

REPORT OUT



WORKSHOP

TUMON BAY, GUAM
28 - 31 AUGUST 2005

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BACKGROUND ON THIS EVENT:

In late August of 2005 a select group of natural resource managers, federal agency representatives and non governmental agency representatives gathered to discuss both the strengths and the needs surrounding best practices regarding the designation, implementation, operation and sustainability of Marine Protected Areas(MPAs).

Participants were from the Pacific Islands region, including Free Associated States, Chuuk, Palau, Yap, Kosrai, Pohnpei, The Republic of the Marshall Islands(RMI) and US Flag Territories, Guam, Commonwealth of the Northern Marianas Islands(CNMI), American Samoa, plus participation from Island of Fiji, as well as the State of Hawaii and Federal Agencies representatives from Department of Interior, National Ocean and Atmospheric Administration and Non Governmental Agencies such as Community Conservation Network and The Nature Conservancy.

At the prompting of National Ocean Service(NOS), and Megan Gombos of NOS-Pacific Services Center (PSC) several NGOs and Federal agencies created a steering committee aimed at the development of a Marine Protected Areas Management and Support Community. This steering committee met between February and July of 2005 and in a series of meetings, phone conferences and e-mail exchanges. Through this process a design for information gathering through the use of interviews conducted with a group of managers, support groups and government agencies was developed, implemented and collated into a workable summary to help construct a workshop. The principle goal was to source out the need for an MPA Community that reaches beyond individual island areas into a regional network.

PRIMARY WORKSHOP GOAL:

To seek agreement regarding the *need for* and *priorities of* a learning network to support effective marine protected areas 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.

DRAFT WORKSHOP OBJECTIVES:

- **Inventory resources and needs** re: MPA in the Pacific, understanding our strengths and weaknesses, as a collective and as individual efforts. Make best use of other efforts in the region, including learning from others' lessons.
- **Prioritize pressing opportunities and needs** of the resource, her resource managers and the entire community of stewards.
- **Develop strategic responses** to collaboratively meet identified priorities, building on strengths and addressing needs.
- **Determine the need for developing an ongoing community** of MPA managers and practitioners in the Pacific Islands that work for the common good.
- **Plan for innovative approaches to sharing leadership, managing governance, and securing resources** if ongoing effort is deemed valuable to the group.

"BIG CHUNK" AGENDA

August 28	8:30 – 12:00	Inventory MPA-related Strengths & Needs (Data Review)
	1:00 – 4:30	Putting the Past in the Past and Creating a Preferred Future
August 29	8:30 – 12:30	Who brings what? Who needs what?
	1:30 – 4:30	(Field trip)
August 30	8:30 – 12:30	Developing Creative Strategic Responses
	1:00 – 4:30	Determine the Commitment to a Network
August 31	8:00 – 12:30	Leadership, Communications, Resource Needs, Next Steps

RESULTS OF THE WORKSHOP:

1. AGREEMENT ON THE NEED TO CREATE PIMPAC

After three days of deliberation, the group agreed that there was value in working together to create PIMPAC. The concept agreed upon can be summarized as:

PIMPAC is a continuous community for the sharing of information, expertise and experience to build capacity throughout the region to support the effective development and implementation of MPAs.

The Steering Committee for this Event prepared a concept paper for the group's reaction. After deliberation, it was agreed that much of that initial concept paper reflected the wishes of the larger group, with a few important edits. An excerpt from that paper, with noted edits in blue font is captured here. The full concept paper is found as an appendix to this document.

The purpose of PIMPAC is to:

- Supporting the expressed needs of MPA sites, [networks](#) and programs through focused skill-building, [on the job or intermittent trainings](#), [including those that can result in recognized degrees and certifications](#), facilitating access to experts, and promoting staff exchanges.
- Building partnerships with academic and other institutions to strengthen long-term, [locally-based MPA management and program capacity](#) in the Pacific.
- Fostering information sharing about [the state of this art, scientific knowledge and methods](#), local and traditional management [systems](#).
- Promoting the exchange of knowledge, skills, lessons, and experiences by creating a regional learning network focused on peer to peer learning. This approach will build partnerships and learn from the experience of other successful efforts in other parts of the Pacific.
- [PIMPAC would serve as a support and facilitate the exchange of information on island MPA opportunities and needs with the outside world.](#)

2. AGREEMENT RE: THE NEED FOR A TEMPORARY PIMPAC KICK-OFF GROUP

The group decided that there was a definite need for a representative group that can sheppard this effort into existence in the near term. It was agreed that a group would form to take next step actions in preparation for the USCRTF being held in November, 05 in Palau. At that time, a proposal will be shared for the creation of a more permanent group to support this work.

Size of the temporary kick-off group: 6-8 maximum

Group Roles:

- take meeting outputs and recommend an agenda, work plan for a year (or so), and role for the operational group.
- advocates PIMPAC – seek opportunities and get them out to full group
- works with Veikila Vuki to develop role for coordinator
- gets comments from full group to finalize agenda, operation, and work plan

Group Membership principles:

- represent across nations, states, and territories governments
- represent across major regional efforts (MIC, LMMA, CRTF, All Islands, etc)
- represent across local, regional non-government organizations/academia

Group Coordinator: Veikila Vuki

Recommended group members: Marion Henry, Willy Costka, Noah Idechong, Terry Keju, Mike Guilboux, Jonathan Kelsey, Athline Clark, Barry Smith, Laina Vaitaulolu

Group will meet via email and phone.

Immediate Actions to be Taken:

- a. Draft output to be presented at the CRTF Meeting will be circulated to full PIMPAC group for comment.
- b. Regional efforts (PIMPAC, MIC, All Islands, MAREPAC, LMMA) will meet on the side at USCRTF meeting in Palau
- c. Other actions:
 - draft talking points for Willy, Noah, Charles to deliver at USCRTF meeting
 - develop a press release (via NMFS or NWHICRER; and via Vangie)
 - Promote support for PIMPAC in high government officials' talk at the USCRTF meeting

3. PIMPAC OPERATIONAL LONG TERM GROUP (TO BE DEVELOPED BY KICK-OFF GROUP)

Size of Group: To be Determined

A phased approach will allow one group to help set this in motion and another to keep it going.

Group Roles:

- take meeting outputs and recommended agenda and work plan and implement
- seek partners and other links to address work plan
- advocates PIMPAC – seek opportunities and get them out to full group
- Identify ‘gaps’ and find ways to fill them

Group Membership principles:

- represent across nations, states, and territories governments
- represent across major regional efforts (MIC, LMMA, CRTF, etc)
- represent across local, regional non-government organizations/academia
- represent across race, culture and gender considerations

4. LIST OF RESOURCES TO ASSIST IN THIS EFFORT

A number of resources will be made available to help in this effort. These include:

- a. Steering committee and coordinator support (as described above)
- b. NOS Support
 - A coordinator for one year
 - Staff support
 - Information exchange support
 - Limited funds for training/ knowledge exchanges
 - Assistance in seeking funds from the Coral Program
 - Website communications
- c. NOAA Support
 - Assistance in seeking funds from both Fisheries Programs and International Programs
 - Technical staff support
- d. LMMA Support
 - Training, especially in the areas of: 1) monitoring and 2) community involvement
 - Support from a regional LMMA coordinator, to be located in Guam (perhaps by the end of 2005)
- e. TNC Support
 - Access to information provided to MIC participants (past and future)
 - Assistance in seeking additional funds to expand and continue MIC
 - Access to Early Action Grants (targeted to setting up MPAs and for holding community meetings)

- Coordinators in the region (Palau and Guam)
- Technical support re:
 - Eco-regional assessments
 - Sustainable finance
 - Conservation action planning
 - Reef resilience

5. ISLAND BREAK OUT GROUPS (STRENGTHS TO OFFER A COMMUNITY AND PRIORITY NEEDS)

HAWAII:

We can offer:

- Research institutions and access to the federal government resources.
- Several different types of MPAs – approach was driven by bottom approach. Community was initially involved but then decided that the state should take care of the rest
- A lot of experience with tourism (how to manage people)
- Access to national NGOs, dive operators, outreach success stories etc. (Newspaper insert)

Priority Needs:

- Outreach and education to specifically create a movement in support of MPAs. Target groups: fishermen/tourism industry/political or administrative level management. Regional benefit out of exchange visits and lessons from other islands (lessons and success stories from all of these islands to support O&E of targeted stakeholder in HI)
- Community Planning: lessons from other islands
- Sustainable financing: need examples and have examples to share
- Human Resources

RM I

What we have:

- Juiet Atoll Conservation Project has a plan
- Community Based Fisheries Management Project (MIMRA) – interagency coordination – Coastal Resource Advisory Group (CRAG)
- Existing atoll management plans (bottom up approach – atoll will write to gov agency to set up a plan and see MPAs are an important tool in managing resources.

Priorities at the national level:

- Funding – access grants and short term capacity building – local network
 - Regional training
- Want to initiate a strategic plan for MPAs (10-5 yr vision)
- Need assessment of CRAG (training/equipment/\$/Insitution)
- Monitoring of MPAs in place in some areas
- Network of people to share/learn from peers (we have been left out!)
- Join MIC/LMMA
- Strengthen partnership with MAREPAC
- Want of Network to learn and share MPA experience from all other islands
 - Palau

- Pohnpei
 - Samoa
- Network communications
 - Web
 - Email
 - Face to Face
- Help with Fundraising
- Short term funding needs to match EPA funding and be used for operational costs

AMERICAN SAMOA

- Finding ways to enhance implementation approach at federal/state/local level
 - Identify ways that we can modify ways that are working in other areas
 - Mechanisms at national level that support MPA development at national/political level. Tap into expertise of folks in the room.

GUAM

- Outreach and Education – lack of communication because of multi cultural influence/ get help in addressing some of the issues by other island partners and then share outreach pieces with those islands
- Communication and sharing of information – how do we overcome these challenges in even communicating internationally, internet access, etc.

Suggested solution:

- Have someone who could coordinate and maintain a list of contact information that included the projects they have worked on in the past and what they are working on currently or moving towards the future that includes funding sources so that people know who to contact to get information. Create a directory of this info and does not require a lot of reporting but can be relatively quick and easy.
- Help communication infrastructure for all islands to improve ability to communicate

FSM

What we bring to this community:

- experience with MIC and everything that falls within MIC brings is a strength
- Also MCT – SGP –sub-regional- it's a mechanism that others can learn from (how to set up a trust fund)
- GEF small grants program – for RMI, Palau, FSM – approximately \$600K per year - can help folks here access those funds
- Resources – have coral reef and a land resources, over 600 islands, and the people
- A precedence for marine management that is a wealth of traditional information
- Good examples of NGOs, and partnerships between NGOs and gov

- Good examples of MPAs that work because of partnerships
- Lessons learned

Priorities: How can PIMPAC add value

- Channel information about island opportunities and needs to NOAA and all other donors
- Cutting edge science to support MPA planning, establishment and management
- People – build capacity of local individuals on the ground. Proposal is to look at short term trainings and more formal education that can earn degrees. Work out something with academic institutions so students don't leave and can work in the communities
- Matchmaking – academic and science institutions to adopt a program or site (local, national, regional) or a least a directory. Community be a match maker – get people involved with bigger institutions like AIMS/UH
- Technical Support – (i.e. GIS system) for members and making sure locals benefit the most and not outside agencies. (building skills at local level)
- Building resilience into design of MPA management – long term goal (look at science and application at the local level)
- Having a directory of resources both within this community and without (so you can identify who can help – PIMPAC can be used to access these resources)
- Suggesting the Community stay loose – those who had the vision, keep it going initially to continue this dialogue and then decide later weather or not to formalize. Some continued informal support from original visionaries.

Trina – another aspect for PIMPAC to consider is improving social science in the region.

