



Pacific Islands Managed and Protected Area Community STRATEGIC PLAN 2023 - 2027

Kitail kak wia soahng koaros oh e pahn pweida ahpw koaros anahne sawas pene.

We can accomplish anything successfully through collective effort

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Executive Summary

From February 1-2, 2023, PIMPAC members gathered in Pohnpei, Federated States of Micronesia, to draft PIMPAC strategic plan components for the next 3-5 years. The plan development was designed to address the key results of the 2019 [PIMPAC Evaluation](#), which involved surveys of over 50 partners in the region (from all jurisdictions) in collecting knowledge and perceptions of partners on PIMPAC's design, clarity of roles, the effectiveness of activities, ability to adapt its approach, and ways to improve moving forward. While the approaches carried out by PIMPAC to support capacity building were considered the "right" approaches with much success, the main challenges identified involved lack of clarity of roles, institutionalizing training content, a clear theory of change, and monitoring and evaluation. The strategic action plan focused on these components.

The main outputs of the PIMPAC strategic plan include the following:

- PIMPAC continues to support capacity building to achieve regional leader-led goals/targets such as the Micronesia Challenge and jurisdictional initiatives (Guam Green Growth, Protected Area Networks, Blue Prosperity Micronesia, the Hawaii Sustainable Initiative and Holomua 30x30, etc.), which are aligned with the Convention on Biological Diversity targets and Sustainable Development Goals.
- PIMPAC will emphasize the capacity for management effectiveness to support these goals and help ensure that networks of protected areas are effectively managed and able to achieve conservation and socio-economic results.
- PIMPAC will work toward achieving three goals in the next eight years, which focus on 1) building existing on-the-ground site managers' capacity to lead activities for effective management, 2) leveraging regional successes of effectively managed sites to improve the effectiveness of jurisdictional managed/protected area networks, and 3) developing or expanding opportunities for youth and existing staff to access capacity-building in an on-going way and which result in credit, certification, or degrees. Various PIMPAC partner organizations will implement activities to support these shared goals.
- PIMPAC will use a theory of change to describe our beliefs about how capacity-building activities can help achieve conservation goals and emphasize monitoring and evaluation. A tracking system will be used to understand our outputs (products and services) and outcomes (are we moving the needle in building capacity).
- PIMPAC capacity support partners (i.e., capacity-building organizations) are committed to communicating regularly, leveraging resources, and monitoring and evaluation.

Theory of Change Overview: We believe that positive conservation outcomes (ecological and social) can only be achieved through effective management and that effective management requires adequate staff who have the skills to lead key management activities. Capacity building through PIMPAC will 1) build these skills in new and existing staff, 2) build next-generation conservationists, and 3) catalyze successes from one island/site to another to adapt and sustain effective management. PIMPAC will continue to use training and technical assistance, learning exchanges, partnerships with academic institutions, and information sharing to build capacity. Through the collective efforts of our community members, we can accomplish our goals.

Background

In 2019, an internal [evaluation of PIMPAC](#) was conducted to;

- 1) demonstrate accomplishments (activities, outputs, and outcomes),
- 2) understand effectiveness toward building capacity in the region, and
- 3) inform adaptive management and improve.

The evaluation involved surveys of over 50 partners in the region (from all jurisdictions) in collecting knowledge and perceptions of partners on PIMPAC's design, clarity of roles, the effectiveness of activities, ability to adapt its approach, and ways to improve moving forward. While the approaches carried out by PIMPAC to support capacity building were considered the "right" approaches with much success, the main challenges identified involved lack of clarity of roles, institutionalizing training content, and monitoring and evaluation.

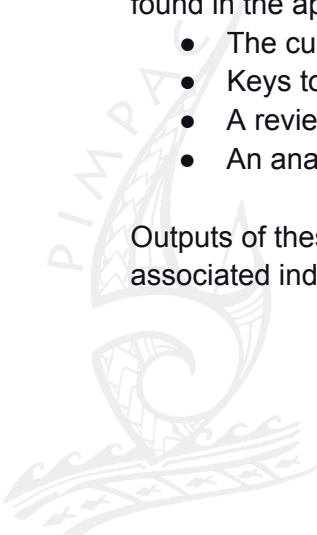
Due to the covid pandemic, this strategic planning process initially planned for 2020, did not occur until 2023. However, the plan development was designed to address the key results of the evaluation and consider new challenges and opportunities since 2020. This evaluation recommended a new approach to strategic planning that placed less emphasis on specific topics for capacity development and more on improving communications among capacity service providers to enhance collaboration, developing a collective vision and goals to work towards, identifying ways to capture jurisdictional needs that feed into capacity activities; and improved monitoring and evaluation.

