



**PROTECTED AREAS
COLLABORATION**

FOR LEARNING & RESEARCH



BLUE MOUNTAINS
World Heritage Institute

Capacity Development
for
Conservation Practitioners and Organisations
in
Melanesia and the South Pacific:
Current challenges of demand and supply

Prepared for

Protected Areas Collaboration for Learning and Research
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DISCLAIMER:

We have tried to faithfully represent the views and ideas of those we interviewed and surveyed in April 2021. In the short time available for this study, we were not able to interact with all the relevant managers of programs or organisations and they may be followed up in the next stage of engagement on this topic. We hope that our work and recommendations will be used as a starting point for further discussions leading to amendments or refinement of the ideas and that there will be on-going collaboration for change. In doing this work, we are aware that others may be investigating similar issues from different angles and that it will be valuable to compare results when the various reports are made available.

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PAC acknowledges the additional contribution of CCSI in the preparation of this report. <http://www.ccsi-consulting.com/>

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1. EXECUTIVE SUMMARY

This is a report of a short scoping exercise intended to set the scene for further discussion and planning by PAC (Protected Area Collaboration for Learning and Research) and its network of collaborators in the South Pacific region and Melanesia in particular. The report summarises the current situation, the need for a clear capacity building strategy driven from within the region and the demand for appropriate support and services. It focuses on the nature of the capacity building challenges and possible responses and the need for a coordinated support network and suppliers (providers) to enhance capacity in key areas. It also seeks to assess the suitability of two training programs currently available through PAC and more broadly look at how PAC might prepare a strategic response to help address the wider demand and supply issues in the future.

We noted that the broadest possible concepts of conservation should apply to this discussion around protected areas management and terminology should stress the strong links between protected area management, community-based conservation and natural resource management (NRM), food security, recovery from crises and resilience in the face of climate change. Moreover, by addressing capacity building at several levels, including community-based NRM, we can reinforce local recovery processes post-covid and strengthen the resilience of local communities in dealing with the various impacts of climate change.

To understand the issues, we surveyed and interviewed colleagues working in conservation and sustainable land and sea resource management across the region, focussing primarily on Melanesia. We have done our best to faithfully collate the comments provided by the respondents and interviewees and we have grouped them through a problem analysis and crystallised the preferred solutions as presented to us. The results show that this is a complex arena, but it can be usefully unpacked and simplified so that there are clear pathways to implementing the desired changes.

It is clear from our work that urgent attention is needed to address capacity building in the region and that the demand side of the challenge is usefully summarised in three key focal areas:

1. building a ready workforce of conservation practitioners, professionals and organisations.
2. strengthening specific project-related skills and systems.
3. supporting host communities to optimise their partnerships in conservation and NRM broadly and CBNRM specifically (i.e., community based natural resource management).

It is also important that the old habit of allocating only 10% of project budgets and grants to capacity building must be replaced by a more serious commitment and up-front efforts to fill skills gaps and create the support systems that ensure success.

Our findings are generally consistent with earlier work by others in the region and we build on their ideas and conclusions. Our work is also consistent with the more global approach for developing or strengthening competencies for conservation practitioners and general natural resource management and specifically community-based NRM (CBNRM). The persistence of the key themes for capacity development suggests that any regional strategy should seek to coordinate and share the effort and focus of the programs, secure significant regional funding to build the conservation workforce and the regional support systems and ensure a coordinated supply chain for any capacity building programs.

There appear to be many good reasons and incentives for developing a capable, respected, and ready workforce. It means that the growing proportion of youth in the region can be encouraged to take up

important jobs that service the community and their own futures, engender respect, are transferrable and help establish a ready workforce, able to tackle big challenges of the region.

PAC has an important role to play in encouraging a regional conversation around this topic and pathway for strategic change. On the home-base, PAC can provide a coordinated approach to the supply of vocational and skills-based training through its collaborating partners and ensure that it reflects the demand at the three levels identified earlier: competencies for conservation practitioners and professionals, specialised project-focussed skills and knowledge, and tools for supporting effective partnership with communities. PAC should coordinate and advocate for these programs from relevant Australian providers (preferably offering accreditation pathways for some) and establish a portal of information for those seeking personal professional development. In the meantime, it should continue to offer some core programs on regular schedules and invest in supporting management systems.

PAC can support the broader strategy by providing a focal point for attracting Australian funding from sources such as DFAT (Department of Foreign Affairs), private philanthropy and foundations, impact investors and business.

Our recommendations are as follows:

1. That PAC considers adopting the strategic framing we have provided at the higher level, particularly the framing of the challenge (problem) at three levels and noting that these are compatible with the suggestions made in earlier studies at both global and regional scale:
 - **Professional development and strengthening of the workforce**, ensuring development of a ready workforce for meeting the growing conservation challenges and serving CBNRM work more widely, based on standardised competencies for practitioners, building support systems, and ensuring appropriate recognition for skills and tacit knowledge.
 - **Project-focussed skills and systems** – ensuring that specific project design and delivery demands are met for time-bound, place-based, technology focussed or intensely collaboratively projects. This may include skills developed through a combination of cultural and scientific knowledge and may lead to new approaches to planning and delivery.
 - **Host community partnership support** – ensuring systems are in place to safeguard rights and interests of key stakeholders and they can maximise participation, knowledge-sharing and reaping of benefits (both immediate and long term). This includes collective planning tools, adaptive management planning, local workforce development, gender-focussed engagement, education, local enterprise development, governance and cultural knowledge integration and intergenerational transfer.
2. That PAC adopts the responses summarised in Figure 2 as a framework for opening discussions with colleagues of PIRT, SPREP and partners within PAC. There is need to:
 - Support host community and stakeholder partnerships.
 - Support internal capacity building of key organisations – improving competencies, systems (including codes of conduct).
 - Contribute to strengthening of external support systems across the region – coordinating and aligning service providers, vocational curriculum development, communities of practice accreditation, and information portals.
 - Provide direct facilitation and direct support of the delivery of programs including on-line learning, recognition of informal skills especially those relevant to the local projects or communities, local

knowledge sharing systems, local learning hubs, recruiting locals, exchange programs or scholarships.

- Attract significant high-level funding as an investment in building momentum with regional organisations – establish model projects for capacity building or key organisations, collaborating communities or groups of organisations and professionalism of the part of the workforce.
 - Form crosslinks with similar programs in other regions of the world and other professions (e.g., ranger professionalisation)
3. That PAC considers two strategic roles - an outward-facing role focussed on building a supply process in support of the regional strategy and an inward-facing role working with and coordinating services available within its alliance/network of providers (see Figures 3 and 4).
 4. The outward-facing role might include:
 - Facilitating or encouraging conversations with other members of PIRT, SPREP, SPC etc about capacity building to create a stepwise and simple 5-year regional capacity building strategy that features professionalisation of the workforce, project skills and community support.
 - Regular monitoring of capacity needs and providers using a comprehensive and consistent framework (as presented in this report) for identifying capacity development needs and priorities within organisations, across programs and regions framework and based on the defined competences of the IUCN global competency register.
 - Facilitating international funding for coordination of a response and investment in model projects. This includes working with Australian and international aid agencies to support long-term development of the conservation and CBNRM profession in the region and beyond.
 - Working directly with the big NGOs across the region in fulfilling these outward-facing roles
 5. The inward-facing strategies might focus on enabling internal partnerships and alignment of the combined services with regional needs and opportunities:
 - Developing core agreements across the PAC alliance of members and providers for the strategic development and standards of provision for a suite of programs.
 - Establishing a code of conduct across PAC's alliances that addresses values, ethics, respect for rights of host communities, and cultural knowledge integration.
 - Agreeing on a process for accrediting some programs and curricula with providers to address competency-based approaches and aligned with IUCN.
 - Monitoring and reporting impact of training and capacity building programs using an agreed framework and cross-references to regional targets.
 - Developing a delivery schedule for 2021-22 that is reliable and builds confidence and reputation based on existing programs that can be delivered face-to-face in Australia, online in intensive or elongated format to suit remote teams.
 - Providing appropriate level of support and targeted development of training programs. Note that we learned that the demand for training in these areas was high but that conversion to paid clientele was difficult for several reasons including the need for scholarships, co-funding and other direct assistance for individual or targeted organisations.
 6. That PAC considers framing its restructure as a “start-up business”- investing in strategic positioning, internal systems and creating a strong package of training programs that is responsive to regional needs.
 7. That PAC investigates major funding options including International development agencies and impact investors interested in supporting multi-country programs and building regional resilience.

2. INTRODUCTION AND SCOPE

This is a report of a short-term scoping exercise to determine some of the needs and current demand for protected areas capacity building (in the South Pacific, and Melanesia more specifically). It considers what the preferred framework is for addressing future needs and what organisations are involved in meeting the challenges of coordination effort across both users and providers (demand and supply) of training and broader capacity building programs.

We view this as a preliminary study that will be followed-up and will hopefully open the doors to further conversations with partners across the Region in appropriate forums where we can jointly explore their preferred futures and approaches to capacity building to meet the big challenges of the Region.

The study also asks questions around the current training programs available through PAC (and Australian alliance of organisations with protected area expertise, capability, and influence). The insights we gather will help determine how it can best contribute to the capacity building demands of the region.

For now, we are keen to learn if the courses on offer through PAC are welcomed by a general audience of conservation practitioners in the Melanesia and Pacific Region and what schedule of delivery would suit that demand. Knowing that response to advertised courses can be somewhat hit-and-miss and can incidentally target only certain groups of professionals and practitioners, we are keen to learn more of the bigger picture.

We set about to discuss a range of issues with key players and our colleagues across the region. Issues ranged from broader aspirations for the conservation profession, capacity development frameworks and needs for the region to needs of some specific country projects and staff development. We also conducted a small survey of potential providers of training and capacity building services and/or various end-users.

