

SUMMARY REPORT of the PAN Coordinators Workshop on Capacity Building

PICRC Kedarm Conference Room, Koror, Palau, November 20-21, 2014



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ABSTRACT

With the goal of improving effective management of the Palau PAN, the Palau International Coral Reef Center in partnership with the Palau Pan Coordinators, convened a workshop to:

1. Update PAN coordinators on the process and progress of developing PAN strategic plan and system-wide management plan, and how these plans are linked to the capacity-building plan;
2. Identify the gaps and needs, overlapping as well as non-overlapping, between states' PAN site management planning goals and objectives, and the current capacity of states to meet expectations articulated in management plans;
3. Identify possible activities to address gaps and needs through the development of capacity building programs (state, institutional and individual);
4. To clarify the roles of partner agencies in developing and implementing a PAN capacity building program, considering each agency's area of expertise; and
5. To produce a draft 3 to 5 year strategic plan for building capacity for effective PAN management (vision, strategic goals, and objectives).

Facilitated by Sustainable Decisions (SD), the workshop was held at the Palau International Coral Reef Center (PICRC) on November 20-21 and attended by 27 total participants, including state PAN coordinators, technical partners and governors (see attached participants list). Technical partners included the PCoRIE (Palau Coral Reef Islands Ecosystem), Palau Community College (PCC), the PAN office (PANO), the Palau Conservation Society (PCS) and The Nature Conservancy (TNC). In addition to PAN coordinators from 11 PAN sites, the workshop's presenters included:

- Mr. Tadashi Kimura (Japan Wildlife Research Center/PCoRIE);
- Ms. Geraldine Rengiil, Ms. Marine Gouezo, and Mr. Lincoln Rehm (PICRC/P-CoRIE);
- Ms. Mailee Andreas (PCC-CE/P-CoRIE);
- Mr. King Sam (PANO Office).

PAN coordinators collaborated with partner agencies and governors to discuss capacity gaps and needs. PAN states came away from the workshop with an action strategy and next steps for building PAN management capacity over the next four years. Priority areas for capacity building include management planning, enforcement, outreach, monitoring, and data management.

CONTENTS

| | |
|---|----|
| ABSTRACT | 1 |
| CONTENTS | 2 |
| OVERVIEW | 3 |
| ACKNOWLEDGEMENT | 8 |
| APPENDIX 1. WORKSHOP ANNOUNCEMENT/INVITATION | 9 |
| APPENDIX 2. PARTICIPANT LIST | 10 |
| APPENDIX 3. WORKSHOP OBJECTIVES AND AGENDA | 12 |
| Workshop Objectives | 12 |
| Expected Workshop Outputs | 12 |
| Workshop Agenda..... | 13 |
| APPENDIX 4. PARTICIPANT REPORTS SUMMARY | 16 |
| Hatohobei | 16 |
| Kayangel..... | 16 |
| Melekeok | 16 |
| Ngardmau | 17 |
| Ngchesar | 17 |
| PAN Capacity Action Plan Matrix..... | 18 |

OVERVIEW

The Republic of Palau, located in the western Pacific as part of a region known as Micronesia, established a framework for a national protected areas network (PAN) in 2003, which is now made up of 15 of Palau’s 16 states. The network aims to effectively conserve more than 20% terrestrial and 30% near shore marine resources, the conservation targets for the Micronesia Challenge. With the goal of improving effective management of the Palau PAN, the Palau International Coral Reef Center in partnership with the PAN Office, convened a workshop as a part of Palau Coral Reef Island Ecosystem project (P-CoRIE) to:

1. Update PAN coordinators on the process and progress of the development of the PAN strategic plan and system-wide management plan, and how these plans are linked to the capacity-building plan;
2. Identify the gaps and needs, overlapping as well as non-overlapping, between states’ PAN site management planning goals and objectives, and the current capacity of states to meet expectations articulated in management plans;
3. Identify possible activities to address gaps and needs through the development of capacity building programs (state, institutional and individual);
4. To clarify the role of partner agencies (PANO, PICRC, BMR, TNC, PCC, etc.) in developing and implementing a PAN capacity building program, considering each agency’s area of expertise; and
5. To produce a draft 3 to 5 year strategic plan for building capacity for effective PAN management (vision, strategic goals, and objectives).