From February 1-2, 2023, PIMPAC members gathered in Pohnpei, Federated States of Micronesia, to draft strategic plan components. The group was primarily composed of capacity service providers to address evaluation results for improved collaboration, shared goal and theory of change development, and monitoring and evaluation. Prior to the workshop, the group held a call to review the evaluation results to understand broader PIMPAC member perceptions of successes, challenges, and suggested ways forward.

To develop the strategic plan components, the group completed several exercises to help illuminate information that could support the plan's strategic direction. Most of these outputs are found in the appendix and include the following:

- The current status of capacity in the region
- Keys to successful capacity building based on positive experiences
- A review of regional conservation commitments
- An analysis of Strengths, Opportunities, Barriers, and Innovations

Outputs of these discussions were used to inform components of a theory of change and associated indicators for tracking progress and success presented below.



Definitions

Effective Management - A globally used definition¹ for management effectiveness of protected areas includes three components:

- Is the protected area achieving its objectives (conservation and socio-economic)? E.g., are key species surviving, recovering, or declining; communities' attitudes towards the protected area.
- Is the protected area *designed* to be effective?
 - E.g., size and shape of individual protected areas; links between protected area networks; ecological representation; and appropriateness of zoning and rules to achieve site objectives.
- Are the management systems and processes adequate and appropriate?
 - E.g., are there enough staff, are they skilled, is the budget sufficient, etc.

Jurisdiction(s) - refers to the ten island jurisdictions where PIMPAC has traditionally carried out capacity development activities. These are American Samoa, Chuuk, CNMI, Guam, Hawaii, Kosrae, Marshall Islands, Palau, Pohnpei, and Yap.

Jurisdictional Partners - PIMPAC members within the jurisdictions who are the "on-the-ground facilitators" of resource management activities at local sites. They may include communities, NGOs, municipal, state, and national governments, and private sector groups.

Jurisdictional Teams - The collective group of PIMPAC partners working within one jurisdiction. PIMPAC will aim to use existing site-based management groups/teams where appropriate (e.g., Protected Area Network groups, Locally Managed Area Network groups, Advisory Committees). PIMPAC will work with these groups to identify capacity needs and individuals who can share specific skills with other team members or lead activities.

Jurisdictional PIMPAC Facilitator - identified by the jurisdiction and paid part-time (where needed) by PIMPAC to complete PIMPAC-related tasks such as jurisdictional capacity strength and needs assessments and capacity tracking.

Capacity Support Partners - Individuals and organizations that support PIMPAC capacity-building activities in the jurisdictions, including (training and technical support, learning exchanges, information sharing/ communications)

Jurisdiction PA/LMA networks - Jurisdictional ecological protected or managed area networks as defined locally. These could include Protected Area Networks, Locally Managed Area Networks or other local terms.

¹ Hockings et. al, 2006

Capacity Strength and Needs Assessment - A tool (yet to be developed) that can be used by PIMPAC Coordinators and Capacity Support Team members to identify essential capacity-building needs within a jurisdiction as well as strengths that can be offered through peer-to-peer learning activities.

Jurisdictional Capacity Building Tracking Tools - A tool (yet to be developed) that can track jurisdictional partners' participation in capacity building activities, and skills level (e.g., beginner, leader) and can be used to support peer-to-peer learning and monitoring and evaluation.

Protected Area Management Effectiveness Assessment Tool - Tools used to measure the management effectiveness of a protected area using a standardized approach. The tools generally cover several management categories (e.g., community engagement, enforcement), and each includes a series of questions to understand management strengths and gaps. Micronesia has traditionally used the Micronesia Protected Area Management Effectiveness Tool (MPAME).

Core Competencies for Management Effectiveness - yet to be defined regionally through jurisdictional partner agreement. It should include the critical components believed to lead to management effectiveness, which will be tracked through regional indicators with agreed-upon thresholds considered "effective." These core competencies should be an emphasis for capacity-building activities.



PIMPAC Theory of Change

Regional Vision (Conservation Goals)

Improved marine and terrestrial resources, reduced invasive species and restoration of impacted areas, community benefits from sustainable resources use, reduced risk to climate change hazards.