6. Working Group Proposals: Working Group One

SKILLS BUILDING

Needs

- Community organizing/planning/mobilizing
- Higher degrees in marine management
- Facilitations/conflict resolution
- Enforcement
- Biophysical/socioeconomic monitoring (including identification)
- Data management and analysis
- Governance
- MPA effectiveness
- MPA network design
- Marketing
- Sustainable finance
- Fundraising/grant writing
- Strategic planning

Tools

- Staff exchanges
- Short-term training/courses ****Follow-up is critical****
- Panel of experts/skills team to travel (could be follow-up to short courses)
- Fellowships
- Technician-level staff included in research cruises (on the job training—exposure to other tasks)
- Peer exchange (lateral transfer)
- Mentoring
- Student internships (w/NGO or govt agency)
- Job placement services-entry level jobs made available
- Cohort of staff that together take various training modules/linked to practical experience at their work
- University courses toward a degree
- Development of new degree program in management (w/ UOG, USP, UH, Community College) – intensive classes that aren't semester-long, remote classes; on the job work would count toward credit
- Developing trainers (train the trainers)
- List of experts to be contacted

Logistics

- Survey of who has what needs and how those needs can be best filled (from our list of needs and tools)—should be done quickly before CRTF meeting
- For needs identified by many, assign dedicated, funded lead to develop appropriate tools (PIMPAC Skills Building Coordinator with budget for travel, contracting consultants, workshops, etc.)

- Consider sustainability of these PIMPAC “training modules” by improving local higher learning institutions (e.g., finding funding to support additional staff and programs).
- Equitable distribution of funds so that those with priority needs that are not needed by multiple parties still get their needs addressed.
- Contractor to develop degree program with appropriate academic institutions (meets criteria listed above). May need fund raising component. May coordinate with PIPIC program. Look at existing models.

Budget

- Training coordinator salary & travel budget and seed money for exchanges/trainings: \$150 K
- Secretariat of the Pacific Community (SPC) and Secretariat of the Pacific Regional Environment Program (SPREP) as potential additional funders.
- Degree program contract: \$50-80K

Comments

- Need to ID trainees to know where/how to target training/activity beyond the survey (data base)
- Each staff member of each org could do an org level assessment of their staffs’ needs.
- Consider other training needs not listed here that already exist, sponsored by others – make use of what exists (decide what PIMPAC does after the assessment of need and inventory of what exists)
- An assessment of what the universities/colleges already have and are willing to consider offering
- Marketing approach to securing buy-in from universities

Working Group Proposals: Working Group Two

BUILDING PARTNERSHIPS

1. A bit more detail –

- a. Academic capacity and management capacity
- b. Academic institutions can be instrumental partners – UoG, USP, College of the Marshall Islands (certificate program for marine conservation), Palau Community College, College of the Northern Marianas, American Samoa Community College, College of Micronesia/FSM, Guam Community College, University of Hawaii, James Cook/AIMS,
- c. Training - LMMA University (still being developed, based on USP model – modules for project design, community involvement, curriculum – building long term capacity in region)
- d. Fiji FLMMA (Semisi)– Grad students work to solve emerging issues
- e. Other Organizations (gov., int'l., etc) – SPREP, SPC, FAO, SOPAC, NOAA, EPA, USDA (Modular Programs), Rotary and other community organizations, other countries (Australia, Japan, New Zealand, Korea, India, France, EU, Spain), WPFNC, UNESCO, WWF
- f. Look to industry (oil, transportation (air/sea)) for opportunities too

2. Next Steps

- a. Academic
 - i. Identify existing education and training opportunities out there and gaps/needs
 - ii. ID scholarships
- b. Management
 - i. ID orgs and needs and gaps
- c. Business
 - i. ID orgs, opportunities and gaps
- d. International
 - i. Orgs
 - ii. Countries
- e. Media
 - i. Radio, newspapers (Pacific Daily News), magazines, TV
- f. Science (group #3 is working on this - hopefully)
- g. Define attributes of an MPA manager (Willy – how did he do it?) – Manager Survey (better grounding in own culture – protocols, cultural partnerships, traditional management, spiritual
- h. Learning about traditional/western styles of management – what are successes, how to help sustain good cultural practices
- i. Certification for best practices = management strategy

DETAILS...

- i. Institutional directory (include cultural component – School of Humanities at USP)
- ii. ID local cultural resources – Bishop Museum, Micronesian Area Resource Center at UoG)
- iii. Get more info on FLMMA/USP program and possibly use as a model
- iv. Gather info from all academic institutions to see what their strengths are and what gaps exist
- v. Work with universities to develop training opportunities/certificate courses (online follow-up, 2 weeks)
- vi. Compile training program directory
- vii. Compile list of regional resources (financial, grants, scholarships) – to identify what exists and what gaps could be filled – develop strategies to address these

3. Leadership

- a. Planning group to develop strategic plan and consider short term-value added

4. Costs

- a. Web maintenance
- b. Travel for exchanges
- c. Upgrade for infrastructure so everyone can access website
- d. Intern/fellow/in kind support to develop directories
- e. In 5 years, support for someone to develop training modules
- f. Possible support for people to travel to meet about regional projects as needed

5. Communication

- a. PIMPAC website, PIMPAC poster, PIMPAC pamphlets, PIMPAC directories – all to be widely distributed, text only versions
- b. cross site visits and exchanges, internships

6. Culture/climate/trust

- a. Be inclusive and trust will be built
- b. Be humble

COMMENTS:

- Consider using MIC and MAREPAC as possible models of ways to strengthen partnerships; and as conduits for getting info for exchanges
- Lots of overlap with skills training group plans

Working Group Proposals: Working Group Three

INFORMATION SHARING

-bridging science and management

A bit more detail:

Database on sites/topics/people – allow the community to search through management and science activities occurring in the region and resources we can pull from

Use of database will facilitate the goal of information sharing and bridging science and management

Website with CD version available yearly

State of the art links – key search words suggested KISS, make easy to use

Including partners –TNC, LMMA, etc

Make it clean and compact – quick to access for people

Help to guide people through technical resources available on web

Information to be included:

****How to organize – site, individuals working with sites,

- 1.) MPA Sites
- 2.) Professional skills
- 3.) Discrete topics / subjects
 - a. Eg. Sorting for seagrass monitoring

Possible Fields for inclusion:

MPA Name

Island

Agency

Key individuals

Contact information – with preferred method identified

Ability to sort by knowledge/experience – very specific categories and searchable

Categories:

List strengths experience

Noteworthy Skills on Site

Training

Enforcement

Monitoring

GIS/Modeling

Education / outreach

Site Characteristics

Type

Purpose

Local/Traditional management

Management plan existence/status (possible link to plan)

Effectiveness monitoring

Unique characteristics – ex. Resiliency built in

Level of scientific basis

Resiliency

Network
Community-based
Importance of links to website with pdfs
Links to important sites/events – cutting edge current topics

Key design aspects:

Appropriate search capabilities and simple user interface
Packable on CD for web challenged

2.) Next Steps:

- Find an entity with the technical background that can accommodate the creation of this site

Steering committee decides on format, entries, basic organization – draft design by Palau task force meeting for discussion, talk to web designers

- finalize forms
- get data
- organize
- schedule implementation

3.) Leadership/Implementation

Find someone with experience to design the initial database and user interface

Options:

NOAA – PSC, CSC
DOI
UOG
UH?

4.) Costs:

Moderate but dependent on functionality,
Try to keep costs down by simplifying

5.) Communication

Web
CD distribution plan
Talk about at regional meetings – market it

6.) Culture/Climate

Use plain English that site managers can understand – jargon free
Simple
Accessible – web or CD
No frills – keep it from becoming unreasonable
Technical guidance – HELP cues

COMMENTS:

- Include link to publications re: effectiveness of your MPA
- Address existing inventories
- Include the ability to post a question for info not already in the database (message board?)
- Listserve? For questions needing immediate attention and general info sharing

Working Group Proposals: Working Group Four

REGIONAL LEARNING NETWORK:

Promoting the exchange of knowledge, skills, lessons, and experiences by creating a regional learning network focused on peer-to-peer learning. This approach will build partnerships and learn from the experience of other successful efforts in other parts of the Pacific.

1. Detail: This exchange would take place through

- a. A website containing a PIMPAC member directory with project and contact information (hard copy also available)
- b. a PIMPAC Listserv
- c. site visits which may lead to opportunities for cross-trainings, larger projects

2. Next steps:

- a. Need a coordinator - to gather information
- b. Collect the information from all PIMPAC participants (what they bring to the group, needs, interests) (Country POC's give info to coordinator?)
- c. A website – paid person to develop this (part of existing planned website?)
- d. Develop a Listserv (PIMPAC@noaa.gov), get people to subscribe
- e. Investigate possibility of PIMPAC providing funding for site visits. People would be expected to document and report on experiences and lessons learned, helping to internally promote the benefits of the PIMPAC community.

3. Leadership

- a. Federal coordinator – to annually gather data and make it available on website/directory
- b. Match maker – person to make the connections, “push” people together so not relying on people responding individually.

4. **Costs:** Website development, staff time, conference line, site visit funds?

5. **Communication:** Dial-in numbers available for conference calling.

6. **Culture/climate/trust:** The PIMPAC group doesn't exclude anyone and is open for anyone to tap into (within currently represented countries). Need commitment of group members to pass requests for assistance/information on to their contacts. We've started to develop that trust. Veikila might be able to make matches, make connections.

7. DATA BASE OF INFORMATION: INDIVIDUAL, ISLAND, & REGION.

One of the group's main accomplishments was the development of a resource data-base, capturing information from all participants, individually, by each island group and across the region. Not just the contact information, but also a self reported assessment of their needs for capacity building and their strengths for managing MPAs, affording each member of this community, opportunities to be supportive of one another. These listing are included in their entirety in the appendix of this report out.

8. INSIGHTS GATHERED DURING THE MEETING

1. HOPES AND FEARS

We began the workshop with an exploration of our individual hopes and fears. Not only for the efforts we all engage in as we implement our individual MPA programs but explicitly for the workshop effort itself. It served as a means of grounding all the participants into the moment at hand and provided a much needed start for the sharing of information regarding motivation and candor. A summary of their responses is shared below, while a complete documentation of their private submissions is offered in the appendix.

2. POSSIBILITIES FOR OVERCOMING HISTORY, POLITICS AND PATTERNS IMPEDING PAST EFFORTS

The group recognized that past efforts at regional coordination have struggled due to undeniable history, politics and patterns of operating and interacting. Each participant was given the opportunity to privately express their perceptions on this matter and then, regarding each impediment, to offer a possibility for overcoming these historical and behavioral challenges. A complete accounting of the privately written comments is found in the appendix.

3. ELEMENTS OF A POSSIBLE FUTURE

The group engaged in a creative co-creation of a *preferred future*, a future where past challenges are overcome and dreams do come true. This preferred future was used by the group to elevate their aspirations and motivate their commitment to constructive action. A complete documentation of this exercise is provided in the appendix.

4. WHAT'S POSSIBLE NOW?

As the meeting concluded, after all agreements were reached and all objectives accomplished, each participant was asked to share openly, in their own words, their response to the question "What seems possible now that didn't seem so possible on day one of this meeting?" or some responded to the question "What are you taking away from here?" Verbal comments were captured as they spoke and are presented in the appendix.

APPENDICES

Outreach Interviews
MPA Concept Paper
Hopes and Fears
Past Patterns and Solutions
What's Possible Now
Regional Resources—Strengths and Needs
Participant Resources--Strengths and Needs
Evaluations

SUMMARY RESULTS FROM OUTREACH INTERVIEWS CONDUCTED ON THE POTENTIAL FORMATION OF A PACIFIC ISLANDS MARINE PROTECTED AREA COMMUNITY

Prepared August 2005 by John Parks¹ and Meghan Gombos, National Ocean Service,
US National Oceanic and Atmospheric Administration

INTRODUCTION

Marine Protected Area (MPA) managers in the Pacific Islands face a unique set of challenges including limitations in human and financial resources and isolation from other MPAs. While each MPA has its own strengths and issues, most share the challenge of capacity limitations. They also have in common the great distances between islands that restrict the ability of managers to learn from and apply approaches that have been successful elsewhere. These shared challenges inhibit Pacific Islands MPA systems from being as effective as possible.

Nevertheless, many people feel the answers to today's challenges can be found in the islands. Traditional management approaches of marine resources in the Pacific Islands are thousands of years-old. Today, many Pacific Islands continue to benefit from strong, local community engagement and support in marine management efforts. For MPA managers one challenge lies in building on these local and traditional management approaches while also adapting to recent science, modern technology, current practice. Therefore, successful MPA management in the Pacific Islands must support and integrate traditional and local approaches with current MPA approaches and systems.

