly to sustainability of PIMPAC benefits.

Partnering with academic institutions was much more challenging than originally anticipated. Success in this endeavor hinged on finding an internal advocate that could champion curriculum development with academic frameworks. But finding these key staff was difficult due to a lack of coordinator time to thoroughly reach out to various institutions. Additionally, it was hard for academic staff to use PIMPAC support without substantial investment in time to modify training guidance for classroom delivery.

Criterion 6: Adaptive Capacity

This criterion measures the extent to which PIMPAC applies strong adaptive management practices to ensure continued relevance, strong performance, and learning. O'Neill et al. (2012) states that assessments of adaptive capacity must consider the rigor with which a program goes about monitoring, evaluating, and adapting its work. Survey questions for this criterion explored how PIMPAC carries out adaptive management. This includes the topics of strategic planning, monitoring progress over time,

learning from experience, and adapting to address gaps and emerging issues.

■ Accomplishments/Strengths

PIMPAC strategic planning meetings included a review of progress toward previous objectives, challenges, and opportunities in each category. These meetings provided time for capacity development organizations to come together and collectively discuss these components, solve problems, strengthen relationships, and correct course to overcome obstacles.

■ Survey-Respondents Results

Respondents were asked to rate the following statements from 0–10 – with 0 being “Never” and 10 being “Always” – or by selecting “Unable to assess”:

“Does PIMPAC assesses the difference in knowledge and skills before and after PIMPAC activities (i.e. trainings and/or technical support (e.g. pre-post test)?” The responses to this question had a mean of 6.39 and mode of 8.

“Does PIMPAC monitor changes over time to understand long-term capacity development outcomes of training and technical support?” The responses to this question had a mean of 6.6 and mode of 7. Additionally, the responses to this and the previous question suggest that PIMPAC can improve monitoring and evaluation efforts.

Strategic planning processes occurred every 3–4 years. Approximately 75% of respondents that were surveyed responded that they have attended a strategic planning meeting. They were asked, “To what extent has the PIMPAC strategic planning process enabled PIMPAC to adapt capacity development approaches and activities?” Respondents strongly agreed, generating a mean of 8 and mode of 9. However, only slightly more than half of them used the plans regularly to plan capacity development activities. This indicates the process of planning may be more useful in guiding activities than the plan itself.

PIMPAC carried out assessments of progress toward objectives and milestones before each strategic planning event to understand strengths

and gaps. Respondents were asked, “To what extent has monitoring the results of PIMPAC activities been used to support adaptation of the strategic approach?” Responses indicated this to be moderate to high, with a mean of 6.7 and mode of 8. While the assessments were a step in the right direction, there is a clear gap in monitoring progress effectively to understand long-term outcomes and support adaptive management.

Respondents were asked, “To what extent are lessons documented and shared in a manner that promotes learning by the PIMPAC community?” Approximately 75% of responses were in the higher extent and had a mean of 6.9 and a mode of 7. Comments indicate that this is an opportunity for growth for PIMPAC, potentially through a variety of communication tools.

Lastly, when participants were asked to “rank capacity building topics in a high, medium or low priority for the next five years,” the results indicated that all of the topic areas were perceived to be high or medium priorities. This may be attributed to participants’ awareness of high levels of staff turnover, which requires ongoing training in the same topics. Adaptive management and enforcement and compliance both received the highest rating at 83%, followed by climate change adaptation at 81%, strategic communications and behavior change at 75%, and socioeconomic monitoring at 69%.

Participants were also asked, “Looking into the future beyond 5 years, are there new needs for capacity development for site-based and ecosystem-based management that PIMPAC should focus on?” Approximately 50% agreed there were new needs, and 30% of the respondents identified organizational effectiveness/management/capacity/assessment as a need. The rest of the respondents provided a wide range of answers as listed in Appendix C “Q31 Verbatim” for other topics.

■ Challenges/Lessons Learned

PIMPAC lacked a monitoring and evaluation plan to define specific ways to track the progress of activities, outputs, outcomes, and long-term goals and results. Additionally, there was no



*Islet on Arno Atoll, Republic of the Marshall Islands.
Credit: M. Lameier*

agreed-upon approach for tracking short- and long-term goals and objectives by the various partners implementing PIMPAC activities, making evaluation of these activities difficult.


Additionally, the PIMPAC strategic plan has different terms and several mixed/referenced components that make it unclear how to define success. For example, the goals refer to core competencies, but there is little planning specifically focused on core competencies. Also, use of site-based and ecosystem-based management are used somewhat interchangeably in different parts of the document, making the desired end results difficult to clearly identify.

With limited financial and human resources, PIMPAC prioritized support for capacity development activities over communications to share successes and lessons learned. Additionally, PIMPAC’s main role was often through coordinating (connecting the dots) or leveraging funds (filling the gap). These services can be difficult to measure and showcase their value due to a lack of direct links to outcomes.

PIMPAC members did not have the skills to track long-term impacts of capacity development to measure if skills were used and if they led to improved management at sites.

Capacity
Development
Recommendations





The following recommendations are based on discussions with respondents on how to overcome challenges and which capacity development factors they would like to see improved moving forward. Recommendations fall into the following categories:

- **Strategic Planning**
- **Coordination**
- **Communications**
- **Partnerships with Academic Institutions**
- **Monitoring and Evaluation**

Strategic Planning

The strategic planning process should be simplified and modified in content. Given that PIMPAC is considered a network for learning and capacity development, a clearer definition of the network structure would help overcome some of the main challenges with internal and external communications. Rather than focusing on specific actions or milestones for each PIMPAC approach (Training, LE's, Partnerships) and training category (Enforcement, planning, etc.), the collective group should spend more time developing the organizational framework that includes agreed upon:

- ▶ Set of roles and responsibilities that is clear and allows everyone to communicate easily. Contents of an MOU based on roles and responsibilities should also be discussed to determine if it's feasible and appropriate between PIMPAC support team members and coordinating entities.
- ▶ Communication among groups to enhance collaboration and information sharing, including reporting out on activities.
- ▶ Create a "Theory of Change," which will serve as a foundation to a strategic plan, guide medium- and long-term goals and indicators of success and facilitating a revitalized commitment among partners to enhance collaboration.
- ▶ Collective vision, long-term goals, and objectives for all members to work towards.
- ▶ Approach to work as teams on the ground to support integrated approaches to capacity development (e.g., more direct links between planning and monitoring).
- ▶ Way to capture needs assessment information from partners to feed into collective activities.
- ▶ Monitoring and evaluation (see section below).
- ▶ Decision on how to address organizational needs, which have been traditional outside of PIMPAC's focus, such as leadership development, budgeting, board training, strategic planning, project management, etc.

Peleliu State, Republic of Palau. Credit: M. Lameier



PIMPAC strategic planning meeting in Guam. Credit: NOAA

At the next strategic planning session, PIMPAC should also cross-reference the needs and priorities defined through MC 2030 efforts to ensure alignment with new topic areas and PIMPAC long-term goals and objectives.

Some respondents felt that a modified approach should be considered for capacity development. For example, focusing intensive efforts on a select smaller group of individuals, or creating a mentor/mentee approach by picking 3–4 people per jurisdiction in different topic areas and focusing on providing support over longer periods of time.

Coordination

Co-coordinators should:

- ▶ Have a shared file system to retain records of budgets, training reports, participant lists, and other relevant documents. NOAA NMFS may be able to provide technical assistance and guidance for setting up a records management filing system.
- ▶ Support team members in tracking and submission of electronic lists of workshop numbers, lists of people trained on different topics, and numbers of training per location and topic.

- ▶ Share listserv names to develop one master list that they can both add future names and avoid duplication of emails going out.

Now that MCT is developing a focused Capacity Building Program, some of the core activities that NOAA has been completing may be more suitable under MCT. Activities that are more easily supported outside of federal government protocols or more suited to in-region personnel should be discussed among co-coordinators to most efficiently divide the roles. For example, MCT may be able to fund and coordinate someone from a jurisdictional team to carry out activities, such as needs assessments, training coordination, etc.