What follows is our interpretation of the various issues raised along with needs, aspirations, and potential solutions that would add layers to a future strategic response and framework for the region. At a higher level we have tried to reflect the priorities for the regional action as highlighted in the findings of the South Pacific Environment Report (<https://soec.sprep.org/>) and the draft Action Strategy or Framework for Nature Conservation as review at the conference in 2020 (<https://www.pacificnatureconference.com/conference>).

We note that some important work precedes our study and provides some depth and reassurance to our timings including a regional strategy for capacity building 2015-2020 (Scherl and O’Keeffe 2016), review of short course available and needed (Chapple 2019), development of a global competency framework for conservation professionals (Appleton 2016), development of a global capacity building strategy for rangers working in protected areas (Miller and Woodside 2020, Woodside and Vasseleu 2020 and 2021, Woodside et al 2020 and 2021) and a review of the effectiveness of resulting protected area management in some jurisdictions (Leverington et al 2010, 2017). This study will hopefully also add some value to the work already done by others that is not yet reported (Scherl pers comm).

We note that there is a general sense of urgency in addressing the constraints that affect capacity building (including training). The recent Pacific Islands Conference on “Nature Conservation and Protected Areas 2020” was both a knowledge sharing platform and a call for shared capacity building and strategic responses to regional challenges (see summary program Appendix 3).

Those on the ground know that their organisational and professional capacity needs sit at the centre of the region’s ability to respond to the challenges of climate change, critical resource depletion, post-pandemic

recovery with all its impacts such as social isolation and loss of tourism income has affected household income, local conservation efforts and aspirations for community development and well-being. There is a clear need for a fully prepared conservation workforce that is ready to take on local and regional challenges and provide a pipeline of leaders in their organisations and communities.

Specifically, we have asked our colleagues across the region, whether the recent capacity building program as delivered in PNG through remote learning systems coordinated by the Blue Mountains World Heritage Institute (BMWHI, a PAC partner) and funded by UNDP, can usefully address some of the issues and form the start of a suite of training programs with wider and on-going support for protected areas.

The core modules currently available through PAC and its delivery partner BMWHI include the following (see also BMWHI website):

- Principles and processes for adaptive management and planning ([Conservation Standards](#))
- Collaborative and community-based conservation ([CCSI website](#))
- Collaboration and Collective Leadership for Conservation (as an alternative)

Extensions to this suite of training programs can include:

- Practical aspects of protected area management and monitoring
- Sustainable livelihoods and sustainable financing for conservation
- Workshops focussed on problem solving tools to help tackle complex environmental and social challenges
- Mentoring and on-going support programs

Our Approach

Our brief review of the current demands for capacity building and aspirations for the future involved an on-line survey, relevant desktop research and a series of structured interviews with colleagues working in conservation across Melanesia and more broadly in the South Pacific. The interviewees included regional managers of some NGOs (big and small), relevant managers in government and regional intergovernmental organisations, independent consultants, university principals, training providers and those working for potential funding agencies. In our limited survey we were not able to include private investors (including impact investment and private foundation) and more in-depth reviews of international development programs and agencies, all of which may be highly relevant as partners in the future.

The participants in this study ranged from regional and country-level managers and some project managers to gain both the higher organisational and project-level perspectives. Altogether we had extended interviews with 21 (DW 14, PW 7) and follow-up interviews with five individuals to test our interpretation and resulting frameworks. We regard this as a starting point for a larger discussion with our colleagues across the region.

Our interviews were structured across five key questions around needs, opportunities, available resources/training and most importantly, the most desirable or preferred future the interviewee could imagine, and the key steps required to get there.

Follow-up discussions allowed us to tease apart some of the broad and specific needs and opportunities relating to projects, countries, or organisations. We tried to dive deeper into the solutions suggested for longer term professional development of the workforce, the skills relating to transitory project implementation and the support needed by partnering (or hosting) communities.

Box 1. Characterising Capacity Building

- ❖ Capacity-building (or capacity development) is defined as the "process of developing and strengthening the skills, instincts, abilities, processes and resources that organisations and communities need to survive, adapt, and thrive in a fast-changing world." "Capacity building" and "capacity development" are often used interchangeably.
- ❖ It is the process by which individuals and organisations obtain, improve, and retain the skills, knowledge, tools, equipment, and other resources needed to do their jobs competently. It allows individuals and organisations to perform at a greater capacity (larger scale, larger audience, larger impact, etc).
- ❖ It focuses on expanding an organisation's ability to do new things and improve what they currently do. Capacity building improves the organisation's performance and enhances its ability to function and continue to stay relevant within a rapidly changing environment.
- ❖ Community capacity building in conservation includes strengthening the skills of people and communities, in small businesses and local grassroots activities, in order to achieve their goals and overcome particular issues that may cause exclusion.
- ❖ Organisational capacity building is used more broadly to guide internal improvements in systems, structure, knowledge exchange and strategic alignment of activities.
- ❖ The four standard components of capacity building are institutional elements (including structure, systems, policies, plans), financial resources development, human resource development (including skills, knowledge, practices, ethics, culture). The human element is extended to societal capacity building in some conservation models.
- ❖ Training is just one element of capacity development where the latter encompasses a whole range of activities designed to empower individuals and institutions (including the analysis of policy contexts, awareness building, institutional adjustments, policy research, policy immersion and more).
- ❖ The United Nations Sustainable Development Goal 17 advocates for enhanced international support for capacity building in developing countries to support national plans to implement the 2030 Agenda.

3. CONTEXT – GLOBAL AND REGIONAL

A Global Context

There are tangible local impacts throughout the South Pacific of many wider environmental emergencies. These include oceanic pollution and plastic, over-harvesting, climate change, biodiversity loss, reef die-off and acidification, and so on. Thankfully, many countries are motivated to meet their international agreements, not the least of which include the Paris Agreement, Aichi targets, the 2030 goals (30% of the earth being protected by 2030), and sustainable development goals.

This is partly reflected in the growing global protected area system, although it is being challenged to step up as something more than a network of 'paper parks' established by governments and instead, become fully integrated in the regional planning process, with clear long-term benefits to local custodians and managed effectively as part of a bigger picture. To progress these concepts and goals, IUCN together with WCPA released (in 2015) a "*Strategic Framework for Capacity Development in Protected Areas and other Conserved Territories 2015-2025*" which we have used as a foundation in this short scoping study.

The Global Strategic Framework includes 4 key programme areas:

1. Professionalization: Protected area management is widely recognised as a distinct, multidisciplinary profession with its own specialist occupations, competences, and standards.
2. Indigenous peoples and local communities: Capacity development initiatives include and address the specific needs of Indigenous, traditional, and local community protected area stewards.
3. Enabling protected area capacity development: Resources and support are available to implement the strategic pathways for capacity development.
4. Evaluation of capacity development: The capacity development community has access to and uses an evidence-based directory of processes, criteria, and indicators for comprehensively measuring and assessing the effectiveness and impact of capacity development. The document concludes with a series of recommended key steps for implementation of the strategic framework for capacity development.

The size of the challenge to achieve effective capacity is enormous. According to the World Database on Protected Areas (WDPA, April 2021), there are currently 258,136 protected areas, with 239,603 on land and 18,533 as marine areas. The official protected areas now cover 15.53% of the land and coastline and 7.65% of oceans even though the latter occupies 70% of the earth's surface. Including other types of conservation areas, the percentages rise to 16.44% and 7.73% respectively.

Marine protection is a particularly challenging issue for the South Pacific with vast areas of ocean and wide variation in the status of protected areas. Countries like New Caledonia have more than 54% protected land area as compared to PNG with 3.7% protection, or New Zealand with 32.6% and Australia with 19.3%.

Nevertheless, there is similar variation in the demands for skills relating to management of these areas and engagement of custodians both within protected areas, around protected areas and in other managed landscapes. This fits well with the global conversation around the need to raise the profile of protected area management as a distinct, formally recognised, respected profession. Professionalisation will to both strengthen individual and organisational performance (Appleton 2016, Leverington 2017, Scherl and O'Keefe 2016, Woodside et al 2021) and provide a range of training opportunities and support (Chapple 2019).

The IUCN published a global register of competences for practitioners (Appleton 2016). The goal was to ensure that people who work in protected areas and other conservation areas, have the necessary qualifications and skills to be effective. This includes skills, knowledge, and personal qualities.

While the competency register is an important foundation to some of the recommendations made through this report, it remains only part of the bigger picture where capacity building includes building a strong skill base, as well as strong support systems and institutions (Scherl and O'Keefe 2016, Woodside et al 2021).

Furthermore, the concept of professionalisation as used in this report, is necessarily widened to include strengthening of the performance of practitioners on the ground, specialist practitioners and other streams of the conservation profession as well (e.g., managerial, research, education, tourism). Similarly, we are invoking a wider application of these competencies so that they are not seen as only being relevant to a strict view of conservation in protected areas but are relevant to wider environmental fields such as sustainable NRM, sustainable enterprise development and integrated NRM and community development.