In February 2005, members of the National Oceanic and Atmospheric Administration (NOAA), the Community Conservation Network, The Nature Conservancy, and the University of Guam Marine Lab, met in Honolulu to discuss existing networking efforts and explore potential solutions to overcome some of these unique challenges. The outcome of these discussions was a commitment to exploring the development of a Pacific Islands Marine Protected Area Community, to serve the US Pacific Islands (the State of Hawaii, the Trust Territories of American Samoa and Guam, and the Commonwealth of the Northern Mariana Islands) and Freely Associated States (FAS; includes the Federated States of Micronesia, the Republic of the Marshall Islands, and the Republic of Palau). Through such a Community, a collaboration of MPA managers, non-governmental organizations, federal, state, and territorial agencies, local communities, and other coastal management stakeholders working together was envisioned to collectively enhance the effective use and management of MPAs in the Pacific Islands. Such an initiative would inherently be focused on assisting MPA managers in the region to prioritize and address their immediate and long-term challenges. The initiative would also seek to build off of complimentary strengths between and among the US Pacific Islands and FAS, and look to deliberately integrate MPA activities and share management knowledge and experiences within the region as a whole.

While the concept of such a 'community' would likely have many potential benefits, it was also recognized that the perceived concerns, needs, and interests of MPA managers and stakeholders across the region would first need to be assessed and discussed in order to confirm and logically guide its development and establishment. This document presents the summary results of a series of interviews that were held during 2005 in order to assess the region's concerns, needs, and interests relating to Pacific Islands MPA management. The purpose of presenting these results is:

- (1) To build the knowledge and understanding of the perceived strengths, challenges, and needs of managers and partners regarding Pacific Islands MPAs; and
- (2) To serve as background material to help inform and guide discussions that will occur during a workshop that is to be held during late August 2005 and attended by 60 representatives working on MPA management from throughout the Pacific Islands.

METHODS

A structured interview composed of eight open-ended questions and one multiple choice question was developed and peer reviewed in February and March 2005. The nine interview questions asked were as follows:

- Q1: *“What are the top two to three strengths of your MPA program?”*
Q2: *“What are the top three to five challenges you face in managing your MPAs?”*
Q3: *“What do you need to overcome these challenges?”*
Q4: *“Would access to skills, approaches, experiences, and lessons of other MPAs benefit your MPA system? If so, which benefits specifically would potentially be of most use?”*
Q5: *“To what extent, if any, do you think that strengthening regional academic capacity to offer MPA management program would benefit MPA effectiveness in your State/Territory?”*
Q6: *“Do you think that coordination of MPA efforts across the Pacific Islands region would be useful for your MPA? If so, how?”*
Q7: *“What type of US federal government assistance has been of most value to your MPA system? Which assistance did not work?”*
Q8: *“Do you all have a management plan for the site? If no, what else do you need?”*
Q9: *“Are there any specific MPA tools, experts, or experiences of other sites that you would like your MPA system to have access to?”*

Between March and August 2005, over one hundred people from the US Pacific Islands and FAS were interviewed. Interviewees were identified as professionals who are either managing or directly supporting one or more MPAs in the US Pacific Islands and FAS, or who are currently working more broadly on addressing coastal and marine resource management issues in one or more of these islands. On average, each interview took approximately one hour to complete. The majority of interviews were completed on-site. Interview responses were recorded, collated, coded, and analyzed. A summary of the results generated through these interviews follows.

SUMMARY OF RESULTS

Characteristics of Respondents

Between March and August 2005, a total of 112 people were interviewed across the following seven US Pacific Islands and FAS: (a) American Samoa (n=17 respondents); (b) the Commonwealth of the Northern Marianas Islands (n=7); (c) the Federated States of Micronesia (FSM; n=41 total), represented by Chuuk (n=10), Kosrae (n=11), Pohnpei (n=10), and Yap (n=10); (d) Guam (n=15); (e) Hawaii (n=12); (f) the Republic of the Marshall Islands (n=9); and (g) the Republic of Palau (n=11). Nearly half (46%) of all respondents are working in the US Pacific Islands, with the remainder (54%) working in the FAS.

In terms of organizational affiliation, half (52%) of all respondents are currently working for a local (e.g., State or Territory) government agency. The remainder of respondents are split among working for a national (federal) government agency (20%), a non-governmental conservation organization (16%), or within academia (14%). Nearly all respondents (n=104; 93%) are employed in organizations outside of the US federal government.

The 112 individuals interviewed represent a wide range of professional occupations and positions working on, or in partnership with, operating MPAs in the region. Over half (54%) of those interviewed are in management positions; i.e., ‘managers’. Of the remainder, four types of respondents were nearly equally commonly interviewed: academics, biologists (non-manager), MPA advocates, and political appointees or staff (see Figure 1). Four representatives from coastal and marine tourism groups were interviewed, as well as three volunteers. Nearly three-quarters (71%) of all respondents are male.

Of the 60 managers interviewed, over half (n=33; 55%) are MPA managers, meaning that they are individuals who have the legal authority and responsibility to either manage MPA sites or provide direct management support. The remaining managers are split between either marine resource managers (20%; includes fisheries and coral reef managers) or natural resource managers (25%; includes coastal zone, wetland, watershed, and wildlife managers).

Perceived MPA Strengths and Challenges

The first two questions asked during the interviews related to assessing the perceived strengths and challenges of MPA management in the Pacific Islands:

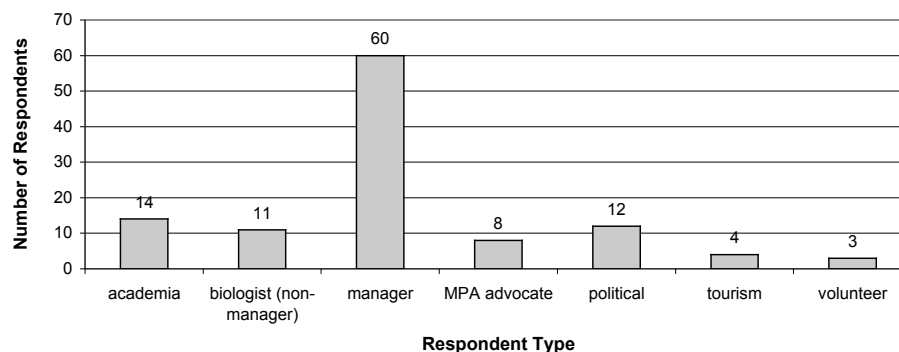
Q1: “What are the top two to three strengths of your MPA program?”

Q2: “What are the top three to five challenges you face in managing your MPAs?”

The open-ended responses provided to both questions by the 112 respondents were recorded by interviewers and later coded.

Responses to question one were coded as one of 28 distinct ‘MPA strength’ responses cited by respondents (see Table 1), spread among five categories: external strengths, management (internal) strengths, governance strengths, design strengths, and historical (contextual) strengths.

Figure 1. Interview respondent type, by occupation/position.



The frequencies of perceived MPA strengths are shown in Figure 2. The top five most frequently cited MPA strengths across all respondents (i.e., both US islands and FAS) are:

- (1) ‘Public support/buy-in’ (n=41; cited by 38% of all respondents);
- (2) ‘Public participation and engagement in management activities’ (n=29; cited by 27% of all respondents);
- (3) ‘Public perception of MPA effectiveness’ (n=25; cited by 23% of all respondents);
- (4) ‘Public education and outreach, awareness raising’ (n=24; cited by 22% of all respondents); and
- (5) ‘Partnerships and coordination between government agencies and/or other non-governmental organizations’ (n=22; cited by 21% of all respondents).

These top five most frequently cited MPA strengths represent just under half (48%) of total responses. It should also be noted that ‘documented effectiveness of MPA management efforts’ was cited nearly as frequently (n=21) as ‘partnerships and coordination’ (i.e., the sixth highest response, and the only other response that scores a frequency of 20 or higher). A higher degree of agreement on perceived MPA strengths is found between FAS respondents than between US islands respondents. Accordingly, FAS responses account for most of the frequencies within the top five reported strengths.

As mentioned previously, all responses fall within five possible response categories: external strengths, management (internal) strengths, governance strengths, design strengths, and historical (contextual) strengths. Certain responses within each of these categories are closely related in nature. For example, within the ‘external strength’ category of responses (8 possible responses), the three ‘public support/buy-in’, ‘public education and outreach’, and ‘public perception of MPA effectiveness’ responses are closely related. These three responses dominate the perceived MPA strength results, accounting for nearly one-third (30%) of all responses provided by all respondents across all possible categories. Moreover, responses that fall within the external (38%) and management/ internal (36%) categories account for three-quarters (74%) of all perceived MPA strength responses provided across the region to interviewers.

In the US islands alone, the ‘complementary programs or existing frameworks that communicate and support management efforts’ response ties as the most frequently cited (n=11) perceived strength along with ‘public support/buy-in’, ‘documented effectiveness’, and ‘partnerships and coordination’. The ‘political and senior management leadership buy-in and support’ and ‘public perception of MPA effectiveness’ responses were tied as the fifth most frequently cited MPA strength responses in the US islands (n=8).

In regard to question two, the perceived ‘MPA challenges’ of the 112 interviewees fall into 30 distinct responses within the five response categories (see Table 2). The frequency results for these perceived MPA challenges are shown in Figure 3.

The top five most frequently cited MPA challenges by all respondents are:

- (1) ‘Human resources’, including both the need for more staff and the need for staff with increased capacity or technical skills (n=58; cited by 54% of all respondents);
- (2) ‘Enforcement and surveillance’ (n=46; cited by 43% of all respondents);
- (3) ‘Financial resources’, including funding for project, infrastructure, and equipment costs (n=44; cited by 41% of all respondents);
- (4) ‘Public education and outreach, awareness raising’ (n=42; cited by 39% of all respondents); and
- (5) ‘Public support/buy-in’ (n=33; cited by 31% of all respondents).

Table 1. A list of the 28 distinct ‘MPA strength’ responses offered by respondents, by category.

Code	Response category – response offered
Pub	External Strength – Public support/buy-in (local/community)
Edu	External Strength – Public education and outreach; awareness raising
Per	External Strength – Public perception of MPA effectiveness/performance
Ecn	External Strength – Economic linkages/benefits (fisheries, tourism)
Food	External Strength – Food security/subsistence take improved
Rec	External Strength – Recognition and prestige
Pop	External Strength – Population level, development rate
Cmp	External Strength – High degree of user compliance with regulations
Pln	Management Strength – planning (single or multiple sites/network)
Hum	Management Strength – human resources
Fin	Management Strength – financial resources
Enf	Management Strength – enforcement and surveillance
Mon	Management Strength – monitoring and evaluating MPA effectiveness
Par	Management Strength – public participation and engagement in management action (CBM, co-management)
Trd	Management Strength – building off of traditional practices, cultural integration
Eff	Management Strength – documented effectiveness of management efforts
Inc	Management Strength – increased and/or broader management action needed (e.g., land-based sources of pollution)
Res	Management Strength – scientific research done/valued to support management decisions
Leg	Governance Strength – Legislative/regulatory mandate
Com	Governance Strength – Complementary programs/existing frameworks that communicate and support efforts
Crd	Governance Strength – Partnerships and coordination between government agencies and/or other NGOs
Pol	Governance Strength – Political (legislature, officials) and senior management leadership buy-in and support
Bio	Design Strength – Biological representativeness, diversity of sites
Lim	Design Strength – limited access by users (military site, remote/isolated, etc.)
Cnd	Design Strength – condition of site/habitats/species is excellent or pristine
Lon	Historical Strength – Longevity: experience and knowledge
Sci	Historical Strength – Supporting science/scientific research
Prs	Historical Strength – Presence of existing MPAs (already designated)

Figure 2. Reported 'MPA strengths', by US islands versus FAS.
(See Table 1 for the key to strength category abbreviations)