PIMPAC should continue to explore ways to have local partner organizations working with PIMPAC to support jurisdictional capacity building need assessments and activities to their job descriptions. Although this has been tried before, PIMPAC should continue to encourage these partnership roles on the ground to help make stronger links between coordinators and jurisdictional teams. If MC Coordinators are hired in each jurisdiction, as described in the governance chapter of the MC Evaluation Report, these roles could also carry out PIMPAC-related activities that would require only about 15% of a full time employee FTE.

Co-coordinators should develop tools for mentor/mentee approaches and help pair mentors/mentees,

as well as tools to help monitor and record efforts. Co-coordinators should also attempt to build stronger relationships with government agencies in areas where there has been less coordination and support by PIMPAC, such as the FSM. This also includes ensuring more government representatives and fisheries managers are on the listserv.

The roles and purpose between the MC Regional Support team and PIMPAC should be defined more clearly. The remaining active members on the support team, for the most part, are the same members involved in the PIMPAC support team. Clearly defining the purpose of each group can help determine if there are ways to consolidate efforts. Given the MC support team is mostly just monthly calls with the same people as PIMPAC, the MC support team could be absolved and its function could become part of PIMPAC (the capacity development arm of the MC).

The USFS and NRCS has had extensive capacity development to the region on terrestrial-related topics for several years and should be directly integrated into PIMPAC strategic planning and on-going activities.

SPC continues to support different activities in the region that are sometimes duplicative of existing PIMPAC efforts. PIMPAC should look for ways to engage them in the support team to ensure coordination of efforts. An MOU could help define a working relationship. Invitations to participate on regional calls and strategic planning sessions might also be useful.

To avoid confusion among members, the PIMPAC Mentor roles and responsibilities need to be more clearly defined, especially when they don't work for one organization.

Communication

Monthly PIMPAC coordination calls should be better coordinated with the MC Support Team call, which invites most of the same people. Additionally, calls should be structured with more clear objectives and format to make the best use of time and discussion. It may be useful to alternate monthly calls around certain stakeholders. For

example, one month's call could be with regional advisors and mentors to share training schedules and information, and the following month could involve jurisdictional teams to provide local updates on activities.

PIMPAC roles and responsibilities should be more clearly defined among the entire community, including specific names of different roles such as coordinators, regional advisors, and regional mentors.

Communication strategies to identify new and creative ways for sharing stories about PIMPAC activities should be developed and include standard operating procedures for PIMPAC partners. This could include greater use of PIMPAC social media sites to share stories, lessons, and challenges. An MC Young Champion could also assist with improving communications. To more easily update information, MCT should fund and manage the PIMPAC website domain and site, as well as social media sites (e.g., Facebook, YouTube) through their Capacity Building Program.

Partnership with Academic Institutions

PIMPAC's foundation is based on 15 years of training, as well as technical support topics and tools that have been formulated and vetted in the region. It may be time to consider building a "PIMPAC Academy or Certification Program" that takes a more holistic and institutionalized approach to training participants. This could possibly be housed at Guam Community College (GCC) to compliment the enforcement academy and focus on training the increasing number of regional community members (e.g. PAN Coordinators) who are engaged in management. A short, intensive course approach that is offered annually could help build capacity of regional staff that do not have formal training in resource management. PIMPAC advisors and mentors could help in different aspects of the course. A short, regional needs assessment could identify the specifics of the course design and content. This would require a larger funding opportunity focused on development and implementation over time. Other examples

of these intensive programs include Pacific Island Community Adaptive Co-management course, based the University of the South Pacific in Fiji and the University of Rhode Island's Coastal Resource Center Integrated Coastal Management Program.

The Micronesia Challenge Young Champions (MCYC) program should be built into a more robust capacity development opportunity. This could include:

- ▶ Formal leadership and organizational management skills-building to get help to fill in the gap in organizational capacity limitations. Ebill Society in Palau has been conducting these types of trainings for Palauan youth and could be a regional training hub for MCYCs.
- ▶ Regional meetings and team building for each cohort to work together part time on a collective regional project. Building these relationships throughout the region will enhance future relations as MCYCs move into leadership positions.
- ▶ Formal mentoring opportunities should be explored that could include mentors within or outside their jurisdiction and who are focused on skills or topics of interest and/or that the MCYC is working on.

Training and Technical Support

Most training has focused on a jurisdictional approach to meet the interest of past PIMPAC members who felt it provides more people in a jurisdiction with skills development. However, there is also benefit to regional training in that they provide opportunities for strengthened camaraderie and sharing of experiences among members. As the newer generation of conservation leaders emerges, ways to increase interactions by jurisdictional team members are needed.

Monitoring and Evaluation

Monitoring and evaluation should be considered as a major component of the strategic planning process moving forward, including a clearly defined theory change with intermediate steps, and measures of success. Regional capacity development indicators should be included in this process. Additionally, a

regional database to house indicators of progress and success – such as number of trainings per topic, number of trainees per training, location, mentor/mentee activities, etc. – would be useful. These data sets were developed for the evaluation and can be continued if that's the appropriate approach.

There should be improved record keeping of participants through an agreed upon approach by PIMPAC support team members, such as tracking and submission of electronic lists of participants' names to coordinators. This will help improve tracking of workshop numbers, lists of people trained on different topics, and numbers of training per location and topic. There is also a need to define long-term results and track them to measure the true impacts of capacity development efforts over time.

Regular assessments of progress and/or results over time could be improved with simple online survey tools. Online tools provide easy ways for more stakeholders to provide input. These can also be considered for regular capacity needs assessments.

A tracking spreadsheet to monitor progress toward implementation of recommendations of this evaluation – with quarterly review by PIMPAC co-coordinators – is needed.

IUCN World Commission for Protected Area has a working group on Capacity Development and Evaluation and should be contacted to determine any valuable insights into evaluation approaches for PIMPAC and other MC capacity development efforts.

References

- (n.d.). Retrieved from Pacific Islands Managed & Protected Area Community : <http://www.pimpac.org>
- Houk, P. (2009). Assessment of Ecological Datasets and Recommendations for Monitoring Programs to Assess the Effectiveness of the Micronesia Challenge. Pacific Marine Resources Institution.
- O'Neill, E. (WWF-Int), Graebener, U (WWF-D), Kuperus, D. (WWF-NL), Lawrence, K. (WWF-UK) (2012). Resources for Implementing the WWF Project & Programme Standards: Step 5.3 Evaluation Guidelines.
- Weeks, R. (2015). Pohnpei's Protected Area Network: Gap Analysis & Spatial Prioritisation.
- Weeks, R., Terk, E., Scare, E., Cuetos-Bueno, J., & Aulerio, M. (2017). Spatial analysis in support of the development of a network of fisheries management areas in Chuuk, FSM.
- Weeks, R., Terk, L., Gorong, B., Aulerio, M., & Reyuw, B. (2016). Spatial Analysis in Support of Development of the Yap Protected Area Network.

A close-up photograph of a large, branching coral colony. The coral has a dense, repetitive structure of small, rounded, brownish-purple polyps. The background is a sandy and rocky seabed. In the top-left corner, there is a green rectangular overlay with the word "Appendices" written in white text.

Appendices



Appendix A: Survey Instrument

PIMPAC EVALUATION SURVEY

START RECORDING!

Introduction

PIMPAC is a network of partners committed to improving capacity for site based management and ecosystem-based management throughout the Pacific island region. Capacity development activities have been implemented through collaborative efforts of several support organizations since 2006 including: Micronesia Conservation Trust (MCT), National Oceanic and Atmospheric Administration (NOAA), The Nature Conservancy (TNC), University of Guam Marine Lab (UoGML), Palau International Coral Reef Center (PICRC), OneReef, and Rare. Most of these efforts in your jurisdiction were listed in the pre-survey checklist we provided to you. We want to emphasize that this survey was designed to represent these collective efforts under the umbrella of PIMPAC. Specifically to understand the impact PIMPAC has had over the past 10+ years in building capacity toward effective site-based management that ultimately contributes to positive social and ecological changes. It also aims at examining challenges to overcome, successes to build on, and ways to improve PIMPAC moving into the next 10 years.