The workshop was held at the Palau International Coral Reef Center (PICRC) on November 20-21 and attended by 16 total participants, including state PAN coordinators, technical partners and governors (see attached participants list). Technical partners included the Palau Community College (PCC), the PAN office (PANO), the Palau Conservation Society (PCS) and The Nature Conservancy (TNC). In addition to PAN coordinators from 11 PAN sites, the workshop’s presenters included:

- Mr. Tadashi Kimura (Japan Wildlife Research Center/ PCoRIE);
- Ms. Geraldine Rengiil, Ms. Marine Gouezo, and Mr. Lincoln Rehm (PICRC/ P-CoRIE);
- Ms. Mailee Andreas (PCC-CE/ P-CoRIE); and,
- Mr. King Sam (PAN Office).

Tiare Holm, Sustainable Decisions (SD) served as the lead workshop facilitator, with support from King Sam, Marine Gouezo, and Lincoln Rehm. Workshop minutes were recorded by Ikertang Tellei and Dawnette Olsudong.

Three components of the workshop were designed to 1) draw expertise and experience from state PAN coordinators and staff, 2) gain commitment for collaboration from technical partners, and 3) seek advice and endorsement from state governors.



During the first component participants agreed to the workshop objectives as well as the following outputs:

1. Increased awareness in PAN Coordinators and partner agencies regarding the process and progress of the development of the PAN strategic plan and system-wide management plan, and how these plans are linked to the capacity-building plan;
2. A completed matrix that clarifies overlapping and non-overlapping gaps and needs;
3. Prioritized capacity building activities including workshops and training;
4. A completed matrix that clarifies which partner agencies will collaborate with the PAN network to implement priority capacity building activities;
5. A draft of strategy composed of synthesized results from the aforementioned matrixes.

Participants then heard from the National PAN Coordinator, Mr. King Sam, who provided an update of the status of PAN and the results of the PAN Assessment of Management Effectiveness (PAME) process, which is used to evaluate the management effectiveness of the Palau PAN. The PAME process has resulted in a greater understanding of PAN site management effectiveness and developing trends.

An example of positive developing trends was highlighted in a summary of the recent study on MPA management effectiveness, conducted by National Geographic, which concluded that there is little to no difference in coral cover within and outside of most marine protected areas (MPAs). MPAs, however, tend to have greater fish biomass. It was further concluded that this is largely due to increased enforcement of MPAs in PAN sites, therefore PAN site MPA management is effectively conserving fish biomass within PAN site MPAs.

The PAN strategic plan and PAME evaluation process is designed to address five levels of MPA management needs.

1. Initiation
2. Establishment
3. Implementation
4. Sustainability
5. institutionalization

The PAME process assigns a passing grade of 75% and above, which most PAN sites scored above. The process identified some questions and developing issues in the network including:

1. How do we know biophysical and socio-economic monitoring is working in PAN sites and across the network?
2. Should states increase sustainable financing activities such as generating tourism revenues and penalty fees?
3. With appropriate legislation, rules and regulations lacking in many sites it is unclear whether PAN enforcement officers are unable to issue valid citations.
4. Is there adequate stakeholder engagement and community support for PAN sites?
5. Most sites do not have standard operating procedures (SOPs) so conservation officers are unsure of what to do, particularly when there is an incident that requires enforcement action.
6. Many sites do not have uniform ranking, duties and responsibilities in place.

An institutional capacity building strategic plan for the PANO has been developed. A PAN Organizational Chart has also been drafted and currently the office houses four employees.