Will be Achieved through (Regional Conservation Commitments)

- Effectively Managed Networks of Protected/ Other effective area-based conservation measures' (OECMs) such as locally managed areas (50% marine and 30 % Terrestrial),
- Fisheries management that complements PA systems, and
- Responsible behavior and practices guided by cultural values

Which will Happen when

(PIMPAC 2030 Goals)

- Jurisdictions have sufficient long-term capacity on-island to independently lead activities required to achieve effective site-based management,
- Sites are learning from one another more frequently, expanding capacity, and sustaining effective management.
- Education and professional development opportunities are offered on an on-going basis to grow new leaders and expand the skills of existing practitioners

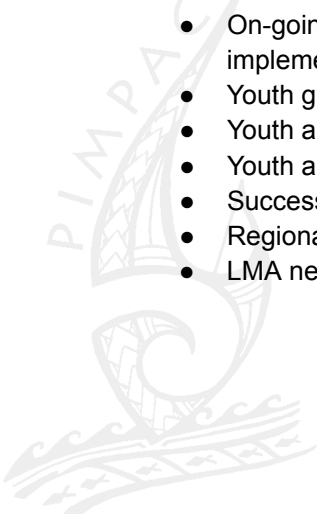
(External Enabling Conditions)

- Political will and recognition of the value of natural resource management (which influences policies, sustained funding, wages, reduced turnover)
- Sustainable financing that is flexible
- Organizational capacity at all levels including community (project management, budgeting, reporting)

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Which will require that (PIMPAC Outputs)

- Jurisdictional capacity needs are assessed and understood
- Site management effectiveness strengths and gaps inform capacity needs assessments
- Tailored capacity building activities that meet needs are implemented
- On-going capacity building courses on core competencies for management effectiveness are implemented
- Youth gain experience in conservation and are interested in studying/working in the field
- Youth and Graduates know about job opportunities and have contacts
- Youth and young professionals are mentored through their career
- Success stories are shared broadly
- Regional peer to peer exchanges are accessible
- LMA networks are established for local peer to peer learning



So we will carry out (PIMPAC Activities)

- **Training and Tech Support including:**
 - Assessing needs and strengths
 - Tracking and communicating capacity activities and progress
 - PAME Assessments
 - Formal PIMPAC mentorships

- **Peer to Peer Learning including:**
 - Learning Exchanges
 - Support for LMA network development and capacity building

- **Partnerships with academic institutions including:**
 - Course Development on Core Competencies for Mngt Eff.
 - Online and In Person Training for certificate or credit
 - Scholarships for different levels (AA, BA, MA)
 - Internships for youth

- **Information Sharing through:**
 - Monthly Calls
 - Website
 - Social Media
 - Partner networks
 - Job Portal

With these PIMPAC Members

- PIMPAC Co-coordinators (NOAA and MCT)
 - Coordinate capacity building activities
 - Manage tracking of progress and success
 - Share stories, opportunities, and resources

- PIMPAC Jurisdictional Members
 - Complete PAME Assessments
 - Work with a local PIMPAC facilitator to coordinate capacity activities locally
 - Identify local capacity strengths and needs, and share successes and lessons learned

- PIMPAC Capacity Support Members
 - Develop capacity activities to address jurisdictional needs
 - Track progress and success of capacity building activities
 - Leverage resources (human and financial) for capacity building

[A spreadsheet version of the PIMPAC Theory of Change and Associated Indicators can be found here.](#)



PIMPAC Strategic Plan

The following strategic plan components were identified to support the regional conservation commitments, specifically through capacity building activities.

PIMPAC Long Term Vision

Local experts (community, NGO, private sector, municipal, state, and national) are confident, capable, adaptive, and committed to leading and sustaining marine and terrestrial conservation work on the ground, and possess capacity to:

- Achieve objectives through effective management (skills, knowledge, tools, financing)
- Apply both traditional and modern knowledge and tools
- Use data and reporting to inform and evaluate decision making
- Implement, evaluate, and adapt projects
- Access technical support
- Collaborate across the region and learn from each other (across islands/offices)
- Sustain member organizations (financially, administratively, etc.) and leverage/ access international support
- Integrate gender, equity, and social inclusion (GESI) into all work.

To move us toward our vision, we will strive to achieve the following goals by 2030.