PIMPAC was developed, designed, and updated over time to reflect partner needs and input. This survey was designed to understand your perceptions and opinions of PIMPAC. Your total honesty and constructive criticism are both appreciated and critical to help improve PIMPAC. There are no right or wrong answers. The data we collect today will be considered confidential and kept securely. Your risk in participating in this study is minimal. The questionnaires will be destroyed after the data analysis is completed. None of your personal information will be included in the survey results. The results may be used in a report and/or publication, and your input will be aggregated with other surveys. Results of this survey will be shared with you by PIMPAC Coordinators and will feed into the next phase of strategic planning.

The survey will take about 60 minutes to complete. I will read questions and write the answers for you. You do not have to answer any question that you don't want to, and you may stop whenever you want. Also, for any questions that you feel are not appropriate to answer because they don't apply to your job or experience, you can skip the question and we will mark it as "unable to assess."

The questions I will be asking in this survey are about 1) your understanding/opinions of PIMPAC overall and 2) your experience with PIMPAC activities you've noted that you attended from this checklist.

Acropora species, Majuro Atoll, Republic of the Marshall Islands. Credit: M. Lameier

Any question before we move forward.

Talk Story Time – When and How did you get involved in PIMPAC?

When:

How:

To what degree are you still involved in PIMPAC?

- Actively involved - (have been engaged in 3 or more PIMPAC activities within the last three years)
- Partially involved - (have been engaged in 1-2 PIMPAC activities within the last three years)
- No longer involved - (have not been engaged in PIMPAC activities within the last three years)

Do you work regionally or mostly in one jurisdiction? __Regionally __Jurisdictional __Other

First, we want to ask you about your knowledge and understanding of PIMPAC overall:

A. Before this conversation, to what extent was it clear that the activities you attended from the checklist were carried out under the umbrella of PIMPAC?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all clear				Moderately clear				Very Clear			

B. To what extent is the purpose of PIMPAC clear to you?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all clear				Moderately clear				Very Clear			

C. To what extent is it clear what type of assistance you can request from PIMPAC?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all clear				Moderately clear				Very Clear			

D. Do you have a way to request assistance from PIMPAC if needed? __YES __ NO

If yes, please explain:

Category 1: Quality of Approach that PIMPAC Uses for Capacity Development

These first questions are about the “big picture” of PIMPAC. We are examining if PIMPAC’s overall approach to capacity development for effective site-based and ecosystem-based management is the most strategic one possible. Over the past 10+ years PIMPAC’s carried out capacity development using the following approaches:

- 1) training and technical support on various topics,
- 2) learning exchanges,
- 3) coordination and leveraging funds, and
- 4) partnership building with academic institutions.

- Given what is most needed for capacity development to be successful in the region, to what extent is the PIMPAC overall approach doing what it should do? Ranking is from 0-10 with 0 being not at all, 5 being moderately, and 10 exactly, Unable to Assess (UTA.)

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all				Moderately				Exactly			

Explain your answer:

- Which of the existing PIMPAC approaches are best designed and planned to successfully develop capacity for site-based management throughout the Pacific Islands. **Please Rank in order with 1st being best, then 2nd, then 3rd, then 4th.**

___ Training and Technical Support

___ Learning Exchanges

___ Coordination and Leveraging Funds

___ Partnership with Academic Institutions

- Are there any other approaches that PIMPAC should use for capacity development?
- (FOR REGIONAL PEOPLE ONLY)** To what extent do you use the PIMPAC strategic plan, to plan and design training and technical assistance or other capacity development activities? Please use the following scale to answer the following questions with 0 being not at all, 5 being moderately, and 10 being exactly.

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all				Moderately				Exactly			

Category 2: Efficiency of Input to Produce Outputs

The next set of questions explore the effectiveness* of PIMPAC's coordination and communications to plan and implement capacity development activities, including clarity of the roles of various PIMPAC partners. ***For the purpose of this survey, the term "Effective" is defined as "successful in producing a desired or intended result in a desired time period." Please use the following scale to answer the following questions with 0 being not effective at all, 5 being moderately effective, and 10 being very effective.

- How effectively has PIMPAC communication and coordination supported capacity development activities?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all				Moderately				Very effective			

- How effectively has PIMPAC Coordination and Communication raised awareness within the network of different PIMPAC activities and outcomes?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all				Moderately				Very effective			

7. Overall how effectively has PIMPAC Coordination and Communication fostered collaboration of advisors & mentors across different thematic training areas (e.g. collaboration of advisors/mentors of management planning and advisors/mentors socio-economic monitoring)?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all				Moderately				Very effective			

8. How can PIMPAC Coordination and Communication improve in the Future?

NOTES:

9. What are your top 2 preferred methods for receiving information about PIMPAC?

- Social media
- List serve/ Email
- Website
- Newsletters
- Face-to-face via PIMPAC coordinator
- Other, Specify _____

10. Are the roles of the following PIMPAC partners clear to you? Answer Yes, No, or Unable to Assess (UTA) for each.

Role	Yes	No	UTA
a) NOAA PIMPAC Coordinator			
b) MCT PIMPAC Coordinator			
c) PIMPAC Jurisdictional Team			
d) PIMPAC Mentors			
e) PIMPAC Advisors			
f) PIMPAC Partner Networks and Organizations			

11. How effective are PIMPAC Coordinators at coordinating capacity development?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all				Moderately				Very effective			

12. Overall, is the use of regional advisors for providing training and technical guidance effective?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all				Moderately				Very effective			

13. Overall, is the use of regional mentors for providing on-going training and technical assistance effective?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all				Moderately				Very effective			

14. Do you work for an organization that funds PIMPAC activities? (i.e. MCT, TNC, NOAA)

___ YES ___ NO

If yes, skip to question 16.

15. On average what amount of funding and in-kind support does your organization contribute to PIMPAC activities per year (i.e. capacity development/strategic plan activities)? Through this question we hope to understand the financial amount of resources that are going toward PIMPAC activities collectively.

- ____ 1. Less than \$500
- ____ 2. \$500 - \$1000
- ____ 3. \$1001 - \$5000
- ____ 4. \$5001 - \$10,000
- ____ 5. Greater than \$10,000
- ____ 6. Unable to Assess

Category 3: Results and Outcomes from PIMPAC Activities

This next set of questions explores PIMPAC’s contribution and effectiveness in developing capacity for site based management, and factors that have fostered or hindered effectiveness. We are going to talk about 1) training and technical support for various topics, 2) learning exchanges, 3) leveraging funds for capacity development, and 4) partnership building with academic institutions. For these questions, the term “external support” means support from any PIMPAC technical advisors or mentors (i.e. TNC, MCT, NOAA, PIMPAC mentors, UoG, Rare, OneReef, PICRC.)

First we will ask about several topics under Training and Technical Support: ONLY TRAINING TOPICS THAT THE YOU HAVE ATTENDED.

16. Please describe the current capacity in your jurisdiction (or region if you work regionally) in the following topics with 0 being no capacity, 5 being moderate capacity, and 10 being very high capacity.

a) Current Capacity to lead management planning without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

a1. In your opinion, what would be the capacity to lead management planning if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

b) Current Capacity to lead conservation action planning (CAP) without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

b1. In your opinion, what would be the capacity to lead conservation action planning (CAP) if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

c) Current Capacity to lead Socio-economic Monitoring without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

c1. In your opinion, what would be the capacity to lead Socio-economic Monitoring if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

d) Current Capacity to lead Marine Biological Monitoring without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

d1. In your opinion, what would be the capacity to lead Marine Biological Monitoring if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

e) Current Capacity to lead Fish Market Monitoring without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

e1. In your opinion, what would be the capacity to lead Fish Market Monitoring if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

f) Current Capacity to lead Terrestrial Biological Monitoring without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

f1. In your opinion, what would be the capacity to lead Terrestrial Biological Monitoring if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

g) Current Capacity to lead Enforcement & Compliance activities without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

g1. In your opinion, what would be the capacity to lead Enforcement & Compliance if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

h) Current Capacity to lead Climate Change Adaptation without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

h1. In your opinion, what would be the capacity to lead Climate Change Adaptation if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

i) Current Capacity to lead Monitoring of Management Effectiveness (MPAME) without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

i1. In your opinion, what would be the capacity to lead Monitoring of Management Effectiveness (MPAME) if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

j) Current Capacity to lead Ecosystem Approach to Fisheries Management without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

j1. In your opinion, what would be the capacity to lead Ecosystem Approach to Fisheries Management if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

k) Current Capacity to lead Strategic Communications /Behavior Change without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

k1. In your opinion, what would be the capacity to lead Communications /Behavior Change if PIMPAC had not existed to support it?