Box 2. The Importance of Conservation Professionalism

- ❖ A suite of major global environmental issues that threatens the welfare of locals and the possibility for achieving sustainable livelihoods and local participation in the regional economy. Benefits can be gained through meaningful employment in conservation efforts, natural resource management and sustainable food and fibre management, sustainable tourism, and other sustainable enterprises.
- ❖ Conservation professionalism refers to systems to improve performance of all relevant practitioners on the ground and those in a pipeline for development in other aspects of the profession. It involves formal and informal processes and necessarily includes acknowledgement of work learned on the job.
- ❖ A critical aspect of professionalism is the setting of standards of performance and systems to support them. This includes codes of conduct and ethics that will help ensure safeguards for the rights of communities, culture, and knowledge systems.
- ❖ At an individual and organisational level, a growing demand for a ready workforce with the skills to deliver effective management of natural spaces, assets, and resources. Such 'professionals' are needed by government, non-government, private entities, communities and some investors. Once established this will be a recognisable and respected role in the community bringing many benefits.
- ❖ A related need for a respected professional cohort with distinct skills, recognised in the same way as health workers, teachers and engineers, and rangers meaningful to local communities and transferrable between managing entities. This includes recognised standards of competence and performance (integrated into formal and informal learning and qualifications), performance assessments, professional development, career paths and organisational culture and practices¹.
- ❖ Understanding of the needs for capacity development and how servicing the need can be strategically met through a coordinated effort and at the same time meet the needs of individuals who aspire to learn and develop independently.
- ❖ A framework for supply of capacity development services including development and delivery of training and other forms of support - standards, availability and follow-up for impact and value.
- ❖ Sharing of skills and knowledge is essential for regional and longer-term success and includes all allied professions, key stakeholders in business and government, and local communities.
- ❖ Funding to ensure coordinated effort, scanning of needs, to support delivery in remote regions and during the pandemic, pooling of resources to maximise impact and distribution of opportunities to participate (equity).

¹ Appleton 2016. <https://www.iucn.org/content/a-global-register-competencies-protected-area-practitioners>)

A Regional Context

The environmental and social challenges for Pacific Island nations are enormous. The first regional State of Environment Report (<https://soec.sprep.org/>) highlights the concerns and gains across 31 environmental indicators, usefully grouped under seven themes. The SoE reports from each country is subsumed in this report and a higher-level analysis allow for planning at a relevant scale and will lead to collaborative action at the levels that matter most. This includes improving key capacities such as monitoring systems, communication systems, organisational systems and responses, knowledge sharing and skills of workers and communities who deliver outcomes on the ground.

Their geographic reach is huge and responsibility as custodians of a vast maritime zone in the world when combined. The Pacific region is home to 30,000 islands, which are part of 22 nations spread over 80 million km² of ocean. There are various forums in which these countries work together and share the strategic challenges of the region. the SPC (South Pacific Community), is one of these that services agreements across 26 regional communities.

They are among the most vulnerable communities due to the adverse impacts of climate change and are already experiencing changes that affect daily lives (health, food, income, and social cohesion). The impacts are great, yet their combined emissions are only 1% of the global total. More than 80% of the regional population live along the coastline and are experiencing effects of sea level rise and changes in traditional livelihoods. They now facing potential impacts on food security and social disruption.

The responsibilities for Pacific island governments includes substantial areas of ocean and protection of both the living marine resources, coral reefs systems and deep-sea mineral and oil resources that are hotly contested and intensely sought after.

The communities across the region have deep historical and cultural relationship with their natural environments their knowledge systems carry lessons from the experience and insights of hundreds of generations. An on-going and major challenge relates to the need to respect this knowledge and integrate it into current solutions so that intergenerational stewardship can continue, and locals can reap all the benefits.

Clearly, the challenges are both big and urgent and the response needs to be both strong and adaptive. It will be best served by a ready workforce with skills in managing the resources and natural systems effectively and an ability to integrate current scientific methods and technology solutions with traditional knowledge. There will need to be smart systems, and institutions with skills to planning and adapt, innovate, collaborate, and exchange knowledge at several levels.

These matters were explored in depth at a recent Pacific Islands Conference on Nature Conservation and Protected Areas where the draft strategic framework was reviewed. The framework recognises the importance of innovation, collaboration, and intergenerational solutions. One of the objectives relates to specifically to capacity development and key issues such as use of science and traditional knowledge for target-setting and monitoring.

The objectives of the draft Strategic Framework for Pacific Conservation 2021-2025 include the following and are pertinent to any strategic capacity building strategies of the near future:

1. Empower our people to act for nature conservation, based on understanding of its importance for our cultures, economies, and communities.
2. Integrate environmental and cultural considerations into the goals, processes, and trajectories of economic development in the Pacific.

3. Identify, conserve, sustainably manage and restore ecosystems, habitats, and priority natural and cultural sites.
4. Protect and recover threatened species and preserve genetic diversity, focusing on those of particular ecological, cultural and economic significance.
5. Manage and reduce threats to Pacific environments and drivers of biodiversity loss.
6. Grow Pacific capacity and partnerships to effectively monitor, govern and finance nature conservation action.

Box 3. Lessons Learned about Capacity Development in the Pacific Region

- ❖ On-the-job training is most effective.
- ❖ Workshops should be seen as part of the capacity process.
- ❖ Follow-up to capacity building events is essential.
- ❖ Exchanges and attachments are valuable.
- ❖ Internships generally take the person away from their job for too long. Gaps must be filled.
- ❖ Some workers have technical knowledge but lack the confidence and/or institutional support to deliver.
- ❖ Achieving conservation benefits is best done by showing what success looks like and then supporting them on their own path to achieve it.
- ❖ Recognise conservation champions and support them.
- ❖ Getting the right people to engage in training and capacity building can be difficult Strategic planning can be very useful, and often the process is more important than the resulting plan.
- ❖ More broadly conservation outcomes and capacity are improved by considering that:
 - Multi-sector strategic planning helps breakdown organisational barriers and encourages exchange of knowledge and skill
 - Clear institutional strategies are needed, owned by stakeholders, management, and staff
 - Effective performance management systems are needed within institutions
 - Strong coordination of projects, activities and training events improves capacity development at all levels (individual, organisational and enabling environment) in the region.
 - Select the battles you can win

(Source: SPREP website. <https://www.sprep.org/programme/environmental-governance/lessons-learned/capacity-development>)

4. RESULTS OF SURVEYS AND INTERVIEWS

We surveyed and conducted interviews with colleagues across the region to learn more about the general nature of the demand for capacity building (and some specific training programs on offer) and to learn more about supply side of the story as well – who are the key providers, what priority areas are being addressed and how it is being coordinated. The study was short but allowed us to add some useful detail to the summary of short courses available and needed in protected area management (Chapple 2019) and to test the currency of a strategic framework offered by Scherl and O’Keeffe (2016) for the region.

The results are presented in three formats as follows:

- Survey findings
- Graphic distillation of the challenges – the levels where a targeted capacity building is required and the kinds of support needed
- Summary of the priority responses to the challenge as suggested

The following are the key themes that emerged from the limited survey that was sent to 35 colleagues in leadership positions (12 respondents). No statistical analysis was possible. The survey might be usefully re-issued to a wider audience.

- Most of the respondents are both users and providers of training programs and all had capacity building demands.
- Many respondents had training programs they could revive to fill gaps if a coordinating or broker platform was provided, or information shared.
- Many of the respondents are offering courses or would like to revive old courses - good potential for collaboration.
- Of the topics surveyed, strategic issues around, co-design, learning through action and participation were highest with follow up by mentoring.
- There appears to be a high level of comfort with online option for training – this may reflect the professional level of respondents.
- It was suggested by two respondents who were also interviewed, that the list of possible programs in the section list was too long. However, the three-part structure was useful and could be used in further surveys.

Our structured interviews yielded some very valuable and detailed information that is summarised in a situation analysis (Figure1) and a suite of preferred solutions and responses (Figure 2).

Generally, the interviewees stress the following:

- There is huge need for capacity development for conservation to be effective and relevant to host communities. This includes gaining specific, recognised, and transferrable skills, knowledge transfer systems, formal and informal learning modes, organisational support systems and investment. A shared strategy and coordinated approach are needed so it can trickle down to the management of even the smallest organisations and projects.
- There is a sense of urgency but also a major constraint for capacity development including training as it is treated as the final investment with surplus funds rather than seen as fundamental and part of every project set-up phase as well as a legacy.
- There is a sense that capacity building has stalled and there may be insufficient recognition that the scale of the conservation demand requires a “ready workforce” and that communities need support to engage effectively and reap enduring benefits.
- Capacity building, specific skill training, and recognition of existing skills are very active topics for each of the managers interviewed, and each gave considerable thought to their needs and alternative ways to address them – both locally and more broadly. There are many good ideas waiting to be collected and enacted.

The summary problem analysis shown in Figure 1, emphasises three key focal areas for grouping responses from interviewees to questions around capacity building needs, organisational responses and wider investment. They are consistent with categorisation of issues in reports (cited earlier) with some finer detail that could help in preparing a structured response. The focal areas are as follows:

- **Workforce strengthening through professionalism** - employing standardised competencies for practitioners, building supporting systems, ensuring appropriate recognition for skills and tacit knowledge. Collectively, building a ready workforce, filling gaps, improving performance, and ensuring high standards for ethical conduct.
- **Project-focussed skills and systems** – specific demands of project require key technical skills/knowledge that may be time bound, or unique to the project or targeted area/community. May be some new skills developed through cultural-scientific blend of knowledge.
- **Host community partnership support** - capacity building so communities and other stakeholders are strengthened as participants both as individuals and as a collective and can lead the community for enduring outcomes and benefits. This includes collective planning tools, adaptive planning, local workforce development, gender focussed engagement, education, local enterprise development, governance and cultural knowledge integration and intergenerational transfer.

The preferred responses to this situation and suite of issues are summarised in Figure 2 and focus on the following:

- **Support for internal capacity building of an organisation.** Development of model systems that could be taken up at low cost by small organisations or be mentored by larger ones. These include annual performance systems and ranking for staff in line with a competency framework, recognition of existing skills (and skill gaps), development of “management pipelines” for suitable staff, suitable incentive schemes and support to implement a code of conduct.
- **Support for external capacity building functions and support systems.** These include monitoring of needs and coordinating supply (service provider might be listed on at shared portal activities and aligned with categories of need). Support for facilitation of program, communities of practice and other knowledge sharing and development of a model code of conduct for tailoring and uptake. Other services that could be coordinated include mentoring and sharing of effective case studies.
- **Direct facilitation and direct support of the delivery** of programs including on-line learning, local knowledge sharing systems, recognition of informal skills especially those relevant to the local projects or communities, local learning hubs, recruiting locals, provision of scholarships or exchange programs.
- **High level funding as an investment in building momentum and coordination by regional bodies** at one end and consistent approach to professionalisation at the other. The concept relies on a taking a broad approach to supporting capacity building systems across the region while also investing in key model projects and organisations.
- **Learnings can be gained from similar programs internationally**, such as regional programs in Latin America and Africa. A comparative global effort is also being applied to improving professionalisation and performance of rangers in and around protected areas.