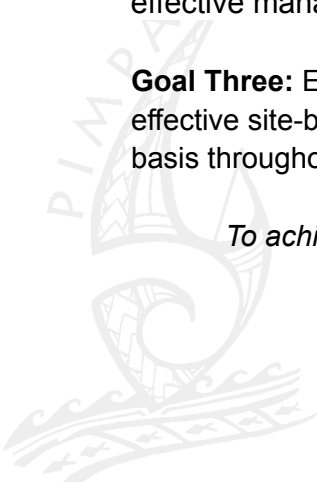
PIMPAC 2030 Goals

Goal One: All PIMPAC jurisdictions have the capacity to independently lead activities required to achieve and sustain effective site-based management.

Goal Two: PIMPAC Partners leverage the success of effectively managed sites in the region to catalyze at least 5 sites in each jurisdiction PA/LMA networks to achieve and sustain effective management through funding and capacity building activities.

Goal Three: Educational and professional development opportunities that build capacity for effective site-based management are adopted and offered by PIMPAC partners on an ongoing basis throughout the region.

To achieve our goals we will carry out the following activities in the next 3-5 years.



Activities/ Timeline

Goal One: All PIMPAC jurisdictions have the capacity to independently lead activities required to achieve effective site-based management		
Year	Activities	Lead / Needs
2023	Develop 1) strength and needs assessment tool (to identify the capacity strengths and needs in each jurisdiction), 2) jurisdictional capacity building plan template (to identify priorities and activities for sites and teams) 3) capacity a capacity database (individuals within each jurisdiction who have been to specific trainings and able to lead core competencies for effective management), 4) capacity support repository/tracking tool (to know which organization provide which capacity services and events/activities they are implemented, where, when, etc) 5) monitoring and evaluation method (to understand if we've made progress in building capacity in each jurisdiction to lead core competencies of management effectiveness) and how data collected will contribute to regional dashboards/tracking.	PIMPAC Coordinators develop TOR, \$\$ Contract
2023	In each jurisdiction, identify and confirm who will act as a PIMPAC facilitator and collect baseline/needs assessments and update every 3 years (with support from capacity support team)	PIMPAC coordinators work with jurisdictional PIMPAC partners
2023 - 2024	Collect baseline data and input into a capacity database for each jurisdiction	Local PIMPAC facilitator (or possible hired contractor or PIMPAC capacity support team members for year 1) input baseline - coordinated by PIMPAC Coordinators
2023-2024	Review and update all PIMPAC tools to address Gender, Equity, Social Inclusion and develop tools and training for GESI capacity building	TNC with support from tool developers
2024, 2027, 2030	Based on needs assessments, develop capacity plans to identify priorities and capacity activities and partners who can fill needs. (Also in goal 2)	PIMPAC Coordinators - with jurisdictional teams and capacity support partners
On- going	Organize and strengthen regional capacity building activities (training, TA, learning exchanges) to implement capacity building plans. Coordinate across technical partners for cost-sharing, HR sharing, collaboration, info sharing.	PIMPAC Coordinators - with capacity support partners

On- going	Implement, monitor, track capacity building activities to support needs assessments/ capacity building plans (Same as Goal #2)	PIMPAC Capacity Support Partners
On-going	Collect data and input into a local or regional dashboards used for tracking progress and success of conservation commitments including capacity	Local PIMPAC facilitator - coordinated by PIMPAC Coordinators or Regional Dashboard administrators

Goal Two: By 2030, PIMPAC partners leverage the success of regional effectively managed sites to catalyze at least 5 sites in each jurisdiction PA/LMA networks to achieve and sustain effective management through funding and capacity building activities.