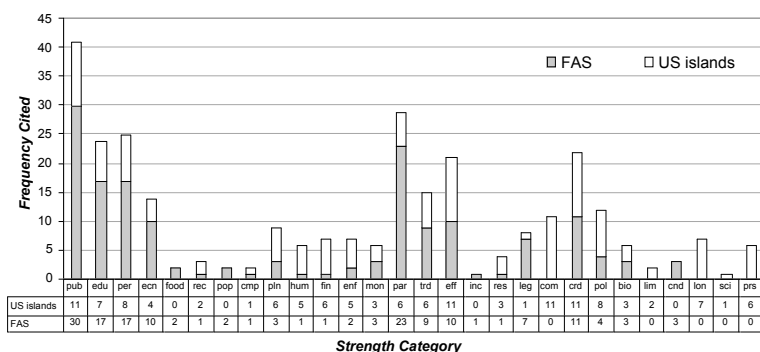
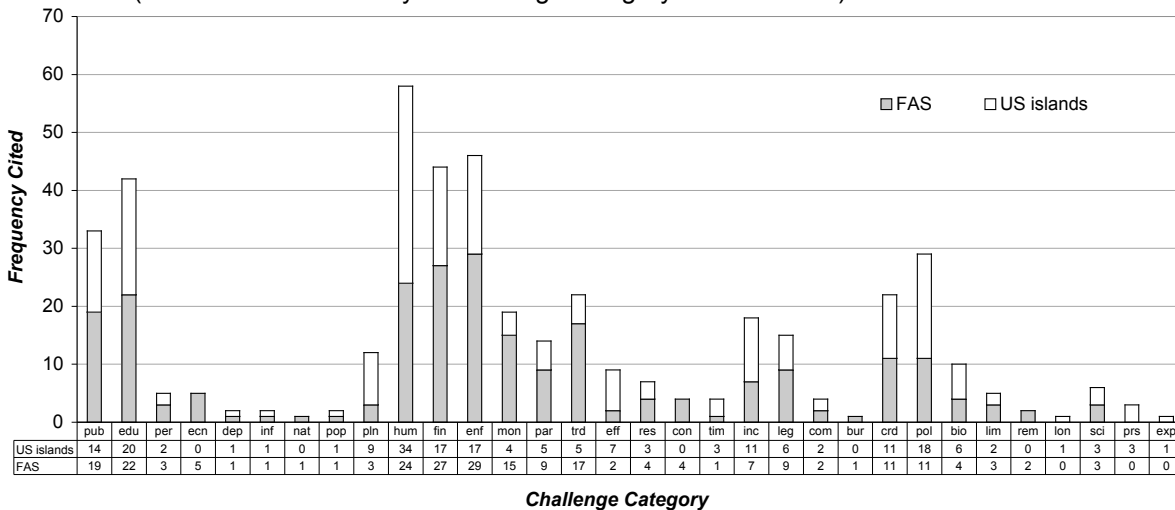


Table 2. A list of the 30 possible 'MPA challenge' responses offered by respondents, by category.

Code	Response category – response offered
Pub	External Challenge – Public support/buy-in (local/community)
Edu	External Challenge – Public education and outreach; awareness raising
Per	External Challenge – Public perception of MPA effectiveness/performance
Ecn	External Challenge – Economic linkages/benefits (fisheries, tourism)
Dep	External Challenge – High level of resource dependency by local residents
Inf	External Challenge – Access to existing information, tools/techniques, and expertise in Pacific Islands
Pop	External Challenge – Population rise, increasing development
Pln	Management Challenge – planning (single or multiple sites/network)
Hum	Management Challenge – human resources
Fin	Management Challenge – financial resources
Enf	Management Challenge – enforcement and surveillance
Mon	Management Challenge – monitoring and evaluating MPA effectiveness
Par	Management Challenge – public participation and engagement in management action (CBM, co-management)
Trd	Management Challenge – building off of traditional practices, cultural integration
Eff	Management Challenge – documented effectiveness of management efforts
Res	Management Challenge – scientific research done/valued to support management decisions
Tim	Management Challenge – timeliness of management action and completion
Inc	Management Challenge – increased and/or broader management action needed (e.g., land-based sources of pollution)
Leg	Governance Challenge – Legislative/regulatory mandate
Com	Governance Challenge – Complementary programs/existing frameworks that communicate and support efforts
Bur	Governance Challenge – Simplify governance process/bureaucracy
Crđ	Governance Challenge – Partnerships and coordination between government agencies and/or other NGOs
Pol	Governance Challenge – Political (legislature, officials) and senior management leadership buy-in and support
Bio	Design Challenge – Biological representativeness, diversity of sites
Lim	Design Challenge – limited access by users (military site, remote/isolated, etc.)
Rem	Design Challenge – the physical remoteness or isolation of the areas being managed
Lon	Historical Challenge – Longevity: experience and knowledge
Sci	Historical Challenge – Supporting science/scientific research
Prs	Historical Challenge – Presence of existing MPAs (already designated)
Exp	Historical Challenge – Previous exploitation of resources (overfished)

Figure 3. Reported 'MPA challenges', by US islands versus FAS.
(See Table 2 for the key to challenge category abbreviations)



The top five most frequently cited MPA challenges represent half (50%) of total responses. It is worth noting that ‘human resource needs’ is the most frequently cited response of any MPA strength and challenge response provided, being the only response to either question that is cited by a majority (i.e., over half) of all respondents.

Compared to the strengths, there was a substantially higher level of agreement across all respondents regarding the region’s perceived MPA challenges. All five of top challenges were cited by more than 30 respondents, as opposed to only the first of the top five perceived MPA strengths. It is also worth noting that ‘political and senior management leadership buy-in and support’ falls just short of this mark (n=29), being the sixth most frequently cited MPA challenge response. In addition, differences between US Island and FAS responses on perceived challenges overall were far less than with the perceived strengths. There was also clear agreement as to which of the five response categories need the most attention, with ‘management’ (internal) challenges accounting for over half (57%) of all responses provided to interviewers.

The related ‘human’ and ‘financial’ resource responses together account for nearly one-quarter (23%) of all challenge responses cited. Also, similarly to the strengths responses, the three related ‘public support’, ‘public education and outreach’, and ‘public perception of MPA effectiveness’ categories were frequently cited, accounting for one-fifth (19%) of all challenge responses provided by all respondents.

The response rate within both design and historical (contextual) categories was low for both perceived MPA strengths and weaknesses, accounting for only nine and six percent (respectively) of total responses provided.

Perceived Needs of Pacific Islands MPAs

The third interview question was designed to follow-up on the perceived challenges identified by the respondent out of question two:

Q3: “What do you need to overcome these challenges?”

From the 112 interviews, a total of 24 individual ‘MPA needs’ across five response categories were offered in regard to question three (see Table 3). The frequency with which each ‘need’ response was provided is shown in Figure 4.

The top five most frequently cited perceived MPA needs across all respondents are:

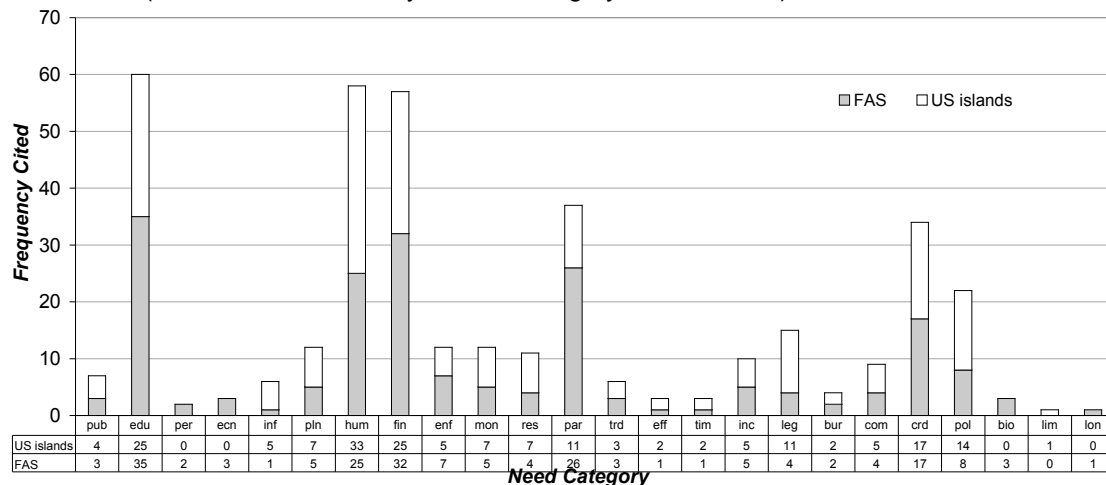
- (1) ‘Public education and outreach, awareness raising’ (n=60; cited by 56% of all respondents);
- (2) ‘Human resources’, including both the need for more staff and the need for staff with increased capacity or technical skills (n=58; cited by 54% of all respondents);

- (3) 'Financial resources', including funding for project, infrastructure, and equipment costs (n=57; cited by 53% of all respondents);
- (4) 'Public participation and engagement in management activities' (n=37; cited by 35% of all respondents); and
- (5) 'Partnerships and coordination between government agencies and/or other non-governmental organizations' (n=34; cited by 32% of all respondents).

These top five most frequently cited perceived 'MPA needs' represent nearly two-thirds (63%) of total responses provided. These results also represent the largest degree of respondent consensus among questions one, two, and three, with the top three 'MPA need' responses each being cited Table 3. A list of the 24 possible 'MPA need' responses offered by respondents, by category.

Code	Response category – response offered
Pub	External Need – Public support/buy-in (local/community)
Edu	External Need – Public education and outreach; awareness raising
Per	External Need – Public perception of MPA effectiveness/performance
Ecn	External Need – Economic linkages/benefits (fisheries, tourism)
Inf	External Need – Access to existing information, tools/techniques, and expertise in Pacific Islands
Pln	Management Need – planning (single or multiple sites/network)
Hum	Management Need – human resources
Fin	Management Need – financial resources
Enf	Management Need – enforcement and surveillance
Mon	Management Need – monitoring and evaluating MPA effectiveness
Res	Management Need – scientific research done/valued to support management decisions
Par	Management Need – public participation and engagement in management action (CBM, co-management)
Trd	Management Need – building off of traditional practices, cultural integration
Eff	Management Need – documented effectiveness of management efforts
Tim	Management Need – timeliness of management action and completion
Inc	Management Need – Increased and/or broader management action needed (users, land-based pollution, etc.)
Leg	Governance Need – Legislative/regulatory mandate
Bur	Governance Need – Simplify governance process/bureaucracy
Com	Governance Need – Complementary programs/existing frameworks that communicate and support efforts
Crđ	Governance Need – Partnerships and coordination between government agencies and/or other NGOs
Pol	Governance Need – Political (legislature, officials) and senior management leadership buy-in and support
Bio	Design Need – Biological representativeness, diversity of sites
Lim	Design Need – limited access by users (military site, remote/isolated, etc.)
Lon	Historical Need – Longevity: experience and knowledge

Figure 4. Reported 'MPA needs', by US islands versus FAS.
(See Table 3 for the key to need category abbreviations)



by over half of all respondents. The 'public education and outreach' response to this question is the most commonly cited of any response provided among the three questions.

As could be expected, there is a high degree of similarity between the reported MPA perceived 'needs'

‘MPA challenges’ responses. Also, similarly to the ‘MPA challenges’ results, the related “human” and “financial” resource responses together contribute the most to total MPA ‘needs’ responses provided, together accounting for nearly one-third (30%) of all ‘needs’ responses cited. Next, as with the ‘MPA challenges’ results, the total reported ‘need’ responses that fall under the internal/management response category account for the majority (57%) of all cited ‘needs’. Finally, as with the ‘challenges’ results, ‘political and senior management leadership buy-in and support’ is the sixth most frequently cited MPA need response, and the only other to the top five that is cited by more than 20 respondents (n=22).

Unlike both the strengths and challenges results, not only does the ‘public support/buy-in’ response not fall within in the top five ‘needs’ responses provided to interviewers, but overall it scores as one of the least frequently perceived MPA needs. This is in direct contrast to the challenges results.

There is a substantial degree of agreement between US island and FAS respondents regarding the top five perceived ‘MPA needs’ in the Pacific Islands, the highest level of agreement of questions one, two, and three.

Perceived Benefits of Increased Access to Other Pacific Islands MPAs

The fourth interview question was designed to address the potential, perceived benefits of increased access to other Pacific Islands MPAs:

Q4: *“Would access to skills, approaches, experiences, and lessons of other MPAs benefit your MPA system? If so, which benefits specifically would potentially be of most use?”*

Nearly all of the respondents (94%) replied positively to the first part of this question (i.e., “yes”), with only three respondents replying in the negative (i.e., “no”). Four respondents, all in US islands, replied that they “did not know” whether or not there would be any potential benefits from increased access to other MPAs in the region.