Figure 1

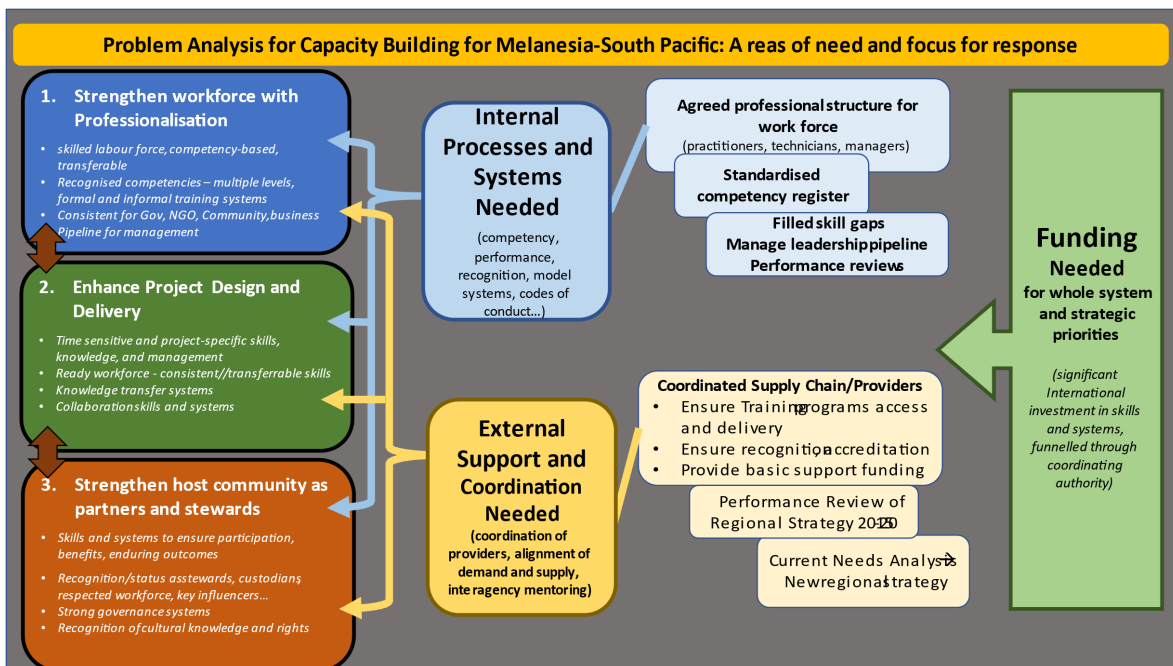
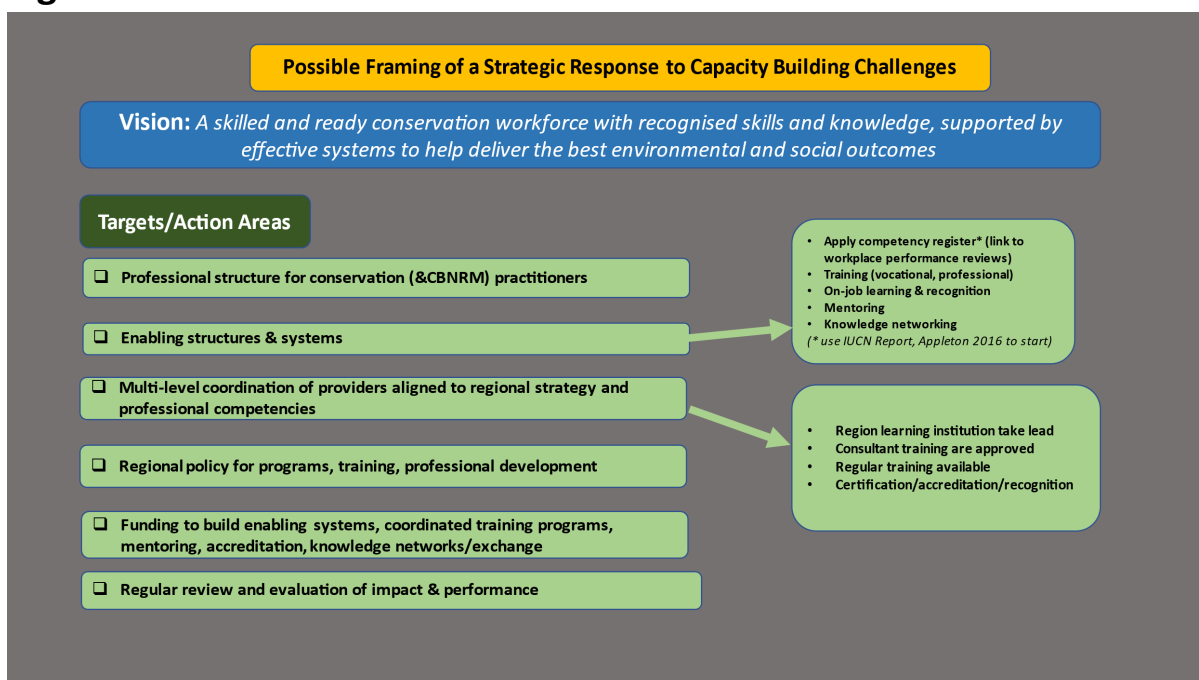


Figure 2



5. POTENTIAL ROLES OF PAC

Important Strategic Roles for PAC

PAC may wish to consider defining two strategic roles - an outward-facing supply role interacting with regional players and an inward-facing role for working with its network of suppliers/providers. These roles are illustrated in Figures 3 and 4.

Specifically, this may translate to PAC with outward-facing roles such as:

- Facilitating conversations with other members of PIRT, SPREP, SPC etc to create a stepwise and simple 5-year regional capacity building strategy that features professionalisation, project skills and community support as illustrated in Figures 1 and 2 and is consistent with earlier studies and strategies.
- Facilitating and encouraging applications for sizeable international funding to support coordination and other forms of investments in model projects.
- Continuing to help analyse and report capacity needs (and providers) around defined competences so there is a comprehensive and consistent framework for identifying capacity development needs and priorities within organisations, across programs and regions.
- Interfacing with Australian aid agencies and relevant Australian investors to channel funds into development of the protected area management and conservation profession with model programs in the region with wider role out as agreed. Partner organisations for this may include ACIAR and SPC with deep roots in this arena (see Appendix 2 for summary of key bodies and funding).
- Interfacing with potential impact investment options or sponsorship of programs such as the tourism sector based in Australia.
- Working directly with the big NGOs across the region to drive internal change in professional development and support using a competency-based performance and development system and building on existing internal processes, then using these to create models for uptake by others.
- Helping to design regional strategies that will
 - Motivate protected area and agencies to improve overall performance and to reduce staff turnover by providing incentives for talented and committed people to remain in the organisation.
 - Enable professional mobility, transferability, and regional recognition of skills and courses. Using common standards can make qualifications 'portable' and provide a common language of competence.
 - Improve human resource management so managers can use competences and standards to develop detailed job descriptions, merit-based recruitment, and advancement and to design organisational structures. (see Leverington et al 2010)

Additionally, PAC might usefully exercise the following inward-facing roles:

- Developing core agreements across the PAC alliance of members and providers for the strategic development and standards of provision for a suite of programs.
- Establishing a code of conduct and ethics for members of the alliance including shared values, respect for rights of host communities, cultural knowledge integration.
- Agreeing on a process for accrediting some programs or clusters of training programs and alignment with the competency-based approach established by the IUCN (Appleton 2016).
- Monitoring and reporting impact of training and capacity building programs and cross reference with any regional strategic targets.

Figure 3.