After hearing from presenters, participants worked in site-based groups to identify the existing gaps and needs for each PAN site, then reported back to one another for further discussion. After identifying common gaps and needs, the workshop began its second component during which partner agencies were asked for advice and feedback regarding opportunities to collaborate to build PAN capacity. Upon agreement, partner agencies collaborated with PAN coordinators to undertake the third workshop component, presenting the strategy to governors for their advice and endorsement.

During discussions between PAN coordinators, partners, and governors the following additional issues and ideas emerged:

1. Guam Fish and Wildlife conservation officers training program that takes place over a three month period, usually during the summer months. The training cost is approximately \$10,000 per participant and graduates receive certification as well as training in standard operating procedures in conservation law enforcement. It was agreed that participation in this program could be used to reward PAN conservation officers that show special dedication and promise.
2. It was agreed that a strategic incentive could be to implement a program within PAN sites, as well as across the network, to acknowledge PAN conservation "officers of the month" and "officers of the year" for each state and for PAN as a whole.
3. Professional incentives also include PAN conservation officers earning certificates through training by PCC and the PANO. This kind of formal certification can enhance professionalism, opportunities and individual resumes.
4. There is a lack of clarity and standardization regarding whether states are considering or developing state-based databases?
5. GPS/GIS/ mapping training may be important for reporting in some states, therefore opportunities for GIS training targeted at state conservation staff are needed.
6. Some states also expressed the need for a state-based grants office.
7. Additional Areas for capacity includes strengthening skills for management planning, especially because of upcoming reviews of many PAN site management plans.
8. Technical agencies also expressed that many coordinators have communicated the need to build human resource management skills. This includes team and time management as well as personnel management.
9. It is important to stay mindful of the need to evaluate the capacity building strategic plan and programs in 4 years. Indicators for success will be necessary for effective evaluation.

Agreed next steps included:

1. Gain commitment from states for the capacity building plan and activities
2. Develop a more comprehensive strategy
3. Develop cost estimates and provisional budgets along with finance options
4. Plan for evaluation of the capacity building plan

The outputs of these sessions are attached (see appendices 1 - 6) and summarized in the matrix shown as Diagram A.

Diagram A: Summary of PAN Capacity Gaps, Needs, and Partner Roles

| Management level | GAPS | NEEDS | Lead Partner | Support Partners |
|---|---|--|---|--|
| State | Enforcement | Rules and regulations | PANO | AGs Office, Governors' Association, PCS, Ministry of Justice, Traditional Chiefs |
| | Enforcement | Coordination between state and national | PANO | |
| | MPA MGMT and Planning | Coordination between site manager and the board/advisory council and governor (MPA MGMT) | PANO | |
| | MPA MGMT and Planning | Clarify roles, management planning and implementation | PANO | |
| PAN Coordinators Agency | MPA MGMT and Planning | Monitoring protocol and plan | PICRC | MNRET, BNM, PCS, PREL, RARE, MC, PALARIS |
| | Education and Outreach | Education Officer, development of educational/outreach plans | PCC | |
| | Reporting and Communication | Report writing | PANO | |
| | Equipment and Materials | Equipment maintenance | PCC | |
| | Reporting and Communication, Marine Monitoring Skills | Data analysis | PICRC | |
| | Enforcement | Policies and procedures | PANO | |
| Conservation Officers Individual | Enforcement | SOP | PANO | Fish & Wildlife, MOJ, PCS, PANO, PCC, MCCA, PNYC |
| | Reporting and Communication | Presentation skills (including power point use) | PCC | |
| | Marine Monitoring Skills | Marine Monitoring training | PICRC | |
| | Equipment & Materials | SCUBA equipment | PANO | |
| | Equipment & Materials | Maintenance training and plan | PCC | |
| | Character-building | How to be a role model, gain more respect and recognition | PANO, PAN Coordinators and Governors | |

ACKNOWLEDGEMENT

The workshop organizers would like to thank Ms. Tiare Holm for her hard work and incredible effort to involve the participants for active discussion which lead to produce a fruitful output. Without her facilitation we could not have such a condense workshop. We would also like to thank all the participants of state PAN Coordinators, Conservation Officers and Rangers for your enthusiastic contribution during the workshop. We clearly realized that the effective PAN site management relied on your daily work and you are playing key roles to implement the PAN system in Palau as well as a well-designed management plan. Another important finding through the workshop was that the most critical factor for successful PAN management was strong commitment of state governments to encourage PAN Coordinators, Conservation Officers and Rangers to implement management actions for PAN sites. In terms of the active commitment towards effective PAN management, it was our great honor to have state governors for this workshop. We hope we will work more closely to enhance PAN management for the conservation of Palau's pristine natural resources and biodiversity.