From the 112 interviews conducted, a total of 8 possible ‘potential benefit’ responses were offered by all respondents to question four (see Table 4). The frequency with which each ‘potential benefit’ response was offered is shown in Figure 5.

The top three most frequently cited ‘potential benefit’ responses across all respondents are:

- (1) Benefiting through access to others’ experiences (n=68; cited by 64% of all respondents);
- (2) Accessing expertise and being trained in new skills (n=45; cited by 42% of all respondents); and
- (3) Engagement in active and formal learning activities (n=31; cited by 29% of all respondents).

These three, related responses account for four-fifths (79%) of all responses provided.

US island respondents cited benefiting from access to others’ experiences as frequently as FAS respondents. FAS respondents cited accessing expertise and skills more than US island respondents, and US island respondents cited formal learning more than FAS respondents. The other five possible responses offered were not frequently cited.

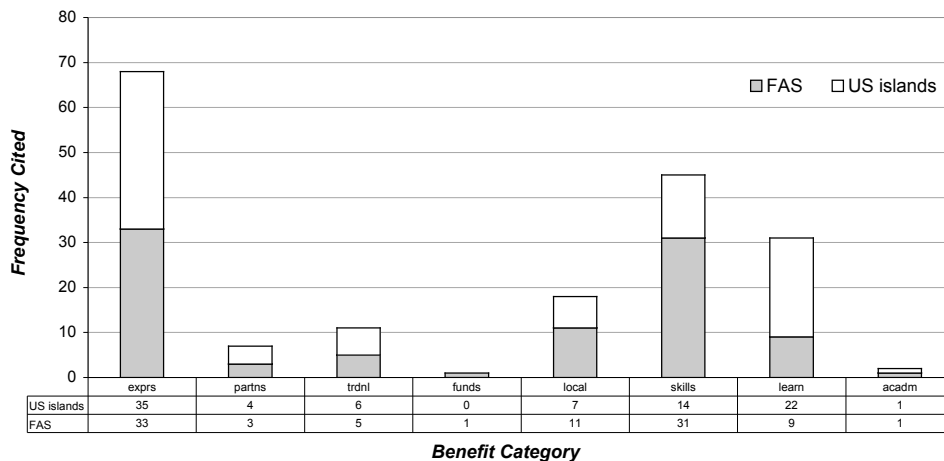
Assumed Need for Strengthened Academic Capacity

The fifth interview question was designed to gauge the extent to which respondents believe that strengthened academic capacity relating to MPA management would be beneficial:

Table 4. A list of the 8 possible ‘potential benefit’ responses offered by respondents.

<i>Code</i>	<i>Response offered</i>
Exprs	Benefiting through access to others’ experiences (successes, failures, lessons, etc.); includes peer-to-peer, MPA site-to-site, island-to-island level interactions.
Partns	Benefiting from regular access to (and working with) new and/or diverse partner organizations
Trdnl	Accessing how others are effectively incorporating traditional management and integrating cultural practices into contemporary (“western”-style) MPA management practices
Funds	Shared and/or new funding sources as a result of access to and working with other MPA sites with such resources
Local	Benefit from increased access to “local” (i.e., regional, Pacific Islands-based) expertise, knowledge, and community participation in MPA management
Skills	Benefit of accessing outside expertise to be trained in new skills to build own capacity; also, sharing own expertise/skills with others in region
Learn	Engagement in active and formal (i.e., deliberate, structured, and systematic) learning activities (e.g., regional research experiments) and access to new scientific information, research findings, and knowledge
Acadm	Benefit of strengthening local academic institutions and curricula to build long-term management capacity

Figure 5. Reported 'potential benefits' of increased access to other MPAs in region, by US islands versus FAS. (See Table 4 for the key to need category abbreviations)



Q5: “To what extent, if any, do you think that strengthening regional academic capacity to offer MPA management program would benefit MPA effectiveness in your State/Territory?”

As the only closed question in the interview, a four-point scale was offered to guide respondent responses to this question, as follows:

3 = very helpful 2 = somewhat helpful 1 = not helpful 0 = I do not know

Across the 112 respondents, the average response to this questions was between “somewhat helpful” and “very helpful”, leaning toward “very helpful” (average = 2.75). Whereas all FAS respondents replied “very helpful” (average = 3.00), US island respondents are less optimistic, split evenly between “somewhat helpful” and “very helpful” (average = 2.50). Of the four US island jurisdictions, respondents from American Samoa and Guam are more optimistic, typically responding “very helpful” (average = 2.77 and 2.80, respectively) to the question, whereas respondents from CNMI and Hawaii are more guarded, leaning toward “somewhat helpful” (average = 2.21 and 2.23, respectively) as a typical response.

Respondents were subsequently asked to expand on any “very helpful” or “somewhat helpful” responses. A wide range of suggestions and responses were offered². The highest utility of strengthened regional academic capacity is largely viewed as a vehicle to more deliberately and effectively incorporate students into MPA management programs so as to be a source of increased current and future human capacity. It was also noted by several respondents that local schools need to more deliberately serve as a location for local islanders to be trained in specific sets of MPA management, administrative, and scientific skills in order to build local, long-term, and sustainable human resource capacity.

There were concerns in this approach, however, notably in that as a result of such training and increased academic offerings, the islands could lose newly-created human capacity to job openings in other regions or the US mainland, particularly if the islands are unable to provide ample, consistent opportunities for trained students to secure long-term, stable, and equitably-paying management positions locally. Such “brain drain” is seen as a chronic condition that would be difficult to address simply through improved academic offerings and increased regional MPA coordination.

Perceived Utility of Increased Pacific Islands MPA Coordination

The sixth interview question was designed to identify whether or not respondents believe that increased regional MPA coordination would be useful, and if so, how:

Q6: *“Do you think that coordination of MPA efforts across the Pacific Islands region would be useful for your MPA? If so, how?”*

Nearly all of the respondents (94%) replied “yes” to the first part of this question, with only two respondents (2%; one from Hawaii and one from FSM) replying “no”. Five respondents (4%), all from US islands, replied that they did not know whether or not increased coordination would be of use to their MPA site(s).

Regarding the second part of this question, a litany of specific suggestions were offered as to what uses could result from increased coordination of MPA efforts in the region². While responses varied widely, similarly to the results out of question four, by far the most frequently cited response offered (n=69; cited by 62% of all respondents) relates to increased sharing of experiences, information, and knowledge, particularly with respect to “what works and what doesn’t work” in terms of MPA management efforts.

Other commonly cited responses include sharing skills and accessing training opportunities, improving funding to the region and sharing financial resources, and promoting the region’s MPA capacity, experience, and knowledge. A few dozen respondents simply cited “increased coordination” as a benefit in and of itself (despite the redundancy to the original question).

Outputs of the Final Three Questions

Three final open-ended questions were posed to respondents during their interviews:

Q7: *“What type of US federal government assistance has been of most value to your MPA system? Which assistance did not work?”*

Q8: *“Do you all have a management plan for the site? If no, what else do you need?”*

Q9: *“Are there any specific MPA tools, experts, or experiences of other sites that you would like your MPA system to have access to?”*

The responses offered to question seven were not particularly useful (a limited set of previously known responses), and nearly all respondents tended only to address the first half of the question.

Question eight was originally intended to primarily as a method to gain background knowledge at specific sites, but in practice was not found to be a particularly useful method to do so. As a result, the question

² A summary list of these responses will be provided to and discussed by Pacific Islands representatives during a Pacific Islands

was asked infrequently and inconsistently by interviewers, based largely on their knowledge of the MPA, the island location, and the respondent. As a consequence, a sparse and incomplete amount of information was collected across all respondents. Where responses were provided, they served merely to validate or complete interviewer knowledge.

Finally, the litany of responses provided to question nine³ were largely redundant to the responses previously offered to questions four and six, and likely influenced by those prior responses. As a consequence, the results unfortunately did not provide any new, significant insights.

DISCUSSION

The outreach interview results offer MPA and marine resource managers in the Pacific Islands several points of relevant consideration in their contemplation of forming and structuring possible activities for a Pacific Islands MPA Community.

The results on the most frequently perceived MPA strengths in the US islands suggest a greater focus or higher level of attention on the governance aspects of MPA management in the US islands than in FAS. This could be explained due to the higher reliance on a centralized MPA management approach for MPAs in the US islands, as opposed to local or community-based approach.

The greater level of agreement between US island versus FAS perceptions on MPA challenges, compared to strengths, suggests that there are a number of shared issues or similar concerns that are presently challenging MPA managers across the region that could be useful to be addressed, regardless of the national jurisdiction. This agreement also could indicate a greater level of regional attention and awareness of MPA issues, rather than successes. The clear consensus regarding an overall regional focus on management challenges (as opposed to public or governance challenges) could be explained by a greater level of regular attention and evaluation being given to addressing internal needs, rather than external ones.

Interestingly, ‘public support/buy-in’ and ‘public education and outreach’ were both cited within the top five perceived MPA strengths and challenges. This overlap may indicate a large degree of overall attention and regional emphasis or awareness being placed on the need for effective public engagement relating to building external support for MPA management. It may also signal the need for more in-depth discussion, investigation, and work on the topic of public engagement in order to provide a clearer understanding between with aspects of this topic are perceived to be strengths versus weaknesses in the region.

Although the strong level of US island and FAS respondent agreement between perceived MPA weaknesses and needs could be predicted, the fact that the results illustrate this agreement improves the confidence in the results provided. The overlapping results within the top MPA ‘challenges’ and ‘needs’ offer a strong rationale for consideration of a management-focused (i.e., internal) capacity-building effort through a potential Pacific Islands MPA Community, as well as suggesting at least two specific areas of programmatic attention that would be useful to address existing MPA capacity challenges in the region: improving public education and outreach efforts, and addressing human and financial resources. In providing specific suggestions in these areas, respondents frequently noted the need to improve MPA staff skills in enforcement, monitoring and effectiveness evaluation, management planning, grant writing, and the use of the social sciences in decision making. Regarding public education, most respondents noted the need for the development or adaptation of outreach tools and campaigns to raise the awareness of the general public and with specific government decision makers on the facts and utility of MPAs, including both their underlying science and globally demonstrated effectiveness.

Although ranking sixth on questions two and three, respondent recognition and agreement of ‘political and senior management leadership buy-in and support’ as both an important MPA challenge and need also suggests that it should be carefully considered within any potential regional coordination effort. It should also be recognized that the internally-focused MPA challenge and need consensus may also reflect an innate respondent bias to first reflect inwardly (internal/management) when responding to these questions, thereby overshadowing external and governance response possibilities (including ‘political

The results of questions one through three (i.e., perceived strengths, challenges, and needs) also reveal an in-depth look the differences and similarities among MPA managers regarding specific strengths, challenges and needs. More specifically, the strengths display clear differences between US islands and FAS. They suggest complementary experiences and capacities between the US islands and FAS, and thus imply the need for and favorability of deliberate and continuous integration and partnership. This finding highlights the potential for an explicit vision of a multi-national, holistic Pacific region approach to a regional MPA coordination, in which opportunities are created for peer to peer learning and experience sharing.

Next, the results from question four suggest that there is clear consensus by managers that increased access to other MPAs in the region would be beneficial to respondents, particularly with respect to accessing one another's MPA management experiences and knowledge. Likewise, the results to question five show that there is a clearly expressed and agreed-upon overall belief and interest by regional MPA managers and stakeholders that increasing the capacity of academic institutions in the region to provide MPA management programs would be useful for management purposes.

Finally, the results generated out of question six indicates a clear, expressed interest in the development of a 'community' that promotes coordination and collaboration of MPA efforts regionally. This is also supported out of the results to question four, where respondents note their strong interest in accessing experiences, skills, and lessons/knowledge through increased peer-to-peer, site-to-site, and island-to-island interaction and coordination on MPA efforts and capacity. These results offer a strong rationale in the consideration of initiating a Pacific Islands MPA Community, assuming that other alternatives do not exist already. Based on the results of the interviews, at a minimum such a 'community' would clearly do well to serve as a forum for knowledge and information exchange while also facilitating region-wide trainings and other skills-building efforts around a set of specified, cross-cutting MPA challenges and issues.