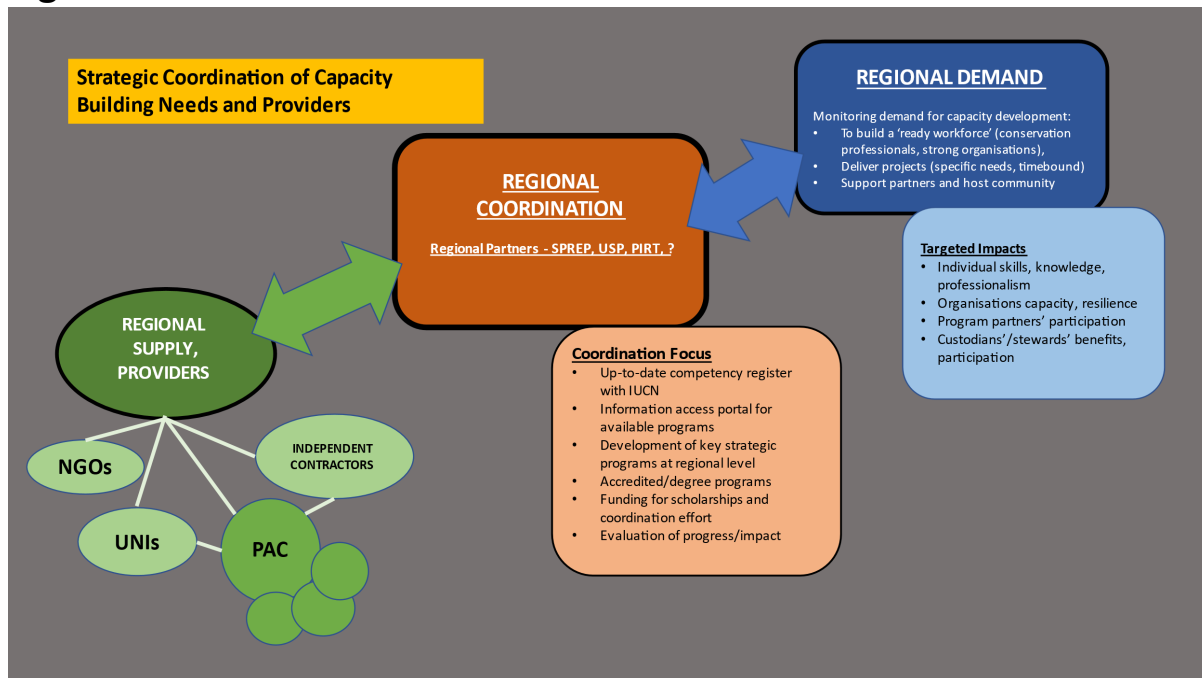
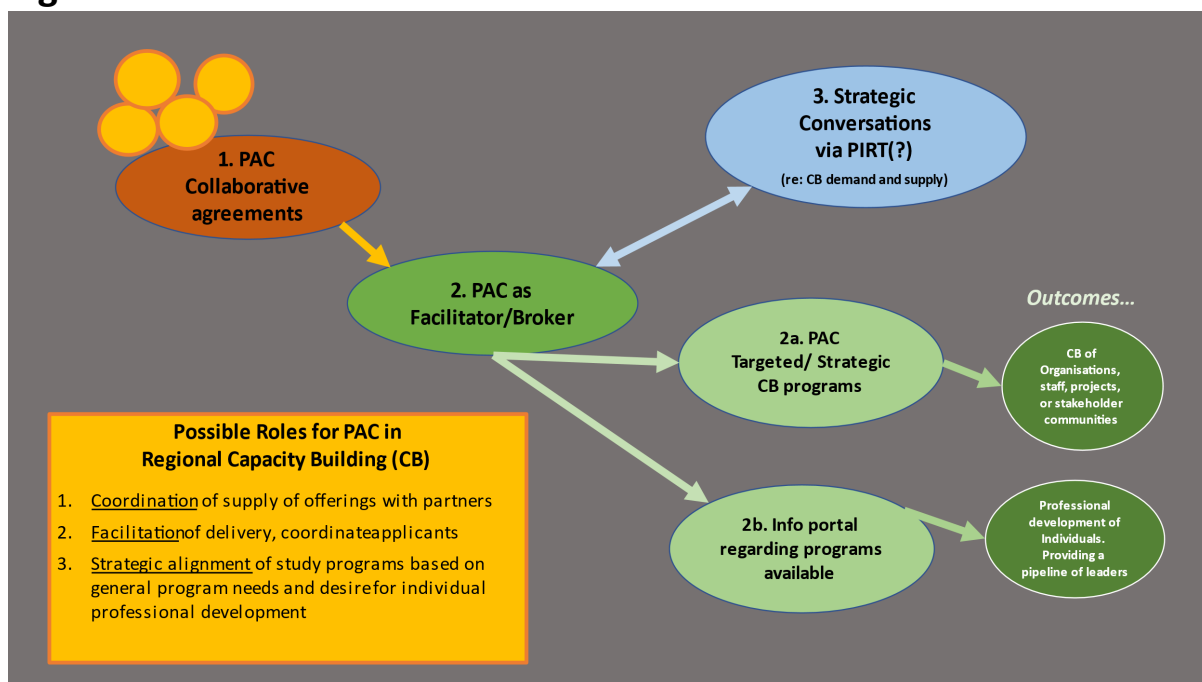


Figure 4.



Training Program for 2021-22

As described earlier, the following short courses currently available through PAC and its partner BMWHI and they are designed and delivered by consulting experts (see also BMWHI and PAC websites):

- Principles and processes for adaptive management and planning ([Conservation Standards](#))
- Collaborative and community-based conservation ([CCSI website](#))
- Collaboration and Collective leadership for Conservation (as an alternative as offered for CEPA in PNG 2020)

Extensions to this suite of short courses may include:

- Practical aspects of protected area management and monitoring
- Sustainable livelihoods and sustainable financing for conservation
- Workshops focussed on problem solving tools to help tackle complex environmental and social challenges
- Mentoring and on-going support programs

We learned that the demand for training in these areas was high but may not be easily converted in paid clientele for several reasons that need to be addressed strategically and through direct assistance. The two courses and the follow-up mentoring programs available are seen as highly relevant and useful to potential clientele across Australia and Asia-Pacific. By May 2021, there were 63 candidates for the short courses but only 7 were able to convert to fully paid applications for the “Collaborative Conservation” online course through BMWHI. This flags the need to strategically address types of support that can be available for individual and organisations interested in the courses.

We also learned that there is a need for course in languages others than English – perhaps French, Tok Pisin or other local languages. This is particularly the case for New Caledonia where conservation and community practitioners do not use English as their primary language and struggle with short courses especially if delivered on-line.

Results of this study reinforce the need to look at training through the lens of both the organisation and the individual, noting differences in the nature of the support needed, duration, motivation, and funding sources. By working with key organisations, the programs can be tailored and delivered in a language and format that suits them with the benefit of potentially offering training-the-trainer programs and engaging locals in facilitation.

For individuals:

- There is little incentive to train where there is little career growth, limited management pathways and little financial support.
- It is difficult for staff at lower ranks to gain access to training, supporting budgets or time away from daily duties for intensive training. Substitute staff would be a luxury few organisations have on hand.
- Generally, middle managers, those on managerial pathways or students will pursue this as individuals and many need scholarships to assist. We noted that many of these may be emerging leaders and advisors in the region and should be encouraged.
- Accreditation or pathways for accreditation are important in some areas both for sense of achievement of individuals and for transferability of skills between organisations.
- Price of programs needs to be low to be fair and accessible, but this requires underwriting the costs of delivery and professional providers as well as tailoring content. Outside funding may be required. It is notable that conservation training generally cost the end-user about 1/10 management training because of this underwriting.
- Current prices are too high without scholarships or underwriting.

- Clients become too shy to apply to training programs that have been advertised and then withdrawn based on thresholds of attendance. This creates negative perceptions about the program and its host organisation and thus, critical investment must be made in new training products.

For organisations:

- Organisational level programs provide cohorts of staff from one organisation or cooperating organisations to seek to share their skills and processes and/or knowledge. This level of coordination takes core investment by the organisation and must be scheduled into workplans. Training providers generally must go through larger UNDP programs (or similar) to work with organisations at this level.
- Reliable scheduling is critical for both individuals and organisations for forward planning and budgeting and unscheduled training with thresholds for attendance create uncertainty for supporting systems and budgets.
- Follow-up support programs and communities of practice needs to be paired with training to increase the appeal of training at both the organisation and individual levels.
- Several survey respondents (especially those with NGO) are both users and providers of training programs and these could be revived given time and support. Pressures of current programs outweigh training in more fundamental areas. A cluster of suitable training could be assembled and marketed in a more coordinated way.

6. FUNDING OPTIONS

Some of the major funding bodies operating in the Pacific are summarised in Appendix 2 and a description is provided of their primary interests in that arena. We did not look at impact investment sector or private philanthropy which is also an important source of funding for discrete projects, model programs and priority communities affected by impending crises.

There is a need to develop a business plan associated with the provision of courses through PAC and this will require that the PAC alliance invests in securing some market research and establishing a development fund of some kind while also demonstrating its value through delivery of a suite of programs that meet a known demand in the region. The two existing short courses meet these criteria.

We suggest that direct discussion be held with Australian aid (DFST) to look at alignment with the new budget strategy for 2021-22. The focus is likely to be on (1) discrete programs that demonstrate an innovative model and local partnerships and can be scaled up if successful (2) multicounty benefits associated with climate change adaptation, resilience, and food security, post-covid recovery.

In Australia, it may also be valuable to discuss with ACIAR how they attract and manage multi-country funding through DFAT and at the potential of joining forces with them and some of the DFAT accredited NGOs such as WWF and TNC to deliver integrated conservation and development training.

Broader capacity building programs and coordination of demand-supply elements of the value-chain may appeal to programs associated with BIOPAMA especially with gender focus – German and Dutch funding applies in this case. The EU will be ramping up its investment over the next few years and is likely to be on protection of deep-sea resources and climate change responses.

UNDP, through GEF6, is keen to ensure that capacity building is imbedded at early stages of its roll-out and not tacked on the end as previously done in some areas. It has clear focal areas established in 2014 including sustainable financing, protected area network support and biodiversity conservation on the ground.

7. RECOMMENDATIONS

1. That PAC considers adopting the strategic framing we have provided at the higher level, particularly the framing of the challenge (problem) at three levels and noting that these are compatible with the suggestions made in earlier studies at both global and regional scale:
 - **Professional development and strengthening of the workforce**, ensuring development of a ready workforce for meeting the growing conservation challenges and serving CBNRM work more widely, based on standardised competencies for practitioners, building support systems, and ensuring appropriate recognition for skills and tacit knowledge.
 - **Project-focussed skills and systems** – ensuring that specific project design and delivery demands are met for time-bound, place-based, technology focussed or intensely collaboratively projects. This may include skills developed through a combination of cultural and scientific knowledge and may lead to new approaches to planning and delivery.
 - **Host community partnership support** – ensuring systems are in place to safeguard rights and interests of key stakeholders and they can maximise participation, knowledge-sharing and reaping of benefits (both immediate and long term). This includes collective planning tools, adaptive management planning, local workforce development, gender-focussed engagement, education, local enterprise development, governance and cultural knowledge integration and intergenerational transfer.
2. That PAC adopts the responses summarised in Figure 2 as a framework for opening discussions with colleagues of PIRT, SPREP and partners within PAC. There is need to:
 - Support host community and stakeholder partnerships.
 - Support internal capacity building of key organisations – improving competencies, systems (including codes of conduct).
 - Contribute to strengthening of external support systems across the region – coordinating and aligning service providers, vocational curriculum development, communities of practice accreditation, and information portals.
 - Provide direct facilitation and direct support of the delivery of programs including on-line learning, recognition of informal skills especially those relevant to the local projects or communities, local knowledge sharing systems, local learning hubs, recruiting locals, exchange programs or scholarships.
 - Attract significant high-level funding as an investment in building momentum with regional organisations – establish model projects for capacity building or key organisations, collaborating communities or groups of organisations and professionalism of the part of the workforce.
 - Form crosslinks with similar programs in other regions of the world and other professions (e.g., ranger professionalisation)
3. That PAC considers two strategic roles - an outward-facing role focussed on building a supply process in support of the regional strategy and an inward-facing role working with and coordinating services available within its alliance/network of providers (see Figures 3 and 4).
4. The outward-facing role might include:
 - Facilitating or encouraging conversations with other members of PIRT, SPREP, SPC etc about capacity building to create a stepwise and simple 5-year regional capacity building strategy that features professionalisation of the workforce, project skills and community support.
 - Regular monitoring of capacity needs and providers using a comprehensive and consistent framework (as presented in this report) for identifying capacity development needs and priorities

within organisations, across programs and regions framework and based on the defined competences of the IUCN global competency register.