APPENDIX 1. WORKSHOP ANNOUNCEMENT/INVITATION

October 27, 2014

The Honorable _____
Governor, _____ State
Republic of Palau 96940

Dear Governor _____:

Alii from Palau International Coral Reef Center. At PICRC, we collaborate with various Institutions to conduct trainings about marine conservation and management. One such collaboration is the PAN Conservation Officer Course which took place in August 2014. The Pilot Course was built to educate and provide the technical skills needed to conduct ecological monitoring of marine ecosystems for PAN Conservation Officers. This was made possible by a tripartite agreement entered to by PICRC, PANO and PCC.

Upon evaluating this Pilot Study, an issue was brought to our attention on the needs of not only the PAN Conservation Officers but also with PAN Site Managers and/or Coordinators. We (PICRC, PCC & PANO) have decided to conduct a two-day workshop to open a constructive dialogue between all PAN Incorporated State Managers/Coordinators to discuss their needs and priorities and to decide on the goals of future potential trainings.

Therefore, we come to you today asking for your PAN Site Coordinator/Manager to attend the first day of the workshop on November 20, 2014. If it is possible, we request a meeting with you or your designee to attend the second day of the workshop, November 21 where the action plans prepared by your State PAN Coordinator will be discussed and approved.

Please inform our office if you will be able to attend and also provide the name of the PAN Manager/Coordinator or Conservation Officer that will be attending.

We applaud your leadership together with the _____ State Government on being great supporters in the protection of our marine resources. It is through collaborations such as this that PICRC is able to fulfil its mission and thank you for that.

Sincerely,

Yimnang Golbuu, Ph.D.
CEO, PICRC

xc: PANO, PCC-CE

APPENDIX 2. PARTICIPANT LIST

List of attendees for Day 1 and Day 2

| Name | State/Agency | Day 1 | Day 2 |
|-------------------------|---|-------|------------------------|
| <i>Participant</i> | | | |
| Asailee Yamada | Kayangel State | X | - |
| Clarence Polloi | Airai State | X | X |
| Irving Dwight | Ngardmau State | X | - |
| Kevin Mesebeluu | Melekeok State | X | X (for State Governor) |
| Lorraine Kloulubak | Ngiwal State | X | - |
| Princess Blailes | Koror State | X | - |
| Rosania Victor | Hatohobei State | X | - |
| Tekau Teriong | Airai State | X | - |
| Verano Ngirkelau | Ngchesar State | X | - |
| Jerome Temengil | Ngaraard State | - | X |
| Hercules Emilio | Hatohobei State | X | - |
| Jennifer Olegeriil | Koror State | - | X (for State Governor) |
| Wanda Adolf | Airai State | - | X (for State Governor) |
| Ellender Ngirameketii | Ngiwal State | - | X |
| Isaac Bai | Ngaraard State | - | X |
| Jeffrey Titiml | Kayangel State | - | X |
| Thomas Patris | Hatohobei State | X | - |
| <i>Technical Agency</i> | | | |
| Steven Victor | <i>The Nature Conservancy (TNC)</i> | - | X |
| Percy Rechelluul | <i>Bureau of Marine Resource (BMR)</i> | - | X |
| Joyce Beouch | <i>Palau Conservation Society (PCS)</i> | - | X |
| Nobuaki Matsui | <i>JICA Office Palau</i> | - | X |