UTA	0	1	2	3	4	5	6	7	8	9	10
No capacity				Moderate capacity				Very high capacity			

Now we are asking about the effectiveness of the last three approaches for improving capacity for site-based management in your jurisdiction: For the purpose of this survey, the term “Effective” is defined as “successful in producing a desired or intended result.”

How effective have each of the following approaches been at improving capacity for site-based management in your jurisdiction? 0 being not effective at all, 5 being moderately effective, and 10 being very effective.

a) Learning Exchanges

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all					Moderately			Very effective			

b) Leveraging Funds for capacity development

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all					Moderately			Very effective			

c) Partnership Building with Academic Institutions which is linking with academic institutions to provide technical assistance, formal education opportunities, internships for students, or support curriculum development

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all					Moderately			Very effective			

17. How effective has PIMPAC been at fostering ecosystem based management approaches (i.e. integrating land and sea connections, and human dimensions into management planning and activities)?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not effective at all					Moderately			Very effective			

18. Please list two protected areas in your jurisdiction (or the region if you work regionally) that have received the greatest level of support to foster effective management and could be considered “mentor” sites for other protected areas. Or answer Only one/ No mentor sites exist/ Or Unable to Assess.

1. _____

2. _____

3. Unable to Assess

19. To what extent has PIMPAC contributed to capacity development activities for effective management of these sites?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all					Moderately			Greatly			

20. What are the top three factors that have helped PIMPAC develop capacity for site based management in your jurisdiction (or the region if you work regionally)?

NOTES:

- 1.
- 2.
- 3.

21. What are the top three barriers that have made it difficult for PIMPAC to develop capacity for site-based management in your jurisdiction (or the region if you work regionally)?

NOTES:

- 1.
- 2.
- 3.

The following questions are about training and technical support provided by PIMPAC advisors and mentors as listed in the pre-evaluation checklist provided to you.

22. Please answer the following questions using 0 -10 with 0 being not at all, 5 being moderately, and 10 being greatly, or No knowledge to assess (UTA):

a) Do PIMPAC trainings and technical support provide participants' with skills they can use directly in their jobs?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all				Moderately				Greatly			

b) Do PIMPAC trainings and technical support directly help improve management effectiveness of locally managed areas or protected areas?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Not at all				Moderately				Greatly			

Category 4: Outcomes and Contributions PIMPAC Activities to Long Term Impacts (Conservation Targets, Management Effectiveness, Community Resilience)

This section of questions focuses on PIMPAC's contribution to improving overall capacity of jurisdictional teams to lead effective site based management without external support and improving management of natural resources. As a reminder, this survey represents these collective efforts under the umbrella of PIMPAC. Capacity development activities have been implemented through collaborative efforts of several support organizations since 2006 including: Micronesia Conservation Trust (MCT), National Oceanic and Atmospheric Administration (NOAA), The Nature Conservancy (TNC), University of Guam Marine Lab (UoGML), Palau International Coral Reef Center (PICRC), OneReef, and Rare.

23. Considering your jurisdiction (or region if you work regionally); please describe the status of the following Rate from 0 -10 with 0 being very low, 5 being moderate, and 10 being very high, or Unable to assess (UTA):

a) Overall capacity currently of jurisdictional team(s) to lead activities to support effective site-based management without external support from PIMPAC partners (i.e. advisors or mentors)

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Very low			Moderately				Very high				

a1. What do you think the status would be if capacity development activities by PIMPAC partners did not exist?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Very low			Moderately				Very high				

b) Management Effectiveness of protected areas

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Very low			Moderately						Very high		

b1. What do you think the status would be if capacity development activities by PIMPAC partners did not exist?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Very low			Moderately						Very high		

c) Speed of progress toward regional or jurisdictional conservation goals (e.g. The Micronesia Challenge / Aloha + Challenge / Sustainable Development Goals)?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Very low			Moderately						Very high		

c1. What do you think the status would be if capacity development activities by PIMPAC partners did not exist?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Very low			Moderately						Very high		

Capacity 5: Adaptive Capacity (monitoring, evaluation, adaptation, and learning)

This section explores how PIMPAC carries out adaptive management. This includes strategic planning, monitoring progress over time, learning from experience, and adapting to address gaps and emerging issues. The first two questions pertain to monitoring impacts of trainings and technical support. Please rate the following statements from 0 -10 with 0 being never and 10 always, or Unable to assess (UTA):

24. Does PIMPAC assesses the difference in knowledge and skills before and after PIMPAC activities (i.e. trainings and/or technical support (e.g. pre-post test)?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Never			Sometimes						Always		

25. Does PIMPAC monitors changes over time to understand long-term capacity development outcomes of training and technical support?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	Never			Sometimes						Always		

26. Have you attended PIMPAC strategic planning meeting(s)? ___Yes ___No **If no, skip to 29.**

27. To what extent has the PIMPAC strategic planning process enabled PIMPAC to adapt capacity development approaches and activities?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	No extent			Moderately						Very high extent		

28. To what extent has monitoring the results of PIMPAC activities been used to support adaptation of the strategic approach?

UTA	0	1	2	3	4	5	6	7	8	9	10	
	No extent			Moderately						Very high extent		

29. To what extent are lessons documented and shared in a manner that promotes learning by the PIMPAC community?

UTA	0	1	2	3	4	5	6	7	8	9	10
	No extent			Moderately				Very high extent			

30. PIMPAC has focused on the following capacity development topics in the past 10+ years. For each, rate high, medium, or low priority for PIMPAC members in the next 5 years.

	High	Medium	Low
a) Management Planning			
b) Adaptive Management			
c) Socio-economic Monitoring			
d) Biological Monitoring			
e) Fish Market Monitoring			
f) Enforcement & Compliance			
g) Climate Change Adaptation			
h) Management Effectiveness (MPAME)			
i) Ecosystem Approaches to Fisheries Management			
j) Strategic Communications and Behavior Change			

31. Looking into the future beyond 5 years, are there new needs for capacity development for site-based and ecosystem-based management that PIMPAC should focus on?

___ Yes ___ No

If yes, please specify the topic(s)

1. _____

2. _____

32. Based on your experience with PIMPAC over time, what lessons can be taken and applied to improve effectiveness in the coming years?

DEMOGRAPHIC INFORMATION

33. Gender: ___ Male ___ Female ___ Don't Identify

34. May I ask your age?

35. Did you formally study the field of conservation or sciences? ___ Yes ___ No

36. What is your highest level of education completed?

- Less than elementary
- Elementary
- High school
- Associates Degree
- Undergraduate Degree
- Graduate Degree - Masters
- Graduate Degree PhD
- Other _____

37. How many years have you worked in conservation?

38. What is your Organization Type? ___ Government ___ NGO ___ Private Sector

39. What do you consider your main role to be in PIMPAC?

- Coordinator
- Mentor
- Advisor
- Support Organization Staff or Leadership
- Jurisdictional Organization/Agency Staff
- Jurisdictional Organization/Agency Leadership

40. Where do you live?

- American Samoa
- CNMI
- Hawai'i
- Guam
- RMI
- Kosrae
- Pohnpei
- Chuuk
- Yap
- Palau
- Washington DC
- Other area outside of PIMPAC. Specify:

41. Where have you worked within the past few years?

- American Samoa
- CNMI
- Hawai'i
- Guam
- RMI
- Kosrae
- Pohnpei
- Chuuk
- Yap
- Palau
- Washington DC
- Other area outside of PIMPAC.
Specify:

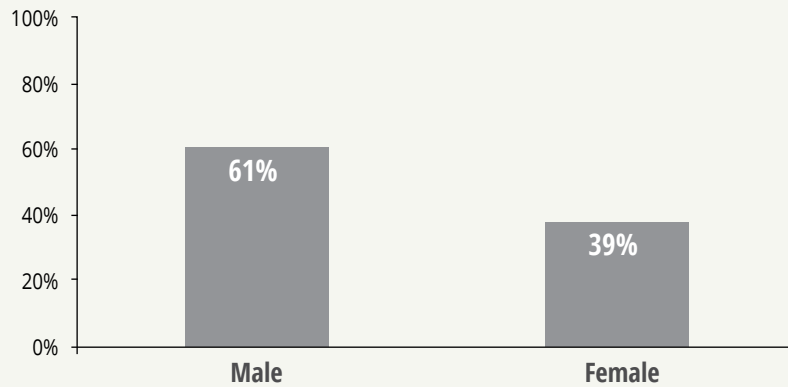
END OF FORMAL SURVEY

42. OPTIONAL: Talk Story: Identify any exceptional experiences that should be highlighted regarding what worked and didn't work (e.g. case-studies, stories, good practices)

Appendix B: Survey Respondents' Demographics

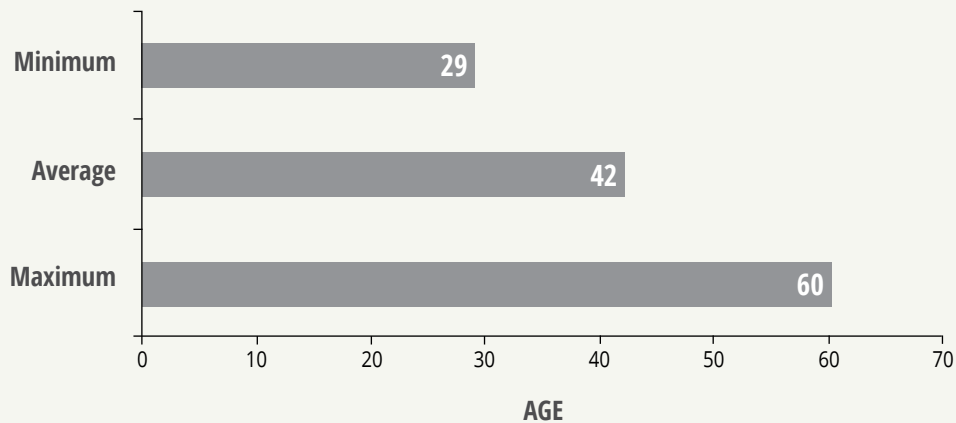
- 54 surveys were completed.
- 26 of the respondents were regional support team members. This was nearly the entire population of regional mentors, advisors, and coordinators.
- 28 of the respondents were jurisdictional team members who met the following criteria: 1) are currently working for or have previously worked for an “on-the-ground” organization/agency that directly support site-based and/or ecosystem-based management; 2) have participated in at least three PIMPAC activities (training/learning exchange/strategic planning session); 3) have been involved with PIMPAC activities for at least three years. PIMPAC attempted to include as many jurisdictional team members as possible given the time and resources available.

GENDER OF RESPONDENTS



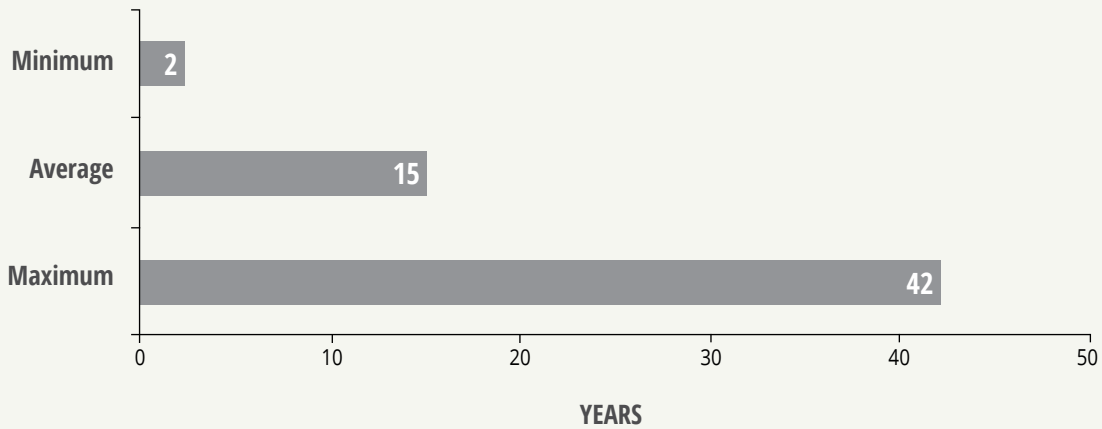
61% were male and 39% female.

AGE OF RESPONDENTS



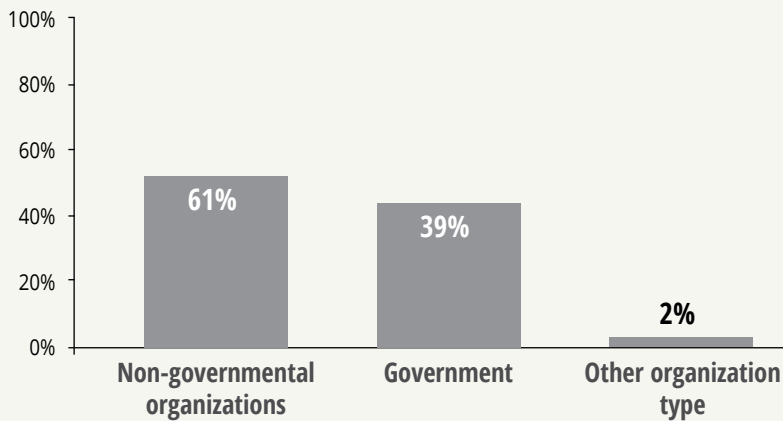
Ranges in ages between 29 and 60 years old with an average age of 42.

YEARS WORKED IN FIELD OF CONSERVATION



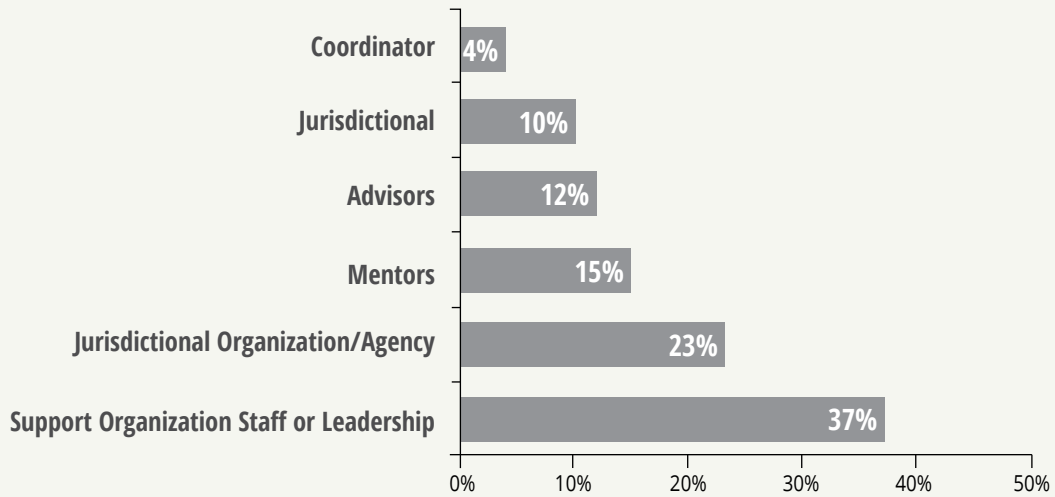
65% of respondents formally studied the field of conservation or science and worked in the field of conservation between 2 and 42 years with an average of 15 years.