CONCLUSION

The results of the outreach interview completed to date provide several possible topics and avenues of discussion for regional MPA managers and support professionals³. Should such discussions lead to the proposed initiation of a Pacific Islands MPA Community, regional MPA managers and other key stakeholders will need to collectively design a future program of prioritized activities to address the challenges and needs illustrated through the interview results, while taking advantage of the existing regional strengths and capacity. It is hoped that these results can and will inform and guide Pacific Island MPA managers in their consideration and decision as to whether or not a Pacific Islands MPA Community is to be created to improve the effectiveness of MPA management in the region.

While interview results confirm the breadth of interest and potential that a Pacific Islands MPA Community could hold for the region, it is important to recognize that it will not solve all of the capacity needs and issues relating to regional MPA management. While some of the needs identified by respondents potentially could be addressed through increased regional coordination, sharing of skills and expertise, and focused capacity building exercises, clearly the creation of Pacific Islands MPA Community will not provide all the necessary solutions.

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³ Some discussion of these results is to occur among Pacific Islands representatives between August 28 through 31, 2005 at a

Kelsey (NOAA), Trina Leberer (The Nature Conservancy), Bill Millhouser (NOAA), and Veikila Vuki (University of Guam). Thanks also to the outreach team for completing all 112 interviews: Meghan Gombos, Veikila Vuki, Jennifer Kozlowski (NOAA), and Scott Atkinson.

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TOWARD A PACIFIC ISLANDS MARINE PROTECTED AREA COMMUNITY

Issue: Marine Protected Area (MPA) managers in the Pacific Islands face a unique set of challenges including limitations in human and financial resources and isolation from other MPAs. While each MPA has its own strengths and issues, most share the challenge of capacity limitations. They also have in common the great distances between islands that restrict the ability of managers to learn from and apply approaches that have been successful elsewhere. These shared challenges inhibit Pacific Islands MPA systems from being as effective as possible.

Nevertheless, many people feel the answers to today's challenges can be found in the islands. Traditional management approaches of marine resources in the Pacific Islands are thousands of years-old. For MPA managers the difficulty lies in building on these traditional approaches while adapting to modern technology and practices. Therefore, to play a successful role in MPA management, traditional and local approaches must be actively fostered, developed, and integrated into current MPA systems.

Vision: The Pacific Islands Marine Protected Area Community (PIMPAC) is envisioned to be a collaboration of MPA managers, non-governmental organizations, federal, state, and territorial agencies, local communities, and other stakeholders working together to collectively enhance the effective use and management of MPAs in the U.S. Pacific Islands and Freely Associated States.

Aims: The PIMPAC initiative is intended to help MPA managers in the Pacific Islands to prioritize and address their immediate and long-term challenges. The National Oceanic and Atmospheric Administration, Community Conservation Network, The Nature Conservancy, and the University of Guam Marine Lab, acting as a scoping team, are committed to working with the region's MPA managers and practitioners to support the visioning and development of PIMPAC. It is anticipated that as PIMPAC is established, members will identify from among themselves who will govern the effort and how.

Next Steps: The first step in developing PIMPAC is to better understand the existing strengths of MPAs in the region as well as their most pressing needs. This will be done by reviewing previous MPA assessments and through on-site meetings with current MPA managers, stakeholders, and other learning network efforts. This assessment will take place from March to July, 2005. Once this information has been collected and organized, a workshop of Pacific Island MPA managers and practitioners will be held in August 2005 to review assessment results and develop the Community. PIMPAC aims to become a forum for MPA managers and other key stakeholders to collectively design a program and map future activities that will be pursued to help meet the needs of MPA management in the region.

Potential Benefits: Based on workshop outcomes, PIMPAC sets its sights on beginning to collaboratively address identified priorities in September/October of 2005. While these priority focus areas and specific actions will be developed by the workshop participants, some broad efforts and benefits based on the general understanding of MPA challenges and experiences in the region could include:

- Supporting the expressed needs of MPA sites and programs through focused skill-building trainings, facilitating access to experts, and promoting staff exchanges.
- Building partnerships with academic and other institutions in the region to strengthen long-term, locally-based MPA management in the Pacific Islands..
- Fostering information sharing about, and development of, local and traditional management techniques that complement current MPA systems.
- Promoting the exchange of knowledge, skills, lessons, and experiences by creating a regional learning network focused on peer to peer learning. This approach will build partnerships and learn from the experience of other successful efforts in other parts of the Pacific.

In Closing... PIMPAC is a pilot effort that will depend on the collaboration and support of numerous agencies, organizations, and individuals. The scoping team recognizes that MPA practitioners have many responsibilities and we seek to design the program to minimize demands on their time and maximize benefits to their MPA efforts. It is the aim of PIMPAC to build partnerships of Pacific Islands MPA managers and agencies to bring support to the region toward strengthening MPA efforts and conserving the marine resources of the Pacific Islands.

WHY I CAME...

- Listen, learn
- Meet more people in region
- Support regional needs and goals
- Meghan asked and it was paid for – find ways I can enhance my credibility while working with our communities to implement conservation efforts
- To learn about efforts in other islands and to contribute to the development of PIMPAC
- To participate in the process
- To present ONMS PI region to the greater Pacific region
- To explore opportunities and possible collaborations, partnerships and projects
- To help organize and see that people in the islands have access to people who can help them so they can make a difference
- to learn from other participants – what has and what hasn't worked
- to see if a network can be built
- to learn about issues and challenges other areas are facing
- to learn from other participants experience and HOPEFULLY contribute to the establishment of the community
- to learn about MPA and bring back to my island and apply it
- part of my job that I truly love
- to learn from others
- to help advance marine management in the pacific and part of steering committee
- to learn from evaluating others experiences in MPA establishment
- learn about PIMPAC
- to contribute my experience of working in networks especially their challenges and benefits
- to learn about opportunities to support a regional effort
- Veikela invited me!
- to learn as much as possible about MPAs and as much about other pacific islanders and their issues with their native peoples
- to learn from others and begin to network and share lessons
- interested in the possibility of a network
- to learn and obtain knowledge as well as help other agencies
- Trina and Meghan were very persistent
- To meet old friends and make new ones
- To get away from work and recharge

HOPES

- Gain better understanding of how we can collectively (or not) support MPA mgrs to make real effects on improving mgmt w/o taxing them too much
- Better techniques for MPA mgmt
- Tackle transboundary issues (e.g. sea turtles, marine mammals, seabirds, coral, fish larval sinks and sources)
- Create broader network/community to increase conservation efforts in region
- w/ broader support, move forward across tough issues/previous barriers
- clear guidance from a regional and jurisdictional perspective of what specifically will work to help mgmt of resources and where NOAA can help
- hear discussion on the round table about experiences in native countries on MPA work (weakness/strengths) with native communities
- what other approach is there when introducing mgmt regimes to village communities
- how can AS benefit from a community such as this

- participation will gain greater understanding of the rewards and challenges of establishing MPAs in the Pacific
- Successes and failures will be discussed openly for the benefit of all
- Networking, sharing of ideas
- Finding solutions
- To establish effective working relationships throughout the PI region in an effort to support and expand marine conservation
- I hope this community can help us in our quest to create a network of MPAs in AS, specifically, that means providing opportunities to forge relationships and be involved with cross-visits and exchanges. Also, I hope this community can help us to build the capacity of local AS to manage their resources by being able to comfortably communicate with other islanders that they have things in common with such as a local land and sea tenure system; strong cultural connection to family and marine resources
- That people will be energized and motivated to network and carry out implementation in their own countries
- To feel that they are not isolated and their problems are not unique to themselves and other people are experiencing the same problems
- Gain networking opportunities – get to know folks doing similar work in the Pacific
- Being able to make mgmt and policy decisions based on, among other things, people's experiences in other Pacific islands
- Combining resources to expand our capacities (by sharing)
- Having built relationships so I would be able to ask someone in the “community” to act as an outside consultant on a particular issue
- To be able to work together in country (Yap) with help from outside
- to be in a position to learn more about marine resources and their stewardship
- widespread buy in for the concept of MPA and their value as management tool
- learn about local attitudes and values toward marine conservation
- develop momentum sufficient to see cooperation, implementation at the local and regional level
- collaboratively design a realistic program of assistance that meets the needs of MPA managers, resource managers, local communities, and stakeholders
- provide tangible benefits and capacity building for agencies, including present and future managers
- Help direct efforts to support MPAs in the future
- to understand the process of engaging in MPA designation, particularly what engagement strategies that partners adapt
- to understand how to engage community members in MPA establishment
- share some success and challenges from my project in Fiji
- come up with some very concrete actions that can benefit all participants and advance MPAs
- I'm a true believer in regional collaboration! With a major sponsor, this could be the group to bring about a learning/sharing network for the region.
- a regional effort or network may be attractive to international donors for support
- increased collaboration to show what works and what doesn't
- provide benefit to my government through management of the conservation program
- to be able to establish the community that is able to assist us address the problems of creating, implementing, and filling the gaps needed
- become part of the network that actively pursues the needs from local communities
- to hear what other areas have done regarding these issues and challenges and see if it can apply to my area
- establish a network to communicate with others regarding issues and challenges
- to gain a new outlook on the challenges with MPA management
- to network/make connections with managers

- to see how this effort connect the concept of traditional conservation into the concepts of MPA
- how would this effort and concept consider MPA along with public awareness effort
- to become part of this network
- want this network to be effectively practiced in Chuuk
- to learn from participants
- develop a useful network of managers to learn and share ideas about MPAs
- a commitment to keep up the sharing and conversation
- to visit and learn from each other
- to develop a strong islands voice for our needs in resource management
- strengthening/creating relationships throughout the Pacific so we can learn from each others successes and failures
- filling gaps that exist in all that goes into planning, designing, implementing, and maintaining MPAs and other effective management of marine resources
- to understand the PIMPAC concept and help chart its course
- hope to share our experiences in Pohnpei and to learn about other experiences
- this would be the beginning of something bigger than just us, which could shape the way conservation and collaboration is done in the world

FEARS

- That we will not figure out a way that we can support mgrs that makes it worth their time
- This will develop into yet another organization that travels a lot but accomplishes little
- Follow up – momentum built here not captured afterwards
- People not wanting to work together afterwards
- Another meeting with incredible people w/ no concrete deliverables
- NOAA dominated process
- Finding out there's nothing that can be done to improve my own conservation efforts
- MPAs could be/have been politicized and consequently their long term value may be lost
- Public education
- Enforcement is not consistent (in guam, at least)
- MPA can work for or against indigenous people
- MPA may not apply to others (tourists, businesses, etc.) Tumon MPA
- That we will all agree to a collaboration that will fail through ineffective follow through
- My fear is that the effort may not follow thru due to uncertainty in long term funding
- Another concern is that the community may involve so many partners that it may be difficult to pair up the right partners for important learning and discussions (eg discussions may focus on things relevant to some, but irrelevant to others and may therefore take up valuable time)
- That people will not open up to have meaningful and deep conversation
- That implementation will only be talk rather than action
- Putting a lot of planning effort into this and having it not materialize, not be used
- the interest for networking will be difficult to continue or maintain after the workshop
- no agreeable solution from hearing what others have done that can be applied to my area
- Bureaucracy!!
- a network or community might end up dictating an agenda that might be nearly impossible to achieve, especially at the community levels
- that this will not be acceptable to my country because my government officials may have different ways or approaches to the marine conservation adverse to mine
- creation of an organization that could become 'just another organization'
- that each island must determine exactly what they need and expect out of the network thereby giving support agency/sponsors/donors an idea how to mobilize the resources needed for the region

- PIMPAC will be just another regional organization that spends money, lots of money on traveling and gets very little effect, or help to the people/organizations on the ground
- that funding limitations may restrict our ability to go as far as we would like
- not be in a position to formalize any commitments to the organization I represent
- re-inventing the wheel for ongoing initiatives in Pacific Islands
- if consensus isn't reached due to issues not fully understood, misunderstood, or if we attempt to do too much
- that networking and community building is sometimes a difficult activity, especially across great distance; hence we need to think very carefully about our collective expectations and the approaches and design of the program.
- Lack of follow through
- cultural/traditional differences that make networking challenging
- outsiders using us to do what they want
- too many agency agendas
- too much 'fear' about MPAs without understanding the appropriate uses of this management tool
- not enough resources to keep this effort going once initiated
- that it will be another layer of reporting and will divert valuable resources needed more locally
- that it will fall apart
- that it will divert larger resources from other efforts that support our efforts
- if this network could provide effective support to the marine resources
- I have no fears!
- this is not contentious, but a fear would possibly be that I leave this place without learning a new thing to take back home
- overlap of efforts
- spreading already stretched people/organizations even thinner
- use of resources in an ineffective way (i.e., funding, manpower, technical expertise)
- how to involve non-US affiliates
- how this and the LMMA network are going to co-exist; when to collaborate and when to get out of each others way
- that islanders start depending too much on PIMPAC and start pushing over problems on PIMPAC and the larger/more resourced PIMPAC members
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PIMPAC SUNDAYS GROUP EXERCISE

Historical PATTERNS that might impede our progress

Ways to overcome these PATTERNS i.e. Solutions

- PATTERN :Communications at the Network Level
- SOLUTION: Need to institutionalize network and have a contact or coordinator to be responsible

- PATTERN : Sustainability of Funding
- SOLUTION: Having multi year funding plan from donors

- PATTERN : Traditional knowledge and Practices-
- SOLUTION: Value community involvement and respect traditional knowledge and practices to aid with modern scientific experiences

- PATTERN: Implementation of Plans
- SOLUTION: Engage community at any intervention, assess site visit. Participatory approach in implementing action plans

- PATTERN: Leadership in my island all have the same self interest
- SOLUTION: educating our people to be broad minded and not to choose relatives who don't understand the need to develop and improve the islands.