| | | | |
|--------------------|---|-----------|-----------|
| King Sam | Protected Areas Network Office (PANO) | X | X |
| Mailee Andreas | Palau Community College Continuing Education (PCC-CE) | X | X |
| Tadashi Kimura | Palau Coral Reef Island Ecosystem Project (PCoRIE) | X | X |
| Dr. Seiji Nakaya | Palau Coral Reef Island Ecosystem Project (PCoRIE) | X | X |
| Dr. Yimnang Golbuu | Palau International Coral Reef Center (PICRC) | - | X |
| Marine Gouezo | Palau International Coral Reef Center (PICRC) | X | X |
| Lincoln Rehm | Palau International Coral Reef Center (PICRC) | X | X |
| Shirley Koshiba | Palau International Coral Reef Center (PICRC) | X | X |
| Geraldine Rengiil | Palau International Coral Reef Center (PICRC) | | |
| Total | | 18 | 20 |

APPENDIX 3. WORKSHOP OBJECTIVES AND AGENDA

Workshop Objectives

1. Update PAN coordinators on the process and progress of the development of the PAN strategic plan and system-wide management plan, and how these plans are linked to the capacity-building plan;
2. Identify the gaps and needs, overlapping as well as non-overlapping, between states' PAN site management planning goals and objectives, and the current capacity of states to meet expectations articulated in management plans;
3. Identify possible activities to address gaps and needs through the development of capacity building programs (state, institutional and individual);
4. To clarify the role of partner agencies (PANO, PICRC, BMR, TNC, PCC, etc.) in developing and implementing a PAN capacity building program, considering each agency's area of expertise; and
5. To produce a draft 3 to 5 year strategic plan for building capacity for effective PAN management (vision, strategic goals, and objectives).

Expected Workshop Outputs

1. Increased awareness in PAN Coordinators and partner agencies regarding the process and progress of the development of the PAN strategic plan and system-wide management plan, and how these plans are linked to the capacity-building plan;
2. A completed matrix that clarifies overlapping and non-overlapping gaps and needs;
3. Prioritized capacity building activities including workshops and training;
4. A completed matrix that clarifies which partner agencies will collaborate with the PAN network to implement priority capacity building activities;
5. A draft of strategy composed of synthesized results from the aforementioned matrixes.

Workshop Agenda

| PAN Coordinators Workshop | |
|-----------------------------|---|
| PICRC, PCoRIE, PANO, PCC-CE | |
| Attendance All Day : | PICRC, PCoRIE, PANO, PCC-CE, PAN Coordinators (PANCs)/Conservation Officers (COs) of each of the 12 states that have MPAs in Palau |
| DAY 1: Time | People Involved |
| 9:00AM-9:30AM | Ms. M. Gouezo, PICRC |
| | Mr. T. Kimura, PCoRIE |
| | Facilitated by Ms. Tiare Holm |
| 9:30AM-9:45AM | Presentation by Mr. King Sam (PANO) PANO (Mr. King Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii, P-CoRIE (Mr. T. Kimura), PCC (Ms. Mailee Andreas), PAN Coordinators (PANCs) and Conservation Officers (COs) |
| 9:45AM-12:00PM | Facilitated by Ms. Tiare Holm |
| ~50min | PAN Cs/Cos |
| ~15-30min | |
| | PANO (Mr. King Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii, P-CoRIE (Mr. T. Kimura), PCC (Ms. Mailee Andreas), PAN Coordinators (PANCs) and Conservation Officers (COs) |
| 12:00PM-1:00PM | ASPC (Mr. J. Temengil), PANO (Mr. King Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii, P-CoRIE (Mr. T. Kimura), PCC (Ms. Mailee Andreas), PAN Coordinators (PANCs) and Conservation Officers (COs) |
| 1:00PM- 2:00PM | Facilitated by Ms. Tiare Holm |
| ~90min | Same people as above |
| 2:30PM-3:00PM | |