TYPE OF ORGANIZATION



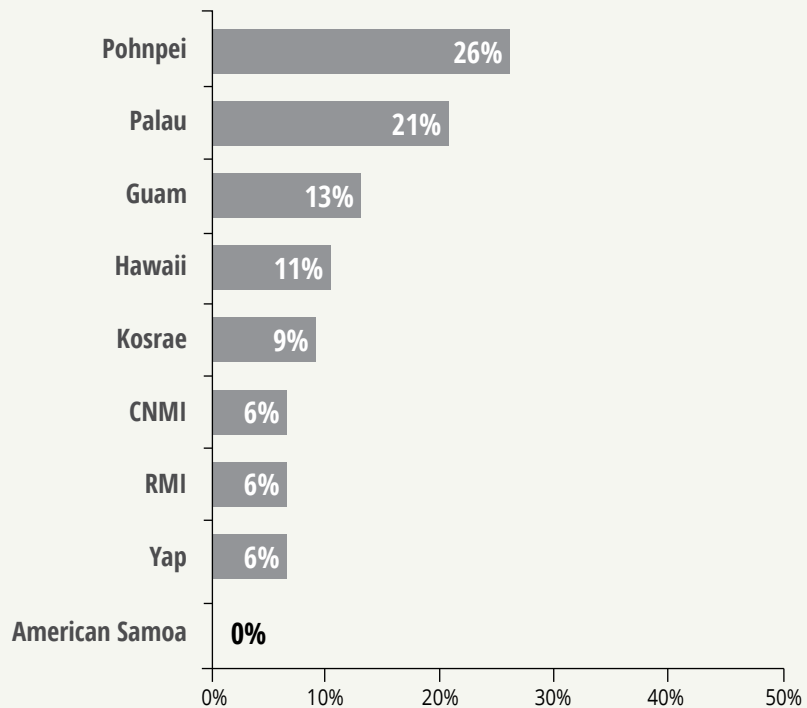
52% of respondents represented non-governmental organizations, 46% of respondents represented government, and 2% represented other organization types.

RESPONDENTS ROLE IN PIMPAC



Seventy percent of the respondents work for support organization or jurisdictional organizations (staff and leadership.) 37% of respondents identified their role in PIMPAC as Support Organization Staff or Leadership; 23% identified as Jurisdictional Organization/Agency Staff; 15% identified as Mentor; 12% as Advisor; 10% as Jurisdictional Organization/Agency Leadership; and 4% as a Coordinator.

AREA OF RESIDENCE



26% of respondents live in Pohnpei; 21% live in Palau; 13% in Guam; 11% in Hawaii; 9% in Kosrae; 6% each in CNMI, RMI, and Yap; 2% in Chuuk and Washington DC each; and 0% in American Samoa. It should be noted that several support organizations have offices in Pohnpei (MCT, TNC) and Palau (TNC, PICRC.)

Appendix C: Verbatims

“Q31 Verbatim 7” for other topics other new needs or topics to focus on for capacity development.

Responses to survey question #31-Looking into the future beyond 5 years, are there new needs for capacity development for site-based and ecosystem-based management that PIMPAC should focus on?

OTHER NEW TOPIC 1

- For our work to be relevant we're really looking into helping communities with livelihoods. MCT and TNC are already starting to put resources towards.
- Enforcement and compliance – emphasis not on how you enforce but focus more on leaders of enforcement programs. Made comment earlier on organizational effectiveness - which is more of a priority.
- Scientific Messaging – it's a problem and growing with more orgs getting funds to do research. Taking science and turning it into management messaging.
- We run the risk of having management plans for their sake if those plans don't influence new policies or legislation. Government will only fund plans that are mandated by law. They are good in getting grants but long term sustainability will require government. At the end of the day we want this new knowledge that communities have as a result of PIMPAC to influence policy. For example – if you're doing fish monitoring or EAFM – results need to lead to development of fish regulations.
- Project management and proposal writing. Would fall under leveraging of funds.
- Ecosystem valuation (monetary) – this dataset is needed to.
- CAP.
- For biological monitoring, and fish market monitoring – what we need to develop is data analysis. I'm afraid that if PIMPAC has developed a manual if it can be shared with us. If people move away. We need manual on MC protocol and analysis. All other protocols have a guidebook.
- Incorporate a gender lens.
- More modification of some of the existing one. We talk about CCA and EAFM and SEM – pulling that all together to make management better. And how to do it in an adaptive framework. How to facilitate adaptive management in this training environment. Making all topics more effective and flexible.
- Somehow we can design our canoe – in a different design to be more comfortable for not only the tough voyagers (comfortable for women and children, cargo). For outer island. Our boat is always docked. Since we're so know for this traditional navigation so we can start navigating to the different island to reduce dependence on worthless ship.
- Assessment of changes in compliance as a result of capacity development activities.
- Follow up on RARE campaigns to ensure behavior changes are maintained.
- Environmental Law and Courts.
- Monitoring and evaluation planning.
- Monitoring and evaluation.
- Respondent had to think about this. Outer state officers need uniforms and equipment. We thought that the national police would give officers to have the ability to carry guns. If you have a full uniform, it demands respect and helps officers stay safe. In the next ten years, the national police need to give state officers to carry fire arms.
- New science and technology CCA tools – surface hardening, shoreline hardening.
- Including cultural information in socioeconomic monitoring.
- Integrated comprehensive management to simplify processes for communities (LMMA process in Indonesia.)
- Development of place based jobs (for example – DOCARE Academy enables hiring officers from community.)

- Enforcement.
- Institutionalize the capacity building activities at the local colleges such as the college of Micronesia and other colleges within the region.

CLUSTER 2

- Leadership development – at community and jurisdictional.
- Behavior change is really important. In the age of gender sensitivity – PIMPAC has an opportunity to integrate gender now into everything – in how PIMPAC works to remain relevant. This may require engaging or attracting new membership like women’s groups or youth groups.
- A lot of sites dealing with bigger issues like development – help them connect with resources that they can connect with for support. Ways to deal with big outside players (e.g. sea cucumber harvesters) what are their options. Who can they turn to and course of action.
- Tourism – can be dangerous for us but we need to know how people can deal with tourists. Whether we want it or not – some people see them as dollar sign, some people see them as opportunity to rip them off. We don’t have something like PAN where tourist pay and we have access to – need a way to communicate with them.
- Reforestation-soil stabilization and revegetating riparian zones.
- The use of technology for science and conservation.
- Data management.
- Human dimensions.
- More staff at the state that have a stronger connection with community.
- Ecosystem monitoring.
- Build state agency partners capacity to train our CCO’s.

CLUSTER 3

- And training with government officers to get their priorities straight. Exposing policy makers and government agency staff. One of the biggest challenge – our leaders most of them don’t have a clue and they just end up there. If the head is....
- Compliance management.

Appendix D: Summary of PIMPAC’s Notable Accomplishments and Challenges

This table is an overview and explanation of the notable accomplishments and challenges that PIMPAC faced.

The Rating for each criterion as follows:

- Very Good/4: PIMPAC embodies the description of strong performance provided below to a very good extent.
- Good/3: PIMPAC embodies the description of strong performance provided below to a good extent.
- Fair/2: PIMPAC embodies the description of strong performance provided below to a fair extent.
- Poor/1: PIMPAC embodies the description of strong performance provided below to a poor extent.
- N/A: The criterion was not assessed.

Rating/Score	Description of Strong Performance	Evaluator Rating/CD	Evaluator Brief Justification
Relevance/ Quality of Design	PIMPAC was relevant at inception. It was designed to address jurisdictions' priorities and support organizations in a new, transformational way of working in the region vs. an extension of business as usual.	Very Good	PIMPAC was designed after a regional needs assessment and stakeholder meeting to ensure that it targeted regional priorities. There was no existing learning network aimed at managers of protected areas at the time.
	PIMPAC was designed in a way that provided a clear path to achieving its goals in the region and jurisdiction (i.e. theory of change that informs SMART Objectives and defines actions and finance needs)?	Good	The PIMPAC organizational framework was designed to be informal in governance to be as inclusive as possible. This is considered one of PIMPAC's strengths, but it also created challenges in communication and defining clear roles. Since its inception, PIMPAC developed strategic plans and in 2009 developed 10-year goals and tangible results to aim toward. However, a theory of change was not developed, making it difficult to monitor incremental progress. PIMPAC was also designed with four main approaches to developing capacity, which is considered by most stakeholders to be mostly what's needed for capacity development to be successful.
	There was clear definition of ultimate success for capacity development.	Very Good	Since its inception, PIMPAC developed strategic plans and in 2009 developed 10-year goals and tangibles that state what success looks like in 2020.
	The PIMPAC organization framework was designed to target the right stakeholders to meet necessary and sufficient conditions for success.	Good	The focus of PIMPAC is to support “on-the-ground” resource managers. In some cases, activities focus on community organizations or students. These stakeholders were, in most cases, the right audience to meet necessary and sufficient conditions for success. However, while PIMPAC aimed to integrate terrestrial stakeholders into efforts, there was limited coordination and partnership development in that field.