Year	Activities	Lead / Needs
May 2023	Agreement on the definition of PA/MA effective management, informed by the Micronesia Challenge, indicators, thresholds, and tracking approach	MCRO/TNC/ MCT/PIMPAC /Wayne Andrew
2023 - 2024	Management effectiveness assessment tools (i.e., MPAME/PAME) are designed/adapted, reviewed, tested, and updated to inform strength/needs assessments*, produce capacity building plans, and meet the requirements to access Micronesia Challenge endowment funds and other grants *see goal 1	Local PIMPAC Facilitators PAN Coordinators, TNC, local ngos, One Reef, PIMPAC Coordinators and mentors
2023 - 2026	Establish and support terrestrial and marine local managed area networks in each jurisdiction and hold annual network meetings to exchange info and celebrate success	PAN Coordinators with support from TNC, local ngos, One Reef, KUA
On-going	Every 3-5 years, support implementation of MPAME/PAME tools and use results to inform strength and needs assessments, capacity building plans, and requirements to access Micronesia Challenge endowment funds and other grants.	Local PIMPAC Facilitators, TNC, local ngos, One Reef, PIMPAC Coordinators and mentors, and Kiwa LMMA project (Wayne and Mike Guilbeax)
On-going	Implement, monitor, track capacity building activities to support needs assessments/ capacity building plans	PIMPAC Capacity Support Partners, PIMPAC Coordinators and mentors
On-going	Continue biological and SEM assessments every 2 years and apply results to inform PAME assessments and adaptive management	UoG, MCT, USFS, Local measures teams
2024, 2027, 2030	Adapt site management plans for at least 5 sites per jurisdiction based on outputs of Activity 4 and 5 above	MCT, TNC, and PIMPAC Mentors

2023	Set-up/establish Compliance Management Working Group for Micronesia Challenge/Aloha Plus Holomua to formulate recommended Compliance Management measures (outputs contributes to, above: “Agreement on the definition of effective management, informed by the Micronesia Challenge, indicators, thresholds, and tracking approach”)	Mike Guilbeax/ TNC (Trina)
2026	Establish and enhance compliance management units in each jurisdictions to complement existing law/conservation enforcement departments	Mike Guilbeax

Goal Three: Educational and professional development opportunities that build capacity for effective site-based management are adopted and offered by PIMPAC partners on an ongoing basis throughout the region.

Year	Activities	Lead / Needs
2023	Conduct a workforce needs assessment (start with Terrestrial pilot)	MCT/UoG
2023	Create and initial concept for course curriculum to meet regional needs	PIMPAC coordinators, MCT, UoG
2024	Develop training courses and curriculum based on capacity needs. (accessible online and with an option for credit or not)	Consultant
2026 and On- going	Recruit and enroll participants in the standardized curriculum trainings <ul style="list-style-type: none"> ● Students ● Community members ● Minority groups ● Young professionals 	PIMPAC Coordinators with support from all PIMPAC members
2023 - 2024	Create a sustainable finance mechanism for on-going trainings	MCT/ UoG and partners
2023	Create online portal (formal and informal) for job opportunities and skills needs in the PIMPAC community	PIMPAC Coordinators
On-going	Expand paid existing opportunities: <ul style="list-style-type: none"> ● MCYC (MCT/MCRO) ● MASIP/PIPES internships (UH - Hilo) ● BRMC Scholarships (MCT/ MCRO) 	Various
2026	Expand and seek funding for all levels of education including AA and BA levels	MCT
2023 and on- going	Formalize PIMPAC mentorship to guide young professionals throughout their educational and professional life/journey	PIMPAC Coordinators
2023 and on-going	Revive PIMPAC website to document and communicate success stories, resources, and people	PIMPAC/ MCRO

Monitoring Plan

To monitor our progress and success we will track the following indicators.

Italics indicate actions that are complete after one time, all other require on-going tracking

Goal One: All PIMPAC jurisdictions have the capacity to independently lead activities required to achieve effective site-based management.				
Success Indicators	Lead	How/ Approach	When	Action Needed
# of people per jurisdiction who can lead core competencies of management effectiveness	PIMPAC Jurisdictional Facilitators shared with PIMPAC Coordinators	Jurisdictional Capacity Tracking Tool	Annually with needs assessment	Develop capacity tracking tool
# of people progressively moving into higher positions	PIMPAC Jurisdictional Facilitators shared with PIMPAC Coordinators	Jurisdictional Capacity Tracking Tool	Annually with needs assessment	Develop capacity tracking tool
Regional dashboard regularly updated with capacity measures	Jurisdictional Facilitators shared with MCRO	Database for Dashboard	Semi-annually	Dashboard development
Progress Indicators	Lead	How/ Approach	When	Action Needed
<i>Local PIMPAC Facilitators identified</i>	<i>PIMPAC coordinators</i>	<i>work with jurisdictions and provide funds where needed</i>	<i>By Sept 2023</i>	<i>Develop clear SOW needed for Local facilitators</i>
<i>Strength and needs assessment tool developed</i>	<i>PIMPAC Coordinators</i>	<i>Contract Out</i>	<i>by end of 2023</i>	
<i>Management effectiveness regional indicators and thresholds defined</i>	<i>MCT/TNC</i>	<i>Jurisdictional Partners through TAP Grant</i>	<i>By mid 2023</i>	<i>Workshop with jurisdictional partners and MC measures leads</i>