| | | |
|---------------------------|---|--|
| 3:00PM-4:00PM | <p><u>Session 4:</u> Possible programs of capacity building with existing institutes and expertise with PICRC, PANO and PCC (fill in the matrix on screen)</p> | Facilitated by Ms. Tiare Holm |
| ~60 min | <p>Discussion with participants on possible programs to meet the needs from the session 2 using the matrix on screen. Detailed definition of programs and trainings before meeting partner agencies' on Day 2</p> | PANO (Mr. King Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii), P-CoRIE (Mr. T. Kimura), PCC (Ms. Mailee Andreas), PAN Coordinators (PANCs) and Conservation Officers (COs) |
| ~5min | <p>Evaluation of the day plus / delta</p> | Facilitated by Ms. Tiare Holm |
| DAY 2: Morning Attendance | PICRC, PCoRIE, PANO, ASPC, PCC-CE, TNC, PCS, BMR | |
| DAY 2: Time | Activities | People Involved |
| 9:00AM-9:10AM | Review of Day 1 | Ms. Tiare Holm |
| 9:10AM-10:10AM | <p><u>Session 5:</u> Sharing the current situation on management capacity of PAN site</p> | Facilitated by Ms. Tiare Holm |
| ~20 min | <p>5-1. 20 min presentation by PANO/CO on Gap analysis of current management strategy (Matrix prepared on Day 1)</p> | PANO (Mr. K. Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii), P-CoRIE (Mr. T. Kimura), PCC-CE (Ms. Mailee Andreas), BMR (Mr. Leon Remegesau), TNC (Mr. Steven Victor), PCS (Mr. Mario Katosang, Ms. J. Ngötel) |
| ~30min | <p>5-2. Share the results from DAY 1 on possible programs for capacity building with PICRC, PCC and PANO and how it fits to the current needs and timeline</p> <p>5-3. Other agencies identify opportunities for addressing capacity building needs</p> | PANO (Mr. K. Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii), P-CoRIE (Mr. T. Kimura), PCC-CE (Ms. Mailee Andreas), BMR (Mr. Leon Remegesau), TNC (Mr. Steven Victor), PCS (Mr. Mario Katosang, Ms. J. Ngötel) |
| 10:10AM-10:30AM | Coffee break | |
| 10:10AM-12:00PM | <p><u>Session 6</u></p> <p>Finalizing the draft strategic Plan of capacity building on PAN site management and next steps and prepare presentation for governors</p> | Facilitated by Ms. Tiare Holm |
| ~110min | <p><u>Session 6</u></p> <p>Finalizing the draft strategic Plan of capacity building on PAN site management and next steps and prepare presentation for governors</p> <p>LUNCH (provided)</p> | PANO (Mr. K. Sam), PICRC (Mr. Lincoln Rehm, Ms. Shirley Koshiba, Ms. Geraldine Rengii), P-CoRIE (Mr. T. Kimura), PCC-CE (Ms. Mailee Andreas), BMR (Mr. Leon Remegesau), TNC (Mr. Steven Victor), PCS (Mr. Mario Katosang, Ms. J. Ngötel) |
| 12:00PM-1:00PM | <p>State Governors, PICRC, PCoRIE, PCC-CE, PANO, BMR, TNC, PCS, JICA</p> <p>Activities</p> | PICRC, PCoRIE, PANO, PCC-CE, BMR, TNC, PCS, State Governors |
| Afternoon Attendance | | |
| Time | Activities | People Involved |
| 1:00PM-1:10PM | <p>1. Opening and welcome</p> <p>Welcome speech</p> | Geraldine Rengii, PICRC |