Rating/Score	Description of Strong Performance	Evaluator Rating/CD	Evaluator Brief Justification
Efficiency	The financial and administrative resources were consistent with achievement of PIMPAC goals.	Fair	There have been some key on-going sources of funding to support PIMPAC activities, especially from NOAA. However, these are limited resources to support capacity development for such a large region with high costs of travel. Additionally, more and more funders are steering away from providing funds for capacity building, as it is often perceived as one-off training events. As such, PIMPAC has been challenged with expanding the number of sources for capacity development activities, and in some cases sustaining existing sources.
	There are thorough, well founded plans being implemented, monitored, and adapted as necessary.	Good	Strategic planning processes were carried out every 3-4 years. Stakeholder surveys show that support organizations believed that these planning processes enabled capacity development approaches/activities. However, only slightly more than half of them used the plans regularly to organize capacity development activities. Assessments of progress toward objectives and milestones were carried out before each strategic planning event, but there is a clear gap in monitoring progress effectively to understand long-term outcomes and support adaptive management.
	PIMPAC delivered value for money, in that costs are reasonable given the outputs and outcomes generated.	Good	As a collective effort between several organizations providing capacity development, PIMPAC products and services were substantial. This was partially due to the collaborative nature PIMPAC fostered, which enabled leveraging of funds from different sources to fill gaps and accomplish capacity development activities. Outputs included approximately 300 trainings regionally, 26 new tools developed, 30 learning exchanges, 72 site-based management plans, 65 socio-economic assessments, monitoring of 472,250 individual marine benthic data points and 700,000 metric tons of fish landings, and 13 enforcement plans.

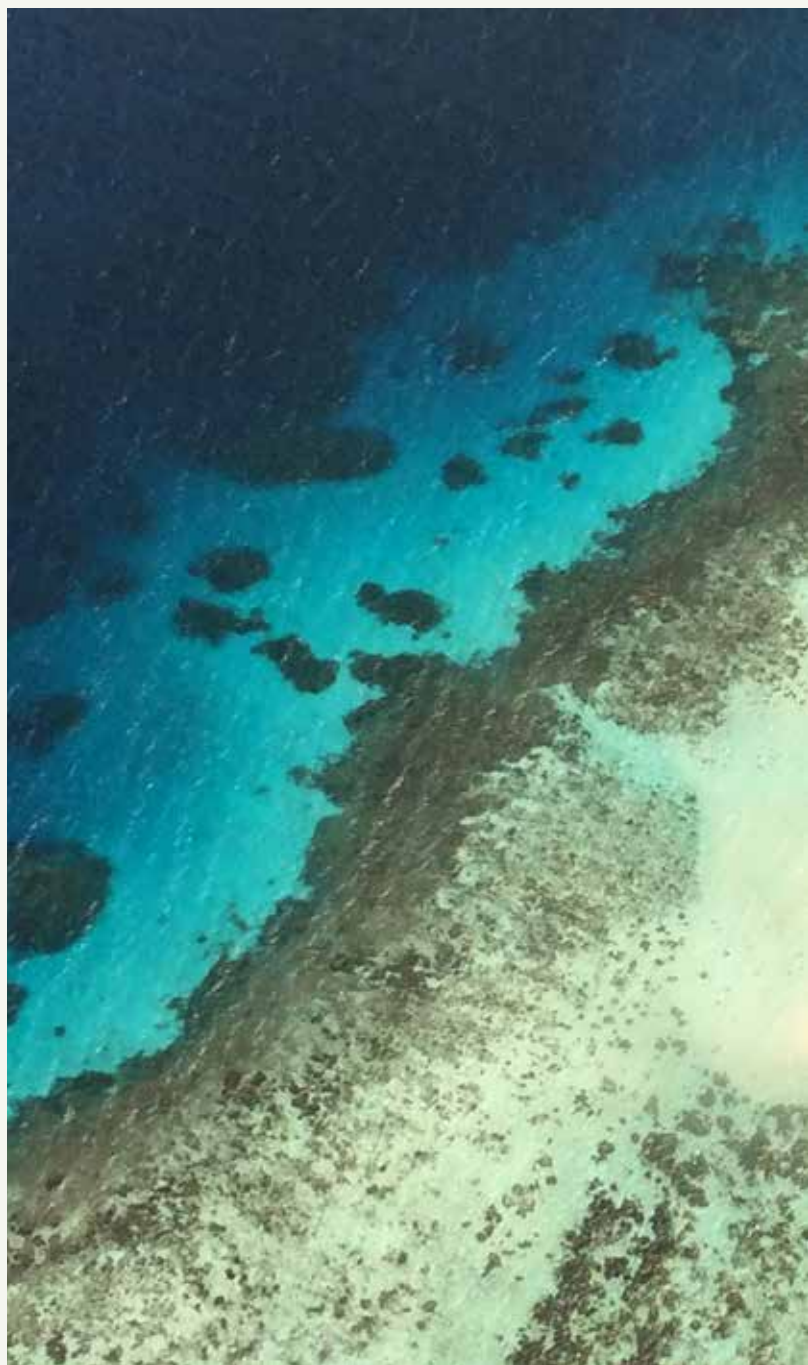
Rating/Score	Description of Strong Performance	Evaluator Rating/CD	Evaluator Brief Justification
Efficiency	Human resources were appropriate, adequate, efficiently organized, and operating effectively (e.g. includes considerations of capacity needs and gaps, communication, division and clarity of roles and responsibilities, and processes for evaluation and improvement.)	Fair	Surveyed stakeholders rated effectiveness of coordination and communication efforts between moderate and high. The stakeholder survey suggests that most people understand the role of PIMPAC. However, strategic planning sessions and some surveyed stakeholders referenced the ongoing challenge in people understanding “what is PIMPAC.” They also felt that there was a lack of understanding that capacity development activities by the collective organizations were being carried out under the umbrella of PIMPAC. Coordination was considered effective when it was happening but lacking in consistency of effort over time. There was also a sense that coordination of activities was ad hoc versus planned out well based on a list of opportunities matched with assessed needs.
Effectiveness	Most/all intended outcomes affecting PIMPAC’s long-term goals and results were attained.	Good	PIMPAC made good progress toward meeting the long-term goals and results defined in the strategic plans. PIMPAC helped develop mentor sites in each jurisdiction, directly helping to improve management effectiveness of sites, and fostering ecosystem-based management principles. Stakeholders perceive that PIMPAC does a great job at providing applied skills for participants and that PIMPAC has contributed to the improvement of capacity of jurisdictional teams to be able to independently lead site-based management activities. However, there is still room for improving capacity of all topic areas. Stakeholder survey results show that the perceived current capacity for all topics ranked from 0–10 was identified to be between 5–6, or “moderate,” for all topics, and that if PIMPAC did not exist, the current capacity would be 2–3 points lower. Partnering with academic institutions to institutionalize capacity building was much more challenging, yielding only moderate success.
	Most/all conservation and sustainable finance goals were achieved.	N/A	At PIMPAC’s inception, it was determined that PIMPAC would not define conservation goals but rather aim to support local, regional, and international conservation initiatives (e.g. Micronesia Challenge.)
Long Term Results	Most/all long-term results were achieved.	Good	There is good progress on long-term results, including several regional mentors that are trained and able to provide on-going technical support to jurisdictions on several topics, and increased management effectiveness of model sites. However, there is not a sufficient monitoring and evaluation system in place to track long-term impacts and specifically link PIMPAC support to conservation results.