<p><i>Develop Online capacity activities tracking tool*</i></p> <p><i>*also supports goal 2</i></p>	PIMPAC Coordinators	Google Form?	By mid 2023	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
<p># Needs/Capacity assessments completed*</p> <p>Baseline year 1 then collected and then every 2 years</p> <p>*addresses goal 2 - needs assessment complete (ie. capacity plans)</p>	PIMPAC Coordinators identify Capacity Support Team members to help get baseline then through local facilitators	Strength and Needs Assessment (informed by PAME assessments)	By end of 2023 baseline then semi-annual update	Develop Strength and Needs Assessment - linked to PAME assessments (See goal 2)
# core competencies tools/ trainings that integrate GESI	TNC	Integrate GESI into existing capacity building tools/ activities	By end of 2024	Review existing tools and provide recommendations for updates
<p>% Capacity Support team members contributing to database including:</p> <p># of capacity building activities including: year, activity type (TR, LE, ACADEMIC), # of people trained, topic, location, trainer (organization), addresses need assessment?, site or network of capacity activity *</p>	PIMPAC Capacity Support Team Members enter database managed and reported on by PIMPAC coordinators	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinators	By mid 2023	<p>Develop online tracking tool for capacity activities - (2019 evaluation can be template)</p> <p>List of capacity support team partners to remind to fill in spreadsheet</p>

Goal Two: PIMPAC Partners leverage the success of effectively managed sites in the region to catalyze at least 5 sites in each jurisdiction PA/LMA networks to achieve and sustain effective management through funding and capacity building activities.

Success Indicators	Lead	How/ Approach	When	Action Needed
Area of effectively managed PA/LMAs that were provided PIMPAC support contributing the regional/local conservation commitments	MCRO through dashboard	Calculated by adding area of any sites per jurisdiction that PIMPAC helps to improve ME and that will help support MC and other goals.	Annually	Agreement on when/how sites will be tracked for PAME Calculation of areas that PIMPAC sites cover and that meet Effective management thresholds
# of sites that were provided PIMPAC support that show improved management effectiveness (target is 5 per jurisdiction)	Local PIMPAC Facilitators, with support from Capacity Support team partners and PIMPAC Co-coordinators	Simplified PAME Assessment	2024, 2027, 2030	
# of capacity building needs addressed through PIMPAC activities* *see goal 1	Local PIMPAC Facilitators, PIMPAC Capacity Support Team Members enter database managed by PIMPAC coordinators	Compare site needs assessments/ capacity plans with capacity activities tracking tool	2024, 2027, 2030	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
Progress Indicators	Lead	How/ Approach	When	Action Needed
# of LMA networks that meet annually and # of participants at	PIMPAC Jurisdictional Facilitators shared with	Jurisdictional Capacity Tracking	Annually with needs	Develop capacity tracking tool

annual meetings	PIMPAC Coordinators	Tool	assessment	
# of PAMEs completed (target of 10 per jurisdiction - 5 PIMPAC sites and 5 reference/control)	PIMPAC Jurisdictional Facilitators and Teams shared with PIMPAC Coordinators	PAME Assessment tool	Every 3 years (2024/27/30)	Updated PAME covering core competencies and identified thresholds
# of biological (marine and terrestrial) surveys completed (# sites/year)	Marine and Terrestrial Measures Teams and Leads	MC Measures and Databases	Every 2 years	
# of SEM surveys completed	SEM Measures Teams and Leads	MC SEM Measures and Databases	Every 3 yrs	Simplified SEM Survey Approach and database
# of management plans adapted (using biological, SEM and PAME data)	PIMPAC Jurisdictional Facilitators and Teams shared with PIMPAC Coordinators	PAME Assessment tool	Every 3 years (2024/27/30)	Updated PAME covering core competencies and identified thresholds
<i>Compliance and Enforcement Working Group efforts including: # of CM/E working group meetings and participation in those meetings; # reports and updates distributed by CM/E working group; final recommendations of CM/E working group shared with CMSC, RST & PIMPAC</i>	<i>To be formed CM/E working group lead</i>	<i>Outputs shared with MC SC/RST and PIMPAC Coordinators</i>	<i>Completed and closed by the end of 2024</i>	<i>Convene/stand up CM/E working group; set purpose, objectives, and targets. Prepare and transmit final recommendations to CMSC, RST & PIMPAC.</i>
# of compliance management units established or improved maturity level of established compliance management units (as foundational CM capacity/effectiveness measure;	PIMPAC Jurisdictional Facilitators and Teams shared with PIMPAC Coordinators	PAME Assessment tool	Every 3 years (2024/27/30)	Updated PAME covering core competencies and identified thresholds