- SOLUTION: So be broad minded not to hold on to the old ways- Encourage all the young people to have good education.

- PATTERN : Off Island Managers who don't or won't understand local problems
- SOLUTION: other than new people, I don't know.
- PATTERN : Findings going to pet projects not where needed-
- SOLUTION: different priorities

- PATTERN : Inability for agencies to give up their own jurisdictional authorities and work more collaboratively
- SOLUTION: getting agreements to look beyond boundaries at the needs of resources and communities

- PATTERN : Past experiences in setting aside MPAS that were overrun by tourists
- SOLUTION: Developing good mechanisms to measure carrying capacity and limit access setting aside areas where "fishing" is the primary use.

- PATTERN: Inability to prove the effectiveness of MPAS and their benefits to the stakeholders who feel displaced
- SOLUTION: New methods (simple and straight forward) to measure effectiveness-
- SOLUTION: Developing the right language and communication tools to talk to the stakeholders

- PATTERN : Lack of communication, distribution of resources
- SOLUTION: Improve networking , working with budgets used on need

- PATTERN : Changes in leadership
- SOLUTION: Set programs that will provide continuity during such changes

- PATTERN : Lack of participation or lack of buy in by resource personnel
- SOLUTION: develop relationship that needs investment

- PATTERN : Distrust of Federal intervention in local politics by federal agencies –
- SOLUTION: clearer communication and expectations. Follow through on accountable actions and integrity

- PATTERN : Competition for resources and “ rewards” at all levels , local agencies, regional political entities, federal agencies and between these levels –
- SOLUTION: Changing human nature. Recognizing that these needs are real and will not change
- SOLUTION: Find ways to satisfy without exacerbating the behavior.

- PATTERN : Lack of follow through
- SOLUTION: Feeding of processes that will bring short-term successes that will build longer term viability

- PATTERN : High turnover of staff so lack of institutional history
- SOLUTION: Strengthening organizations, institutions so pay is competitive, offering career advancement etc. monitoring junior staff to take over

- PATTERN : Lack of accountability-
- SOLUTION: Building in mechanisms for reporting back, tracking finances and training

- PATTERN :Lack of follow up after initial effort i.e. hold an workshop, leave and never check in –
- SOLUTION: Build follow up visits etc. in budgets for workshops, schedule, regular calls.

- PATTERN : Lack of skilled/trained staff or resources to pay qualified people resulting in brain drain to other places –
- SOLUTION: Put in place sustainable financing mechanisms eg. MCT and work with colleges/universities to create curricula for resource management

- PATTERN : Lack of political Will to support local conservation efforts-
- SOLUTION: Create specific campaigns

- PATTERN : Infrastructure needs
- SOLUTIONS : Identify and allow current funding to support purchases and infrastructure

- PATTERNS: Control of limited resources
- SOLUTION: Choose and train leaders

- PATTERNS: People have different reactions to MPAS
- SOLUTIONS: Listen and understand about what others mean by certain terms, define terms

- PATTERN: Political pressure
- SOLUTION: work towards a common agenda

- PATTERN: bad coordination and leadership
- SOLUTION: change and planning

- PATTERN: bureaucracy

- PATTERN: national support, local support, cultural support
- SOLUTION: campaign, education/awareness
- PATTERN: financial support
- SOLUTION: strategic planning
- PATTERN: colonization of the islands
- SOLUTION: empowerment of people in the islands that we can do all things despite being downtrodden
- PATTERN: very little resources
- SOLUTION: we can build from the little resources we have just like we build houses. They can be done in stages
- PATTERN: too difficult to do anything because of poor attitude
- SOLUTION: seeing things positively and dwell on what is possible instead of what is not possible. And do little things one at a time
- PATTERN: island style of laid back attitude towards doing things
- SOLUTION: taking responsibility and trying to plan instead of doing things ad hoc. We have to look at 'win win situation.' Culture changes and we also can change to bring about good for the society
- PATTERN: gender and looking down at certain gender and not fully participate the different levels that exist in society
- SOLUTION: we can actively try to involve all sectors of society for the benefit of all. If we have a missing link then the society can not stand strong. Be aware of that missing link.
- PATTERN: colonization, government support, local support, corruption.
- SOLUTION: we can overcome these challenges by understanding the locals needs and providing the government and other resources organizations about the needs for support. We also need to motivate the locals to understand what is going on in their marine environment. Political corruption in the pacific region is very much needed to be stopped
- PATTERN: commercial fishing interests
- SOLUTION: convince people of commodity of needs
- PATTERN: commercial interests in general
- SOLUTION: allocate resource in a fair and transparent manner
- PATTERN: perceptions of being marginalized
- SOLUTION: provide to each according to needs and aspirations
- PATTERN: inequitable resource and capacity; buy in of decision makers not a priority
- SOLUTION: empowering community and bottoms up approach
- PATTERN: lack of knowledge for the management of the program; lack of funding to get program going; and the government officials do not consider the program a top priority in the flux of everyday life
- SOLUTION: involving the government officials such as the Governor, President, and members of the legislative branch; get staff capacity development programs for managers

- PATTERN: it could be that maybe these are limitations of the leaders not to understand the value of environmental conservation and protection. They don't value as the other things in government. The leaders will be as Governor or the environments owners and managers. Also, the limited awareness of the environment values at the community level. Also the distribution of the islands in any given area also needs to be considered.
- SOLUTION: more public awareness to the grassroots level; educate them on the values and importance of the marine environment and resources. More awareness will be launched to facilitate more information so grassroots are more familiar and educated to facilitate more motivations and guidance for moving forward and alleviate negative thinking and initiatives.
- PATTERN: Jaluit Atoll traditional leaders shared ideas and disseminated the information how to manage and preserve and conserve the protected areas within the entire atoll. Also, meet the decision makers for further information on the proposed project.
- SOLUTION: Promoting the knowledge of managing the areas in modern technology. On the other hand, give assistance in funding the project for another year to come. In addition, asking SPREP sending funds.
- PATTERN: History of racism, disfranchisement and oppression.
- SOLUTION: Be open about presence and effects of racism and it's legacy. Recognize and accept burden/responsibility. Learn/educate facts of past actions.
- PATTERN: Socioeconomic inequity and inequality.
- SOLUTION: recognize and make deliberate effort to share resources equitably and transparently.
- PATTERN: US politics and current political administration positions on environmental issues.
- SOLUTION: wait until next election cycle and get involved. Work w/ the enemy, find and build win-win situations.
- PATTERN: Anger, resentment, despair and hopelessness from peoples and communities who have been marginalize socio-politically and economically.
- SOLUTION: allow time for people to express their feelings openly in a safe environment. Outreach with disadvantaged regularly and engage them in empowerment activities. Make amends, forgive, let go (a bit).
- PATTERN: Difficult history and imperfect performance/delivery of federal government promises.
- SOLUTION: Be explicit with fed agencies of what is expected and needed. Demand effectiveness evaluation and transparency of federal efforts with elected officials.
- PATTERN: Unrealistic expectations.
- SOLUTION: Be explicit and clear about what can and cannot be expected.
- PATTERN: Culture of welfare and dependency breeds loss of self-sufficiency and pride/respect.
- SOLUTION: Recognize and build into all management activities. Engage and request local investment.
- PATTERN: Communications difficulty and the limited time that people have face to face make it extremely difficult to follow up on ideas, actions and the best way to help others.

- SOLUTION: More productive encounters with each other. Be on same page as much as possible on key issues. Individualized MPA support programs.
- PATTERN: History, especially unjust/unfair actions can get in the way of present efforts to protect and manage a site. For example, with one area and 2 resource owners jurisdiction/territory struggles have made regional assistance limited to the resource owner most active but doesn't cover the entire area (resources and problems)
- SOLUTION: Therefore, I believe that this challenge can be overcome by time and through recognition of a common goal, w/ benefits that can be equitably distributed. Plus new staff or managers to do the work, yet not disregarding this history.
- PATTERN: Politics that was favorable before can change with elected officials who will use personal bias to go against efforts of the MPA management because the manager supports another office.
- SOLUTION: This is something I believe can be overcome if management efforts are supported by regional agencies and NGOs. However, the politics is something how to overcome.
- PATTERN: Greed.
- PATTERN: Individual behavior(?) vs. community
- PATTERN: Money corrupts
- PATTERN: the sea will provide – not really now the case.
- PATTERN: Lack of awareness.
- PATTERN: Relaxed cultures.
- PATTERN: Traditional cultures.
- PATTERN: Adopting a foreign concept called democracy. Already had sharing and equal (?).
- PATTERN: Requirements that take valuable resources away from the work on the ground.
- SOLUTION: Fewer reporting requirements. Make required meeting a valuable use of time.
- PATTERN: Not sharing data in a timely manner (help from regional agencies, but don't receive results).
- SOLUTION: Don't just keep collecting data – analyze and disseminate as well.
- PATTERN: Unequal sharing of regional resource (this has gotten better, but still needs improvement).
- SOLUTION: Consider other funding/resources available to a territory/state when disseminating funds.
- PATTERN: Mixed political messages – support except when it conflicts with another pet issue.
- SOLUTION: Make their resources a priority and continue to support them – don't waver when a threat approaches.