| | | |
|---------------|---|---|
| | Welcome speech | Mr. K. Sam, PANO Manager/Special Assistant to Minister MNRET |
| 1:15PM-2:00PM | 2. Presentation of the proposed draft strategic plan for capacity building to the state governors | |
| | 2-1. Strategy matrix | Presentation by PANO |
| | 2-2. Strategic Plan for capacity building on PAN management | Presentation by PICRC, PCoRIE, PCC-CE, PANO, BMR, TNC, PCS |
| 2:00PM-2:15PM | Coffee break | |
| 2:15PM-3:30PM | 3. Discussion and finalizing the strategic plan | State Governors, PICRC, PCoRIE, PCC-CE, PANO, BMR, TNC, PCS, JICA |
| 3:30PM-3:45PM | 4. Adaptation of the plan and next steps | State Governors, PICRC, PCoRIE, PCC-CE, PANO, BMR, TNC, PCS, JICA |
| 4:00PM-5:00PM | 5. Closing Ceremony | |
| | Closing speech | Mr. Nobuaki MATSUI (JICA Palau Office) |
| | Closing speech | PICRC |
| | Closing speech | Governors |

APPENDIX 4. PARTICIPANT REPORTS SUMMARY

Hatohobei

Capacity gaps and needs:

- A formal management plan and training in implementation
- Build skills in communication and outreach for officers
- Training to build skills in report writing
- Training to build skills in data collection and analysis & training
- Updated equipment as well as training in management and maintenance of equipment and a person in-charge
- Diving gear and survey materials
- Upgrade vehicles
- Strategic planning and confidence in enforcement
- Review of, and familiarization with, SOP
- Size-appropriate boat (need bigger boat)
- Enforcement equipment and confidence in enforcement skills, need training and equipment

Kayangel

Capacity gaps and needs:

- Awaiting establishment of a board
- coordinate with the governor
- review management plans and biosecurity plans
- PCS need to coordinate with the state
- Review and familiarization with SOP and deal with foreign vessels
- Not sure who prosecutes
- national agencies are the prosecuting bodies and states unable to effectively enforce their areas
- King – in Koror state, there is inter-agency cooperation which leads to much confusion
- connection between what the states do, in terms of SOP, and their cooperation with the national government bodies
- always communicate with the community when there is something new or different

Melekeok

Capacity Gaps and Needs:

- The state has a board and some members are new. As the state gets more money from trust funds and endowments the board needs training responsibility and roles
- The state needs a dedicated grants person/department. The state knows about the grants available but not enough time or manpower to apply for those
- Applying to have a new MPA established by bul. PICRC needs to schedule with the states so they can work together and learn from each other and training for monitoring.
- Need to determine current capacity for enforcement to see what the state can do now then if there is trainings they can attend them in the future
- Need Internet! Access to the internet would help with monitoring and reporting

- Need more training for monitoring
- Need working group to take a look at current science curriculum and integrate PAN sites
- Need legal advice to prosecute. Not many violations. “Presence is a major deterrent” Would like to inform the community that there are people out there conducting surveillance on their MPA
- Need basic education and training. Compartmentalize their knowledge and abilities so they effectively put groups together that can work as a great team
- Standardizing report formats.
- Need more practice using PPT and presenting, needs materials
- Needs more vehicles strictly for enforcement
- Clear SOP that translates from national down to the state
- Need training now so they can be on the ground and work efficiently

Ngardmau

Capacity Gaps and Needs:

- coordinate planning between state and OSCA
- management training
- Rules and regulations and SOP
- Monitoring plan/protocol
- Training to implement and conduct monitoring
- Education/outreach staff to work together to compile and relay conservation information and messages to the community and partners
- Need floating outpost
- Rough terrain terrestrial vehicle for monitoring
- Training and mentoring on writing reports
- Need proper equipment and knowledge of how to use them, examples: emergency rescue

Ngchesar

Capacity Gaps and Needs:

- Need a board to advise the governor.
- Need to know what is required for reporting
- Need to strengthen awareness on the difference between monitoring and surveillance
- Increase knowledge of a monitoring and management plan
- Need to strengthen awareness on management needs, such as equipment and staff.
- Rules and regulations are being reviewed by legal advisor
- Need a prioritized list of activities
- Need to follow the schedule of activities
- Need regular monitoring schedule
- Need proper maintenance rules and schedule
- Need rules and regulations for enforcement
- Need more support and cooperation
- Need a monitoring schedule and practice to monitor the MPA