others TBD as output of CM/E WG)				
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Goal Three: Educational and professional development opportunities that build capacity for effective site-based management are adopted and offered by PIMPAC partners on an ongoing basis throughout the region.

Success Indicators	Lead	How/ Approach	When	Action Needed
# of courses developed and implemented	PIMPAC Coordinators and Capacity Support Team Members	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinators	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
# of participants certified or accredited in on-line or in person training courses	PIMPAC Coordinators and Capacity Support Team Members	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinators	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
# of people getting jobs in conservation	PIMPAC Jurisdictional Facilitators and teams shared with PIMPAC Coordinators	Jurisdictional Capacity Tracking Tool then added to regional capacity tracking tool	Annually with needs assessment	Develop capacity tracking tool
# of scholars graduated from higher education (BRMC/ other/ new)	PIMPAC Coordinators	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinators	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
# of interns who work in natural resource conservation	PIMPAC Jurisdictional Facilitators and teams shared with PIMPAC	Jurisdictional Capacity Tracking Tool then added to	Annually with needs assessment	Develop capacity tracking tool



	Coordinators	regional capacity tracking tool		
Progress Indicators	Lead	How/ Approach	When	Action Needed
<i>Workforce assessment report done with capacity needs identified and priority list of topics for course development and academic level of interest (i.e., BA, AA, certificate, etc)</i>	<i>MCT/UoG/USFS</i>	<i>Assessment Tool</i>	<i>Terrestrial - 2023</i> <i>Marine - 2024</i>	
# of participants trained in courses	PIMPAC Capacity Support Team Members enter database managed by PIMPAC coordinators	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinators	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
# of mentor - mentees	PIMPAC Capacity Support Team Members enter database managed by PIMPAC coordinators	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinators	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
Updated website <ul style="list-style-type: none"> ● # of stories shared ● # of video views ● # of visitors 	PIMPAC Coordinators	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinator	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
Job portal created and # of visits	PIMPAC Coordinators	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinator	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
# of new PIMPAC partners engaged in professional development and academic	PIMPAC Coordinators	Online Capacity Activities Tracking Tool - Bi-annual	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)

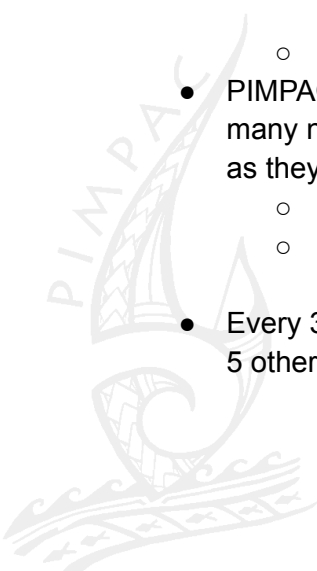
opportunities		Reminders to group from Coordinator		
Funding raised to support professional development and academic opportunities	PIMPAC Coordinators and Capacity Support Team Members	Online Capacity Activities Tracking Tool - Bi-annual Reminders to group from Coordinator	Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)
# new funding sources to support professional development and academic opportunities	PIMPAC Coordinators and Capacity Support Team Members		Bi-annually	Develop online tracking tool for capacity activities - (2019 evaluation can be template)

Next Steps

This section outlines some general next steps that need to happen to begin implementation of this strategic action plan to support Goal #1 and #2 which are highly connected and require a variety of new tools to be developed to assess, monitor, and evaluate progress and success.