- Facilitating international funding for coordination of a response and investment in model projects. This includes working with Australian and international aid agencies to support long-term development of the conservation and CBNRM profession in the region and beyond.
 - Working directly with the big NGOs across the region in fulfilling these outward-facing roles
5. The inward-facing strategies might focus on enabling internal partnerships and alignment of the combined services with regional needs and opportunities:
 - Developing core agreements across the PAC alliance of members and providers for the strategic development and standards of provision for a suite of programs.
 - Establishing a code of conduct across PAC's alliances that addresses values, ethics, respect for rights of host communities, and cultural knowledge integration.
 - Agreeing on a process for accrediting some programs and curricula with providers to address competency-based approaches and aligned with IUCN.
 - Monitoring and reporting impact of training and capacity building programs using an agreed framework and cross-references to regional targets.
 - Developing a delivery schedule for 2021-22 that is reliable and builds confidence and reputation based on existing programs that can be delivered face-to-face in Australia, online in intensive or elongated format to suit remote teams.
 - Providing appropriate level of support and targeted development of training programs. Note that we learned that the demand for training in these areas was high but that conversion to paid clientele was difficult for several reasons including the need for scholarships, co-funding and other direct assistance for individual or targeted organisations.
 6. That PAC considers framing its restructure as a "start-up business"- investing in strategic positioning, internal systems and creating a strong package of training programs that is responsive to regional needs.
 7. That PAC investigates major funding options including International development agencies and a range of impact investors that may be interested in supporting multi-country programs and building regional resilience to recover post-Covid and respond to the challenges of climate change. It should be noted that the absence of income from international travel due to Covid19, has sparked development of a host of innovative programs at the community level that can be supported further. Funding options, and other investors exist and include International development agencies (German, Dutch, Australian and UN) especially working with BIOPAMA. Australian aid (DFAT) may be interested in supporting multi-country capacity building using the model already established by ACIAR and focusing on resilience issues for communities and natural resources. UNDP and in-country funding have long lead times.

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*The Global Conservation Alliance is now called URSA, the Universal Ranger Support Alliance. It includes IUCN, WCPA, IRF, WWF, Global Wildlife Conservation, ZSL, Panthera, Force for Nature, FFI. <https://ursa4rangers.org/>

9. Appendix 1

Graphic summary of the competency system for protected area management and conservation as proposed through IUCN (Appleton 2016)

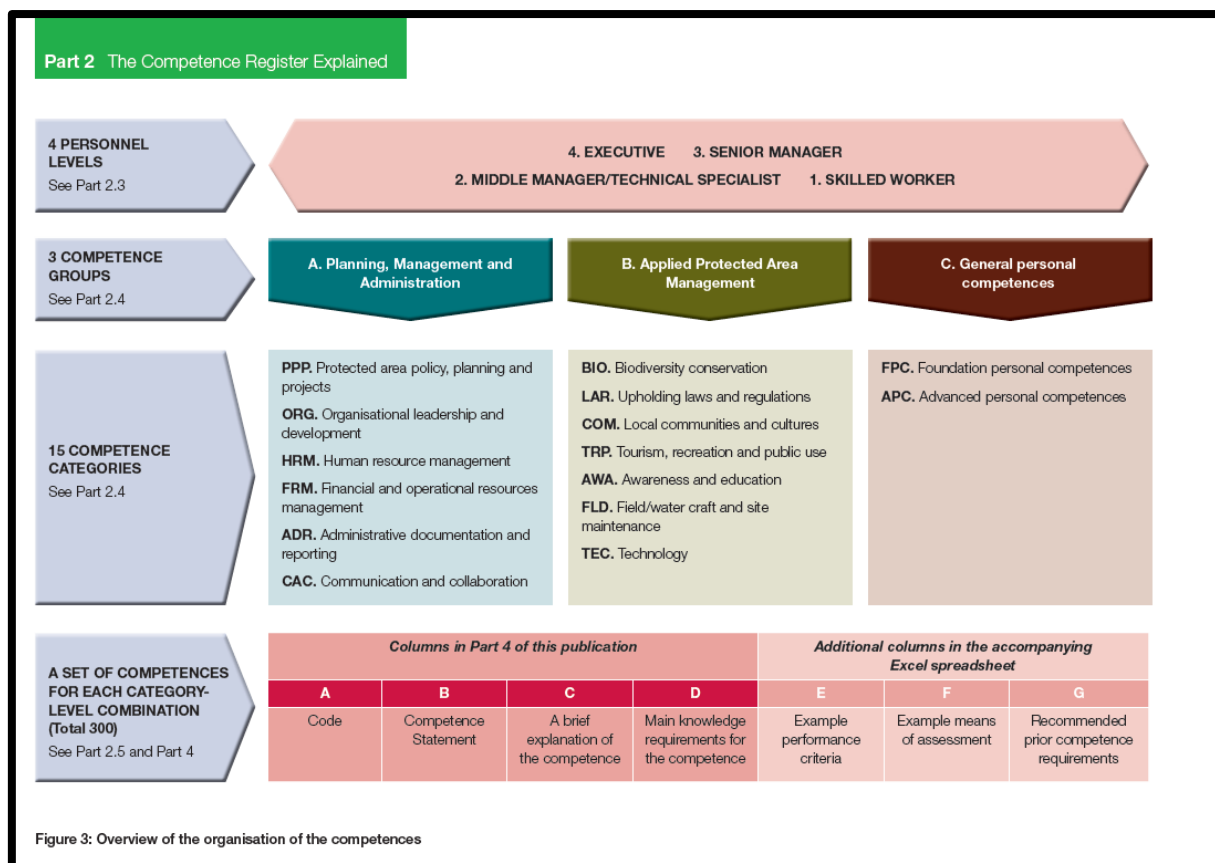
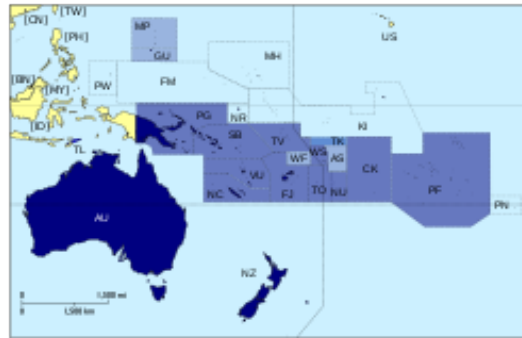


Figure 3: Overview of the organisation of the competences

Appendix 2. A compilation of Key organisations, programmes and funding opportunities in Melanesia and Pacific Region

Topic/Organisation	Description	Comments or key contacts
Regional Organisations		
PIF -Pacific Islands Forum	<p>The Pacific Islands Forum is an intergovernmental organisation which aims to enhance cooperation between Pacific Island nations and represent their interests. The Forum member states are Australia, the Cook Islands, the Federated States of Micronesia, Fiji, Kiribati, the Marshall Islands, Nauru, New Zealand, Niue, Palau, Papua New Guinea, Samoa, the Solomon Islands, Tonga, Tuvalu, and Vanuatu. New Caledonia and French Polynesia have been associate member territories since 2006.</p> <p>The joint initiative includes:</p> <ul style="list-style-type: none"> • The preparation of a Scientific Statement on the threats to the Pacific Ocean, in particular, those that are being accelerated by climate change; • The completion of a Pacific Ocean Report; • The development of a Pacific Ocean 2020 Strategy that is built through ownership and an integrated strategic approach across all stakeholders, and based upon the recommendations of the Pacific Ocean Report and on a review of the Pacific Islands Regional Ocean Policy and Action Plan as well as existing national marine strategies; • The establishment of a Pacific Ocean Trust Fund; • The launch of a biennial Meeting process which will ensure that ongoing attention is given to the Pacific Ocean that is built around ownership and an integrated strategic approach across all stakeholders. 	