PAN Capacity Action Plan Matrix

| LEVEL | CATEGORY | NEEDS | CAPACITY BUILDING PROGRAMS | RESPONSIBLE AGENCY | Possible Program | | | |
|------------------|-----------------------|--|--|--|--------------------------|--------|--------|--------|
| | | | | | Year 1 | Year 2 | Year 3 | Year 4 |
| STATE | Enforcement | Rules and regulations | Technical and legal assistance | PANO* (x) AGs Office PCS | x | x | X | x |
| | Enforcement | Coordination between state and national | Special meeting between PAN management committee, AGs office, ministry of justice, etc and PANO, PANO possibly to facilitate | PANO* (x) AGs Office Ministry of Justice | x prefer by June 2015 | | | |
| | MPA MGMT and Planning | Coordination between site manager and the board/advisory council and governor (MPA MGMT) | Both national workshop with board, governors and national government and site by site retreats | PANO* (x) Governors' Association Traditional Chiefs | | x | | |
| | MPA MGMT and Planning | Clarify roles, management planning and implementation | Same as above | PANO* (x) Governors' Association Traditional Chiefs | | x | | |
| PAN COORDINATORS | MPA MGMT and Planning | Monitoring protocol and plan | Training/workshop on: 1) how to develop a monitoring plan; 2) Mentoring on how to implement the monitoring plan; 3) Technical assistance on training on monitoring methods; 4) PANO needs to standardize a monitoring approach based on best practices (marine & | PICRC (Marine) PANO (Marine) MNRET (Terrestrial) BNM (Terrestrial) PICRC (Socio-economics) | x | x | X | x |

| | | | | | | | | |
|---|---|---|--|---|---|---|---|--|
| | | | terrestrial)* | | | | | |
| Education and Outreach | Education Officer, development of educational/out reach plans | Hiring (e.g. one outreach officer for PANO to help with all states?) Or build on skills Training on developing educational and outreach materials/campaign Make an MOU between states and PCC, integration in curriculum for elementary schools | PCC*(x) PCS PREL RARE MC | x | x | X | x | |
| Reporting and Communication | Report writing | Creation of final standardized report template; 1 week workshop writing skills/ a writing class (8 weeks or 2 weeks / 3months) at PCC; Mentoring | PANO*(x) PCC PICRC (help on report structure/mentoring) | x | x | X | x | |
| Equipment and Materials | Equipment maintenance | Hiring of maintenance staff; 2 day workshop to develop a maintenance plan; Mentor on site to develop maintenance plan, Inventory and assessment of equipment | PCC*(x) PANO (mentorship) | x | x | x | x | |
| Reporting and Communication, Marine Monitoring Skills | Data analysis | Data analysis workshop ; Mentoring on site to assist with data management | PICRC*(x) PCS PALARIS PANO | | x | X | X | |

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| | Enforcement | Policies and procedures | Adaptive template for the needs of state ; Technical assistance to develop a template and mentoring | PANO*(x) | x | x | X | x |
| Conser- vation Officers | Enforcement | SOP | Site-by-site technical assistance; possible workshop with PAN coordinators/COs | PANO*(x) Fish & Wildlife MOJ | x | x | X | x |
| | Reporting and Communication | Presentation skills (including power point use) | Training on an annual basis, mentorship | PCC*(x) PCS | x | x | X | x |
| | Marine Monitoring Skills | Marine Monitoring training | Training on monitoring skills (theory and field) on an annual basis | PICRC*(x) PANO PCC | x | x | X | X |
| | Equipment & Materials | SCUBA equipment | Include SCUBA equipment into budget | PANO*(x) | x | x | X | x |
| | Equipment & Materials | Maintenance training and plan | Addressed above | PCC*(x) | x | x | X | x |
| | | How to be a role model, gain more recognition | One day meeting ; Site by site retreats ; mentoring students from high school, PCC (e.g. summer camp program) | PANO*(x) PAN Coordinators& Governors* MCCA PNYC | x | x | X | x |