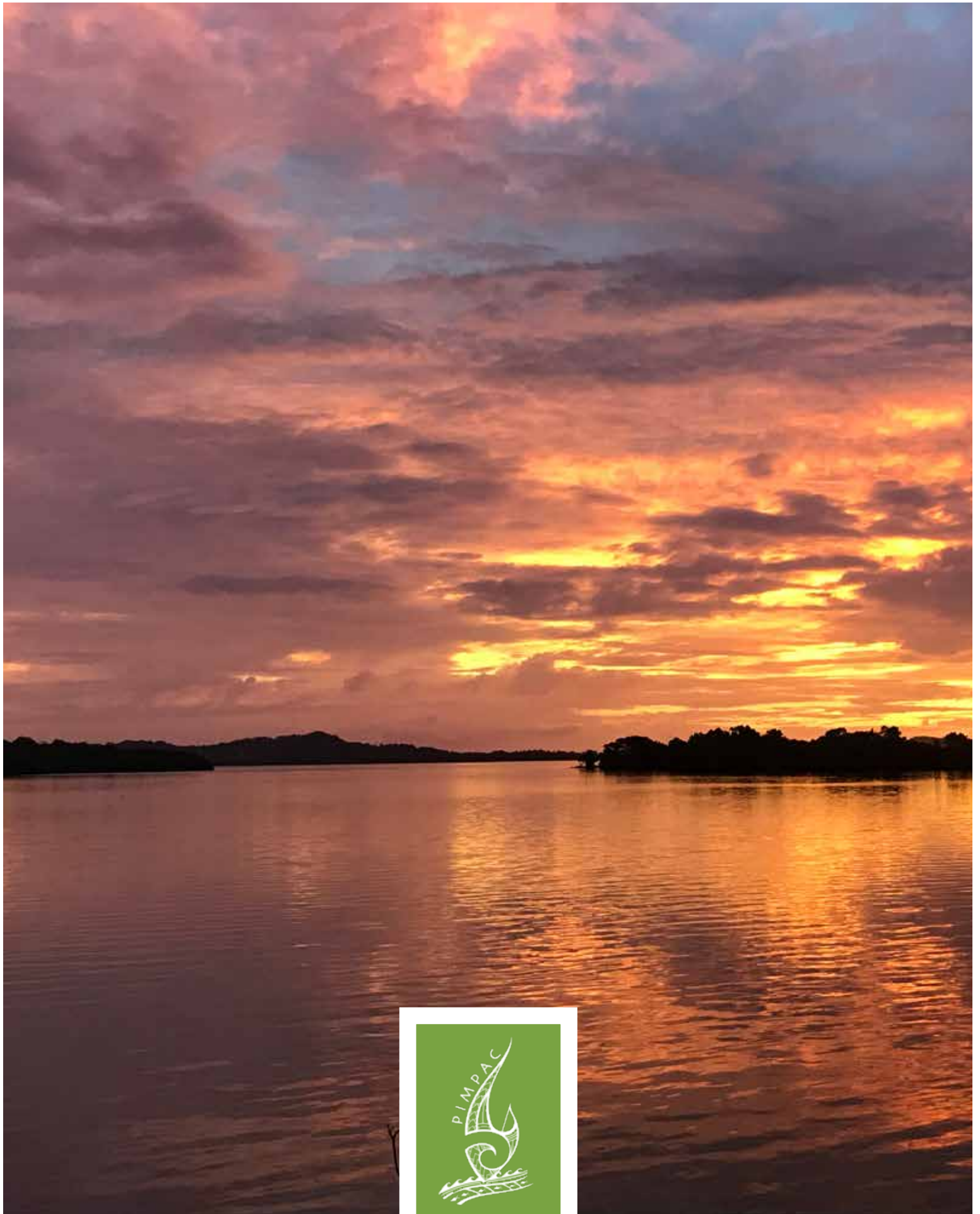
Rating/Score	Description of Strong Performance	Evaluator Rating/CD	Evaluator Brief Justification
Long Term Results	There is strong evidence indicating that changes targeted can be attributed wholly or largely to PIMPAC.	Good	PIMPAC's main role was often through coordinating (connecting the dots) or leveraging funds (filling the gap.) These services are difficult to measure and showcase their value due to a lack of direct links to outcomes. PIMPAC is making a positive impact on long-term results, including: 1) capacity of jurisdiction teams, 2) effective management of sites, and 3) the speed of progress toward achieving regional conservation goals (e.g. Micronesia Challenge.) Stakeholder survey results show that the perceived current status for all three long-term results was identified to be 6-7, or slightly above "moderate." Additionally, for all three topics above, it is perceived that if PIMPAC did not exist, the current status would be 2-3 points lower.
Sustainability	Capacity development efforts were institutionalized to provide on-going technical support in the region.	Fair	One of the strengths of PIMPAC's efforts were the strategic plans that defined long-term goals for capacity development that were agreed upon by most regional support organizations. Additionally, several tools were developed to institutionalize regional processes and outreach information. However, one of the main goals was toward institutionalizing capacity building for various topics through integration into academic curriculum. There was only fair to moderate progress in this regard. Additionally, small number of staff and high turnover rates of jurisdictional team members made institutionalizing capacity on the ground challenging.
	The necessary policies, capacity, and financial viability are in place to sustain the effort of PIMPAC.	Fair	PIMPAC has been institutionalized as a core program within both NOAA and MCT, providing some long-term sustainability for capacity-building efforts. However, as more communities are becoming engaged in management of local resources, there is a greater need for skills building of stakeholders that do not have a background in resource management but are playing a critical role at specific sites. Some on-going enabling conditions will continue to challenge capacity development, including low wages of conservation practitioners and high turnover rates.
	There is strong support for a continuation of a regional approach to capacity development by all jurisdictions and regional support organizations through continuation of PIMPAC goals and/or expansion.	Very Good	PIMPAC is recognized regionally as a go to "one stop shop" to access capacity development support and an asset to regional support organizations as a place to collaborate and maximize efforts. Stakeholder survey results demonstrate strong confidence in PIMPAC design and effectiveness. It also provided opportunities for stakeholders to identify areas of improvement, including communications and increased mentoring efforts.

Rating/Score	Description of Strong Performance	Evaluator Rating/CD	Evaluator Brief Justification
Adaptive Management	PIMPAC's results (outputs, outcomes, results) are actively demonstrated through regular collection and analysis of monitoring data against baseline conditions.	Fair	PIMPAC's strategic plans have enabled monitoring of accomplishments toward PIMPAC's objectives and milestones. However, short-term outcomes were not consistently tracked, such as evaluations of trainings. Additionally, long-term monitoring of outcomes and impacts has not been carried out. PIMPAC attempted to track jurisdictional team skills and mentor site-management activities, but these efforts were not consistent.
	The design and approach are adapted based on monitoring findings, as well as those from related projects/efforts, to strengthen performance.	Good	PIMPAC strategic planning process provide the opportunity to adapt approaches based on regional experience of successes and challenges. These experiences include related projects and efforts that PIMPAC members are engaged in. However, modifications were not based on monitoring findings. Stakeholders perceive that the results of PIMPAC activities have been used to support adaptation of strategic approach as being moderate to high.
	Learning is documented and shared.	Good	With limited financial and human resources, PIMPAC prioritized support for capacity development activities over communications to share successes and lessons learned. Approximately 75% of respondents chose answers in the higher extent (i.e. 6-7 on a scale of 0-10), when asked about the extent to which lessons are 5 documented and shared in a manner that promotes learning by the PIMPAC community. Comments indicate that this is an opportunity for growth for PIMPAC, potentially through a variety of communication tools and approaches.

Opposite page (clockwise from top left): Coral atoll in Micronesia. Credit M. Gombos; Stone money, Yap, FSM. Credit M. Lameier; Coral reef in Micronesia. Credit M. Gombos; Traditional bai, Republic of Palau. Credit M. Gombo; Fisherman from Piis-Paneu, Chuuk, FSM. Credit J. Cuetos-Bueno

Back cover: Sunset in Micronesia. Credit M. Gombos





WWW.PIMPAC.ORG