- PATTERN: Support in front of certain stakeholders, but undermine support by criticizing efforts in front of other stakeholder groups. (e.g., Support MPAs in coral reef conservation meetings/events, but suggest that are not the right answers when talking to fishermen.)
- SOLUTION: Take a stance and stick with it – maintain credibility with all groups by making an informed decision and sticking with it – in front of all audiences.
- PATTERN: Some agencies/organizations have a stronger voice than others and push resources/decisions against better judgment of other players.
- SOLUTION: Pay more attention to the needs of other perhaps weaker or less vocal entities – diversity of opinion should be valued.
- PATTERN: Inability of organizations to collaborate on issues that overlap (territory/turf battles).
- SOLUTION: Emphasize team aspect of addressing common issues and work together (from start) on emerging issues.
- PATTERN: Follow-up/lack of clear leadership may inhibit implementation.
- SOLUTION: Define leadership before end of workshop (and next steps, too).
- PATTERN: Communication pathways: people don't have consistent internet (or don't use) connection; can't make long distance phone calls.
- SOLUTION: It's a tough one...give everyone international phone cards? Build local capacity for high-speed internet? Styrofoam and really long string?!?
- PATTERN: Some within local agencies refuse to (a) admit there's a problem or (b) want to deal with it their way, without outside help.
- SOLUTION: Show them by example benefits of a MPA-community? Replace them with team players?
- PATTERN: People who are given the opportunities to do learning exchanges do not use them.
- SOLUTION: Identifying those within the group that can provide those services and make connections with those who need those services.
- PATTERN: People from the same islands go home and stop communicating with each other.
- SOLUTION: By having someone within the network (coordinator) visit the island or call the island to follow up on the work.
- PATTERN: Resource agencies or donors are not willing to say exactly how much they can bring to the table.
- SOLUTION: Making the information available to other members within the network.
- PATTERN: A result that is not followed up on and therefore had experiences.
- SOLUTION: Making sure we leave with commitment to follow up and have some kind of built in mechanism to make sure it is happening.
- PATTERN: Leaving without a clear idea of who and how this will lead.
- SOLUTION: Be sure to create a clear leadership of this.
- PATTERN: Lack of resources or partners with resources to make them successful.
- SOLUTION: Utilize some of this to identify how we will pursue more resources to

- PATTERN: Difficulty in effectively communicating so that people are engaged and still motivated but not taxed.
 - SOLUTION: Identifying a means or process for communicating that is consistent/known and does not burden managers.
- PATTERN: Capacity comes from the north.
 - SOLUTION: Lateral skills building exchange.
- PATTERN: Training is enough.
 - SOLUTION: Skills building team and follow up.
- PATTERN: Some islands are U.S., some aren't.
 - SOLUTION: No solution.
- PATTERN: MPAs are for ecosystem protection.
 - SOLUTION: Make fishing focused MMAs – i.e., teach how to do this.
- PATTERN: Recreation is considered to be an acceptable use everywhere, but its not
 - SOLUTION: Consider no go zones.
- PATTERN: Enforcement issues – lack of manpower and funding for enforcement.
 - SOLUTION: Education and outreach – conducting presentation or meetings about the status of MPA monitoring, why we have MPAs, etc. Explaining to individuals about MPAs.
- PATTERN: Community issues: (1) Cultural issues – as an indigenous person why can't I fish within an MPA. (2) Fish are getting aggressive, or there are more fish – we should open up the MPA and catch them. (3) There are no more areas to fish – we want to fish in the MPA.
 - SOLUTION: More stable funding for enforcement for equipment, supplies and manpower. Involves coordinating with Federal and local government to resolve this issue.
- PATTERN: Political: If not elected, I will open up the MPA for fishing.
 - No solution.
- PATTERN: Unsustainable funding support
 - Solution:
 - Working together as a group or to create a network that could pass their funding information needed for particular projects
- PATTERN: Change of Administration
 - Key individuals/land owners
 - SOLUTION: Work with different government agencies and other local groups to establish good working relationships
- PATTERN: Less community participation
 - SOLUTION:
- PATTERN: Less awareness/educational programs
 - SOLUTION: Implementation of environmental awareness programs should not stop. Make it an on-going program within different communities, schools, and local

- PATTERN: Lack of Enforcement
- SOLUTION:

- PATTERN: Donor driven activity
- SOLUTION:

- PATTERN: Community live with the resources that we tried to protect since they are using these for such a long time
- SOLUTION: Implement public education and public awareness so that they can have sustainable use of the natural resource they have

- PATTERN: Policy people had come out with some legislation that is conflict? To the set up of our conservation areas
- SOLUTION: Enacted laws that will put more enforcement and guide community wise use of the resources

- PATTERN: Funding
- SOLUTION: Get more funding from other agencies

- PATTERN: Funding agency of SPREP discontinue support of MPA
- SOLUTION: Gaining access to SPREP or knowledge on project proposal

- PATTERN: Consultation to community not recognized by government officials
- SOLUTION: Respect the municipal level government and community group

- PATTERN: Duplication of function or no clear understanding who is doing what between agencies
- SOLUTION: Regulation personnel office to classify accordingly

- PATTERN: Enforcement of MPA starts at 8am stops at 3pm. Prime time to do illegal activity may be from 4 pm to 11pm or after government working hours
- SOLUTION: Collaboration with the AG's office to enable fish officer work with police w/ night differential or OTs & enlighten our upper management to authorize officers to work during unusual hours.

- PATTERN: When establishing the protected area we have we were able to get some funding from and outside donor. Funding ceased after awhile we don't have funds to keep this thing going
- SOLUTION: If we implement or establish an MPA we will just have to work with grassroots and secure funding to keep operation or management going

- PATTERN: Resource users or land owners were not really consulted on the said project. Government went in and declared the site as a protected area without really consulting the community
- SOLUTION: Involve the grassroots in the planning process.

- PATTERN: Frequent change of lead agencies/department. Assignments are given to more than one agency/departments (duplication of work)
- SOLUTION: Assign project? Role to appropriate agency/department.

- PATTERN: Lack of collaboration
- SOLUTION: Work in collaboratively with agencies/departments that are linked to the

- PATTERN: Unequal distribution of funds
- SOLUTION: Once the grassroots or the people consented to the project, secure it by asking the state or the municipal gov'ts to make law to really secure the project
- PATTERN: Lack of communication
- SOLUTION: Start listening to what smaller islands need
- PATTERN: Out of sight, out of mind (distant islands being forgotten – lack of follow through).
- PATTERN: Some of our MPA conservation needs depend on a network of MPAs that include neighboring but not foreign countries, but DOI prohibits foreign travel.
- SOLUTION: Elect a new president
- PATTERN: global warming which continues to make things worse “worse” (eg coral mortality)
- PATTERN: Lack of Political will to implement and enforce environmental issues
- PATTERN: Capacity building is thwarted by hiring processes that give more weight to who you know rather than what you know.
- PATTERN: US areas and focus vs International area and focus
- Therefore, Pushing the limits of international collaboration
- PATTERN: Efforts that have started and fallen by the wayside
- SOLUTION: Get the leadership from both faces and old, experienced people
- PATTERN: Distrust of federal, outside and mainland etc attempts to support
- SOLUTION: Trust, plus clearly specifying what managers both want and don't want.
- PATTERN: Turf wars within jurisdictions
- SOLUTION: Work together
- PATTERN: Unclear goals/unrealistic
- SOLUTION: Respect each other
- PATTERN: Forced support by outside interests
- SOLUTION: Needs and define approach to accomplish needs
- PATTERN: No sharing of resources or knowledge; experts do not leave expertise on islands
- SOLUTION: Make whenever possible that the goal of visiting experts is to leave knowledge in someone local.
- PATTERN: Unrecognized responsibility
- PATTERN: Unable to accomplish
- PATTERN: Unclear who leads, Turnover, bureaucracy
- SOLUTION: Define how support will be provided and not; Define approach to be used to accomplish goals

- PATTERN: Overlapping jurisdiction
- SOLUTION: Identifying relevant jurisdiction and gaps

- PATTERN: Personal conflict of interest
- SOLUTION: “Grow-up”

- PATTERN: Buy in (lack thereof)
- SOLUTION: Take them on a glass bottom boat ride (haha!)

- PATTERN: Apathy
- SOLUTION: Any ideas?

- PATTERN: Prioritization – not being on the priority list
- SOLUTION: Prioritize

- PATTERN: Too many uniformed managers dictating TO the lead resource agencies how to do their job
- SOLUTION: Allowing the lead resource agency to build there capacity. And trying that they are capable in doing a good job

- PATTERN: Unrealistic demands and deadlines
- SOLUTION: Better communication; find new funding

- PATTERN: Politicians only interested in deadlines and report and not final outcomes
- SOLUTION:
- Ignore the deadline and write a good report and may end up providing a favorable outcome

- PATTERN: Lack of political will to help push their MPA agenda
- SOLUTION: Build political will through trainings and ally building

- PATTERN: Some Gov workers not interested in giving the public the opportunity to participate in the management of resources
- SOLUTION: Go ahead and give the public an opportunity to participate. Ignore the other govt. workers on this one.

RESULTS FROM
"IMAGINE THE PREFERRED FUTURE"
EXERCISE – DAY ONE, 27 AUGUST 2005

1. Integration: real integrated effort
2. Rules/regulations self-enforced
3. Shared experiences
4. Healthy thriving coral reefs
5. People pay for all externalities for products – we all pay for conservation
6. Everything achieved with aloha/love
7. A boat that does it all (carries many people, safe, consumes less fuel, breaks down only upon arrival into port)
8. Viable economic alternative sources of income
9. It's everyone's problem
10. Rich friends
11. They teach conservation in China (most populous nation)
12. End our dependence on oil
13. Lots of big fish
14. Leaders
15. Equitable access to resources
16. Fully-functioning high speed communications network
17. Capacity-building that works
18. Rewind the past
19. Sea care begins with land care
20. Staff to facilitate this network – well resourced
21. Children education regarding why this matters
22. All MPAs to be run/stewarded by indigenous people
23. Money without interference
24. Ability for more exchanges
25. Elected leaders who care about more than being re-elected
26. Every child is planned and wanted
27. Respect for the different cultures
28. No more world hunger
29. No need for money anymore
30. Pacific solution that will save the world
31. Bio-degrading garbage
32. Every MPA has sustainable funding for 20 years; or perpetually
33. All the world is an MPA
34. Stem sea-level rise, save low-lying islands and atolls

WHAT'S POSSIBLE NOW THAT WAS NOT EVIDENT BEFORE? WHAT ARE YOU TAKING AWAY?

- I'm intrigued with the push and the pull – to watch it unfold.
- The concept of sharing needs and strengths is an important tool. It has opened the door for us to know each other. To collaborate more.
- The possibility of partnerships, sharing strengths and needs. It's exciting.
- Lots of possibilities. Good people here. This is a high level group from Fed sitting with Managers. This has never been done before. Lots can happen if we deliver on our plans.
- Humbled by the knowledge in this room. A lot is here for me and my islands. We are making a commitment to each other, not just PIMPAC.
- It's now possible for me to pick up the phone and make connections that didn't exist before. I want to leave here and spread the word back in my country.
- I want to thank the sponsors for bringing the neighboring countries here for the first time. Thankful for meeting my mentors, Willy and Noah. Grateful to know more of other pacific island countries.
- Lots of possibilities now for helping our island and sharing information.
- I leave here with a basket full of knowledge to my country, and take action on getting action going.
- Maybe down the road there is a chance for a regional MPA
- Impressed with who came to this group. That it will continue.
- I'm glad I came.
- I came with no expectations. But having made these contact with Micronesia, I am encouraged. I now have concrete partnerships to move forward with. I now have the possibility for getting a boat.
- Prior to this workshop I wasn't sure what we would get out of it. We have consensus now about how to move forward to help protect our oceans. The ocean is not what separates us but what connects us.
- I had the chance to listen and learn and understand more. I leave not feeling pigeon-holed by NOAA re: my needs.
- A wealth of knowledge about Micronesia and what different pacific islanders need. It gave me perspective about our own needs, taking less for granted about what we have at home. What is possible is sharing and exchanges.
- Came with 1% potential and can go now taking that back and making something happen with it.
- Making this a reality seems possible now. I have seen changes in people since the meeting began – new eyes. We are a vast resource to each other of talent, expertise – unmatched by dollars. We can reach out and be re-charged.
- Meet new people. Solidify relationships. Feeling closer and more connected. Contacts to go to work with.
- New relationships. Feeling the energy and enthusiasm.
- So good to see this finally come together.
- Love back from the region. Personal moments. Laughs. Spirit.
- Cool to see the concept paper written so long ago get refined and embraced. I'm excited about all we can do together and what will come next.
- I was worried that it wouldn't produce useable results and be a duplication of effort. I loved meeting the new partners and learning how we can use this community.
- The chance to be with funders. Knowledge of what is happening around the Pacific. What is possible is follow-through given roles and responsibilities. We are sailing now.
- Pleasure. Enriching to meet people from the region and DC to learn your concerns and hopes and dreams. I have new hope about what is possible for MPAs and how letting go can be an important part of process

- I came in with high expectations because of my confidence in the talent in this room. There was a new level of equity and trust in the way we participated with each other.
- I came as a PIMPAC doubter – thinking the needs were too great, too diverse. I leave here excited about the results, the info, contact and progress already made.
- We do indeed have access to resources now. I have a great sense of inclusiveness, trust and gratitude. A certainty that we will succeed.
- A network for sharing information. This was a gap that we can now fill.
- Everyone is an equal leader. It is all of us. NOAA started it but this community will carry this forward with equal effort. I dreamt years back for something big to move resource management forward. This is the engine to make something big happen.
- Gratitude for all those who contributed, organizers and participants alike. Excited for the groundwork and framework we have built for moving forward.
- A new commitment to equity, justice and the chance to leave the past in the past and create a fairer future for all.