Assessment periods would occur in 3yr cycles for site PAME assessments /strength and needs assessments/ capacity building plans/ and capacity tracking (early 2024, 2027, 2030). These years would require more extensive support from local PIMPAC facilitators (maybe contracted out from local government or NGOs). Assessments would require the following steps:

- Identify jurisdictional facilitators and jurisdictional teams they will work with to carry out assessments.
- PIMPAC Coordinators and Support Team work with jurisdictions to identify 5 sites that will be tracked and where a focus of support will be provided and 5 sites that will be tracked for reference/control.
 - Criteria will be developed to guide site selection (e.g., some sites where support partners are already working to carry out activities).
- PIMPAC Coordinators and Support Team help local facilitators do **simplified PAME assessment** at 10 sites for baseline understanding of management effectiveness of each site (by early 2024)
- Local facilitators coordinate jurisdiction team to complete of **individual capacity tracking tool**:
 - Who on the team has what skills?
 - What training have they attended?
 - Can they lead core competencies?
- PAME gaps/needs are reviewed with jurisdictional teams to complete **strength/needs assessments**
 - What gaps can be filled locally and what needs support?
 - Are some gaps cross-cutting across sites?
 - What are 3 yr priorities for sites and teams?
- Based on strength and needs assessments PIMPAC Co-coordinators work with Capacity Support Team to develop **simple Capacity Building Plans** for each site
 - Which capacity support partners can fulfill which needs where, when, and how (training, LEs, etc)?
 - What gaps exist that require new partnerships or funding?
- PIMPAC capacity support team provides capacity activities to sites over 3 yrs to meet as many needs as possible at 5 sites and complete **online capacity support tracking tool** as they go.
 - Use existing successful sites to share stories that match needs,
 - Where possible explore ways to expand training/ tech support to more sites through LMA networks
- Every 3 years, reassess and measure changes in PAME scores at 10 sites/ Compare to 5 other sites for reference.



- Have we improved management effectiveness at sites in the components that were needed?
- Do any sites meet all of the indicators/thresholds for effective management?
 - Add up the area (marine/terr) that the sites make up to demonstrate are we've "improved effectiveness". If we know the total area of PAs we can calculate %.
 - Add up the area (marine/terr) of sites that meet threshold for "management effectiveness". If we know the total area of PAs we can calculate %.
- Every 3 years, update jurisdictional capacity tracking tool, identify changes and inform strength/needs assessment and capacity plans for next round (i.e. 2027/2030)
 - Have we moved the bar on individuals in building skills to lead?
 - Who on the team has what skills? Have individual skills been built?
 - What gaps can be filled locally and what needs support to meet new needs?
 - Are some gaps cross-cutting across sites from PAME assessments?
 - What are 3 yr priorities for sites and team?

Tools that Need to be Developed:

- Updated PAME assessment tool that is easier to carry out regularly (every 3 yrs?) and focuses on core competencies of effective management agreed upon in the region
- Capacity Activities Tracking Tool - what capacity building activities have been carried out, type of activity, where, when, # of participants etc
 - a. % Capacity Support team members contributing to database including:
 - b. # of capacity building activities including: year, activity type (TR, LE, ACADEMIC), # of people trained, topic, location (jurisdiction and specific site or network if applicable), trainer (organization), addresses needs assessment?
 - c. # of new PIMPAC partners engaged in academic/ course development
 - d. # new funding sources for course development
- Strength/ Needs Assessment (3 parts)
 - a. Using PAME results and jurisdictional team input
 - identify capacity strengths and needs to improve management effectiveness at PIMPAC sites
 - b. Individual Capacity - who has what capacity in a jurisdiction including for each person on the team (this part could be done through a google form)
 - Jurisdiction, Year
 - Name (Last, First)
 - Agency/Organization,
 - Position
 - Has your position changed in the last 2 years? Yes/No/New to conservation
 - If yes, are you new or in a higher position due to improved capacity?
 - Rank the skill level you're at for each core competency topic (List all topics in a matrix and have them rank the skill level they're at for each). (core competencies derived from management eff discussions)
 - Not trained



- Not trained but have experience and can share a success story on this topic
 - Trained and can support someone else leading
 - Can lead this activity for a site or jurisdiction
 - Can train others on this skill
 - Did you receive any training or technical support this year (List all core competency topics and other box)
 - LMA Network meetings - have they met?
 - # of participants
- 3 Year Capacity Building Plans
 - a. Priority Topic Areas for jurisdictions and sites
 - b. Support Team members who can support needs, when, how



APPENDICES

[Appendix A: Conservation Commitments](#)

[Appendix B: Current Status of Capacity in the Region](#)

[Appendix C: Keys to Successful Capacity Building](#)

[Appendix D: Strengths, Opportunities, Barriers, and Innovations](#)

[Appendix E: Participant Commitments](#)