**Pacific Islands Forum (PIF)
and Pacific Islands Forum
Secretariat (PIFS)**



- 13 member states. Not to be confused with “Pacific Forum International”
- The **Pacific Islands Forum (PIF)** is an inter-governmental organization that aims to enhance cooperation between countries and territories of the Pacific Ocean, including formation of a trade bloc and regional peacekeeping operations. It was founded in 1971 as the **South Pacific Forum (SPF)**, and changed its name in 1999 to "Pacific Islands Forum", so as to be more inclusive of the Forum's Oceania-spanning membership of both north and south Pacific island countries, including Australia. It is a United Nations General Assembly observer.
- The larger Pacific Community functions mainly to promote international development by providing technical and scientific advice and funding development projects, and does not consider security issues or function as a trade bloc
- The mission of the Pacific Islands Forum is "to work in support of Forum member governments, to enhance the economic and social well-being of the people of the South Pacific by fostering cooperation between governments and between international agencies, and by representing the interests of Forum members in ways agreed by the Forum". Its decisions are implemented by the *Pacific Islands Forum Secretariat* (PIFS), which grew out of the *South Pacific Bureau for Economic Co-operation* (SPEC). As well as its role in harmonising regional positions on various political and policy issues, the Forum Secretariat has technical programmes in economic development, transport and trade. The Pacific Islands Forum Secretary General is the permanent Chairman of the Council of Regional Organisations in the Pacific (CROP).^[4]

Australia and New Zealand are generally larger and wealthier than the other countries that make up the rest of the Forum, with Australia's population being around twice that of the other members combined and its economy is more than five times larger. They are significant aid donors and big markets for exports from the other island countries. Military and police forces as well as civilian personnel of Forum states, chiefly Australia and New Zealand, have recently been part of regional peacekeeping and stabilization operations in other states, notably in Solomon Islands (2003–) and Nauru (2004–2009), under Forum auspices. Such regional efforts are mandated by the Biketawa Declaration. The 50th meeting of the Forum took place in Tuvalu in

	<p>August 2019. In February 2021, <u>Palau</u> announced that it would be leaving the Pacific Island Forum and the <u>Marshall Islands</u>, <u>Kiribati</u>, <u>Nauru</u>, and the <u>Federated States of Micronesia</u> also decided to leave.</p>	
Pacific Community or SPC,	<p>Pacific Community or SPC, which was previously known as the Secretariat of the Pacific Community, is the principal scientific and technical organisation working to support development in the Pacific region and has been doing so since 1947. Owned and governed by its 26 country and territory participants, SPC is an international development organisation. It works in seven key areas pertinent to development in the Pacific region, including climate change, disasters, non-communicable diseases, gender equality, youth employment, food and water security and biosecurity for trade.</p>	
SPREP South Pacific Regional Environment Program	<p>SPREP (the Secretariat) is the region’s key inter-governmental organisation for environment and sustainable development and is one of several inter-governmental agencies comprising the Council of Regional Organisations in the Pacific (CROP).</p> <p>Under the Agreement Establishing SPREP, the purposes of SPREP are to promote cooperation in the South Pacific Region and to aid in order to protect and improve the environment and to ensure sustainable development for present and future generations.</p> <p>SPREP began in the late 1970s as a joint initiative of SPC, SPEC, ESCAP and UNEP - eventually functioning as a component of UNEP's Regional Seas Programme. After the 1982 Conference on the Human Environment in the South Pacific, SPREP left SPC in Noumea in 1992 and relocated to Samoa and became an independent inter-governmental organisation in 1993. SPREP functions as the Secretariat of 3 regional conventions: the Noumea Convention, the Waigani Convention and the Apia Convention.</p> <p>SPREP's vision is: The Pacific environment - sustaining our livelihoods and natural heritage in harmony with our cultures. SPREP’s Strategic Priorities Areas through to 2026 include Climate Change Resilience, Environmental Governance, Island And Ocean Ecosystem Services, Waste Management And Pollution Control, Organisational Goals</p> <p>.</p> <p><u>Relationship between SPC and SPREP</u></p> <p>“SPC and SPREP are both knowledge organisations, who collect and store a lot of data. SPC has a long history of data collection and they have recently established a partnership aimed at improving management and sharing of online data that ultimately improves environmental monitoring and governance. The two main tools are the Pacific Environment Portal (PEP) and the Pacific Data Hub (PDH). Both promote the use of open data, to ensure that public data is available, accessible and reusable. The partnership maximises the limited resources, by building complementary systems and avoiding duplicate investments. It also allows the two</p>	

	<p>organisations to leverage each other’s lessons and investments for the greater good of the Pacific. It is supported from the Global Environment Fund and UN Environment under the Inform Project.</p> <p>This partnership may be a useful model for collaboration across capacity building needs and the provision of appropriate programs focused on protected areas, and integrated approaches to conservation. It will assist with developing a strong conservation-able workforce, strengthening communities to partner effectively while reaping the benefits of new programs.</p>	
<p>10th Pacific Islands Conference on Nature Conservation and Protected Areas (November 2020)</p>	<p>The Regional Framework for Nature Conservation and Protected Areas in the Pacific Islands Region is a key regional strategy document for environmental conservation in the Pacific. Its purpose is to guide broad strategic guidance for nature conservation planning, prioritisation, and implementation in our region. It reflects the urgent need for coordinated actions across the Pacific region to address both contemporary environmental crises, and emerging threats to Pacific environments, communities, and economies.</p> <p>The Framework identifies multiple stakeholders in its implementation, governance arrangements, monitoring and reporting of regional progress, alignment with multilateral instruments and agreements, and key global environment and development frameworks.</p> <p>The implementation of the Framework is primarily the responsibility of Pacific Island countries and territories, supported by the member organisations of the Pacific Islands Roundtable for Nature.</p> <p><u>Strategic Objectives for Pacific Conservation 2021-2025:</u></p> <ol style="list-style-type: none"> 1. Empower our people to act for nature conservation, based on understanding of its importance for our cultures, economies, and communities. 2. Integrate environmental and cultural considerations into the goals, processes, and trajectories of economic development in the Pacific. 3. Identify, conserve, sustainably manage and restore ecosystems, habitats, and priority natural and cultural sites. 4. Protect and recover threatened species and preserve genetic diversity, focusing on those of particular ecological, cultural and economic significance. 5. Manage and reduce threats to Pacific environments and drivers of biodiversity loss. 6. Grow Pacific capacity and partnerships to effectively monitor, govern and finance nature conservation action. 	
<p>ACIAR and DFAT</p>	<p>ACIAR and DFAT work in partnership with SPC is a key to support strong benefits from the region’s fisheries, agriculture, forestry and biosecurity sectors. The four-year (2018–21) strategic partnership arrangement</p>	

	<p>between ACIAR and SPC supports core scientific, technical and management capacities, and activities in agriculture and fisheries that add value to the development activities of Pacific Island countries and territories in these areas. ACIAR works directly with the two divisions of SPC—Land Resources Division and Fisheries, Aquaculture and Marine Ecosystems.</p>	
<p><u>Global Organisations/Programmes</u></p>		
<p>UNDP GEF-6 Programmes (Large and small grants programmes available provided to host governments with key capacity building goals)</p>	<p>GEF-6 PROGRAMMING DIRECTIONS (Extract from GEF Assembly Document GEF/A.5/07/Rev.01, May 22, 2014) Goals:</p> <ul style="list-style-type: none"> • Improve sustainability of protected area systems • Reduce threats to globally significant biodiversity (“nature’s last stand”, invasive species...) • Sustainably use biodiversity • Mainstream biodiversity conservation and sustainable use into production landscapes/seascapes and sectors <p>The GEF-6 biodiversity strategy is composed of ten programs that directly contribute to implementing the Strategic Plan and achieving the Aichi Targets through a continuum of measures that address the most critical drivers of biodiversity loss across entire landscapes and seascapes.</p> <p>The programs include direct conservation/protection, threat-reduction, sustainable use, and biodiversity mainstreaming approaches. Each program provides a response to threats and opportunities that are spatially and thematically targeted, i.e., providing a focused and calibrated response in a specific ecosystem or location in a landscape or seascape. In addition, for the first time, the strategy addresses the most critical underlying driver of biodiversity loss; the failure to account for and price the full economic value of ecosystems and biodiversity.</p> <p>In addition to the ten programs presented in the strategy, GEF will also provide support through the focal area set aside to countries to produce their 6th National Report to the CBD as well as national reporting obligations under the Cartagena Protocol and Nagoya Protocol that will be identified during upcoming COP-MOPs and that will come due during the GEF-6 period. The overwhelming majority of GEF-eligible countries (95%) have received support during GEF5 to revise their NBSAP to be aligned with the Strategic Plan and the Aichi Targets.</p> <p>Under the first goal GEF 6 supports establishment and management of protected area systems and associated buffer zones and biological corridors. GEF will continue to promote the participation and capacity building of indigenous peoples and local communities, especially women, in the design, implementation, and</p>	

	<p>management of protected area projects through established frameworks such as indigenous and community conserved areas. GEF will also promote protected area co-management between government and indigenous peoples and local communities where such management models are appropriate. Developing climate-resilient protected area systems remains a challenge because the scientific understanding and technical basis for informed decision-making on adaptation or resiliency measures are in their nascent stages; despite this significant challenge, GEF will initiate support for the development and integration of adaptation and resilience management measures as part of protected area management projects; the first generation of projects of this type were seen in GEF-5.</p> <p>A key programme is “Improving Financial Sustainability and Effective Management of the National Ecological Infrastructure”. The GEF-6 strategy prioritizes the development and implementation of comprehensive, system-level financing solutions. GEF-supported interventions will use tools and revenue mechanisms that are responsive to specific country situations (e.g., conservation trust funds, systems of payments for environmental services, debt-for-nature swaps, economic valuation of protected area goods and services, access and benefit sharing agreements, etc.) and draw on accepted practices developed by GEF and others. GEF will also encourage national policy reform and incentives to engage the private sector (concessions, private reserves, etc.) and other stakeholders to improve protected area financial sustainability and management.</p> <p>Cross-Cutting Capacity Development (CCCD) in the GEF context traditionally refers to the targeted support provided to countries to strengthen their capacities to meet their commitments under the Rio Conventions and other Multilateral Environment Agreements. This type of capacity development is focusing on addressing systemic crosscutting national environmental management issues in GEF recipient countries, and it’s complementary to capacity development under individual Focal Area projects. The GEF funded National Capacity Self Assessments (NCSA) projects in 153 countries most of which have been completed. A synthesis of the results and lessons learned of the NCSAs conducted in 2010 indicated that the top five capacity development needs were: public awareness and education; information management and sharing; policy, legislative, and regulatory framework; organizational mandates and structures; and economic and financial sustainability.</p>	
<p>BIOPAMA</p>	<p>The BIOPAMA Programme (www.biopama.org) is aimed at improving the long-term conservation of biodiversity in Africa, the Caribbean, and Pacific (ACP countries) by promoting the use of the best available science and knowledge and building capacity to strengthen policy and decision-making on biodiversity conservation and protected areas management (terrestrial and marine).</p> <p>The Protected Areas component of BIOPAMA is implemented jointly by IUCN (International Union for Conservation of Nature) and EC-JRC (European Commission Joint Research Centre) and is an initiative of the</p>	

	<p>ACP Group of States funded by the European Union under the 10th European Development Fund. BIOPAMA is also able to engage with overseas territories in the Pacific (non-ACP countries) in the interests of supporting a holistic approach to regional initiatives.</p> <p>A recent initiative focussing on strengthening partnerships for the environment to help Pacific island countries better manage their natural resources. This is the goal of a close collaboration between two projects implemented by the Secretariat of the Pacific Regional Environment Programme (SPREP), one of them in partnership with IUCN - the regional Inform data management project and BIOPAMA, the Biodiversity and Protected Areas Management Programme. The goal of the partnership is to help Pacific island countries better report on, and understand the status of protected areas, conservation and the environment in their respective jurisdictions.</p>	
<p>IUCN- WCPA</p>	<p>STRATEGIC FRAMEWORK FOR CAPACITY DEVELOPMENT IN PROTECTED AREAS AND OTHER CONSERVED TERRITORIES 2015-2025 (SFCD)</p> <p>The SFCD grew from consultations 2013-2015, including the World Parks Congress in Sydney Australia in 2014.</p> <p>The SFCD is intended to complement, guide, and extend the recommendations on capacity development included in the Promise of Sydney that resulted from the Congress. It briefly describes the current situation concerning protected area capacity development, identifies major capacity development issues that need to be addressed over the next decade, and recommends pathways, goals, and objectives for future action.</p> <p>The SFCD vision for capacity development in protected areas as follows. Protected and conserved areas across the world are effectively, efficiently, and equitably managed and governed using state of the art skills, knowledge, and best practices stemming from a diversity of traditions and cultures.</p> <p>The overall aim of the SFCD is that: Individuals, organisations, and wider society have the capacities that will enable and support the transformational change required to mainstream protected areas into broader societal goals, firmly positioning them as essential tools for achieving conservation and development objectives.</p> <p>The ten-year objective of the SFCD is that: Long-term and sustainable protected area capacity development opportunities, programmes, and products provide a foundation that will assist more effective, efficient, just, and equitable management of all types of protected areas, enhancing the ability of countries to meet their commitments under the Convention on Biological Diversity’s Programme of Work for Protected Areas (POWPA) and the Aichi Targets.</p>	

	<p>The SFCD defines three related, priority focal groups for capacity development for the coming decade:</p> <ul style="list-style-type: none"> • Protected area institutions and personnel. This group could be characterised as those who have formal and legal responsibilities for managing protected areas. It comprises mainly (but not exclusively) official government bodies and their employees. • Landscape and seascape stewards. These include a wide range of non-governmental actors engaged in managing protected areas, but which are unlikely to have been constituted for the purpose of managing protected areas. Strategic Framework for Capacity Development in Protected Areas and Other Conserved Territories- July 2015 2 • Influencers. These are all of the entities or groups whose policies, decisions, attitudes, political will, championing, and activities influence capacity development and the management of protected areas. <p>Four main global programmes of activity are to be achieved by 2025.</p> <ol style="list-style-type: none"> 1. Professionalization Goal: Protected area management is widely recognised as a distinct, multidisciplinary profession with its own specialist occupations, competences and standards. 2. Indigenous peoples and local communities Goal: Capacity development initiatives include and address the specific needs of indigenous, traditional, and local community protected area stewards. 3. Enabling protected area capacity development Goal: Resources and support are available to implement the strategic pathways for capacity development. 4. Evaluation of capacity development Goal: The capacity development community has access to and uses an evidence-based directory of processes, criteria, and indicators for comprehensively measuring and assessing the effectiveness and impact of capacity development. The document concludes with a series of recommended key steps for implementation of the strategic framework for capacity development. 	
<p>IUCN Pacific Ocean 2020 Challenge Rescuing an Ocean in Crisis</p>	<p>The Pacific Ocean 2020 Challenge seeks to focus global attention, build new partnerships and generate the necessary commitments to address threats to the world’s largest natural resource – The Pacific Ocean - by 2020. The Pacific Ocean:</p> <ul style="list-style-type: none"> • is the largest single geographic feature on Planet Earth; it represents about half the global ocean space and covers approximately one third of the earth’s surface. • hosts a complex of ecosystems which give rise to a wealth of resources available for local and global consumption and which must be sustainably managed. • is the engine room of the world’s climate, providing the largest interface between the ocean surface layers, that stores a large proportion of the incoming solar energy, and the atmosphere? • is “friend and foe” to millions who live in and around it. It feeds them and is the source of many natural disasters. It influences the lives of hundreds of millions around the globe through global impacts of events. • the Pacific islands support more rare, endangered, and threatened species than anywhere else on earth. <p>The Pacific Ocean 2020 Challenge is the response required to the call to “Rescue an Ocean in Crisis”.</p>	

	<p>The Vision: A Pacific Ocean that is healthy and bountiful, sustaining the livelihoods and cultures of the Pacific peoples and contributing significantly to the health and economic vitality of the world.</p> <p>The Challenge: The Pacific Ocean hosts a significant proportion of the world’s marine and terrestrial biodiversity. Up to 50 percent of the region’s total biodiversity is now at risk and the threats continue to grow with climate change and over-harvesting of resources, including the now accessible deep seabeds. Rapidly declining tuna fish stocks and increasing pressure on coastal and marine habitats are depleting the ocean, impacting on Pacific island countries’ economies, the livelihoods of people in the Pacific region, and food security across the globe. Climate change is threatening to exacerbate these threats, increasing the vulnerability of small islands and their ecosystems. Coral bleaching alone will reduce GDP by 40- 50% by 2020. The Pacific Islands Forum (PIF) members, especially the island members, have stewardship over a vast part of the Pacific Ocean. A Pacific Regional Ocean Policy (2002) and an accompanying Action Plan (2004). Activities have been divided into multiple international and regional fora that have split the ocean geographically or by thematic issues. National level responsibility has been split across several agencies.</p>	
IUCN Green List	<p>The International Union for the Conservation of Nature (IUCN) Green List of Protected and Conserved Areas is a Sustainability Standard verification scheme and recognition programme. Established in 2012 and piloted in 2014 the IUCN Green List encourages protected and conserved areas to measure, improve and maintain their performance, using globally consistent criteria outlined in the IUCN Green List Standard. These criteria are grouped into three core components; Good Governance, Sound Design and Planning and Effective Management, which together support the fourth component of Successful Conservation Outcomes. It is this unique structure that distinguishes the IUCN Green List from other Standards. Currently, 25 provisional sites are on the IUCN Green List with full implementation of the programme underway across the globe. Between 2017 and 2019, the IUCN European Regional office carried out a feasibility study on the application of the IUCN Green List Sustainability Standard to Natura 2000 sites, to help to increase the overall performance of the network, through an international, credible, robust, and reputable system.</p> <p>The IUCN Green List Sustainability Standard documents include</p> <ul style="list-style-type: none"> • IUCN Green List • The Green List Standard • The Standard implementation and User Manual 	
Regional Funding Opportunities		

<p>Australia’s Pacific regional development program</p>	<p>The Pacific Regional Program is a discrete appropriation that complements Pacific Bilateral programs. A portion of this funding is directly attributable to specific Pacific countries and this is included in their Total Australian ODA.</p> <p>Total Australian ODA figures represent funding to the Pacific region that is not attributable to a specific country. It includes funding from the Pacific Regional Program, several other regional and global programs and other Australian government departments.</p> <ul style="list-style-type: none"> • 2020-21 bilateral allocation [budget estimate] \$274.7 million • 2020-21 total Australian ODA [budget estimate] \$384.5 million • 2019-20 total Australian ODA [budget actual] \$167.8 million <p>COVID-19 has underscored the importance of regionalism – addressing common challenges together, harnessing shared strengths and delivering practical benefits to all Pacific people. The Pacific’s long established regional organisations, the Pacific Islands Forum, the Pacific Community (SPC) and the Council of Regional Organisations of the Pacific (CROP) agencies have responded quickly to COVID-19. Forum members have established the Pacific Humanitarian Pathway for COVID-19 – the only regional initiative of its kind in the world and a powerful demonstration of the Forum’s capacity to respond to this crisis.</p> <p>Australia's response to COVID-19 in the Pacific builds on our Pacific Step-up, which is one of Australia's highest foreign policy priorities - helping to grow economies, build resilience, and enhance regional stability. The Pacific Regional Program gives effect to many of the Step-Up initiatives and activities.</p> <p>Our Pacific Regional Program addresses the health, economic and social challenges presented by COVID-19 through regional and coordinated solutions. Working with regional organisations and a range of other partners, our Pacific Regional Program is aligned to the Partnerships for Recovery: Australia’s COVID-19 Development Response, with details outlined in a Pacific Regional COVID-19 Development Response Plan. The Pacific Regional Program complements our global and bilateral investments in Pacific countries.</p> <p>Pillar 1 – health security (health assistance, security, water, sanitation and hygiene initiatives)</p> <p>Pillar 2 – stability (<i>Kainaki II Declaration for Urgent Climate Change Action Now</i>, Pacific’s climate change and disaster resilience, integrating resilience into COVID-19 responses, gender equality and social inclusion)</p> <p>Pillar 3 – economic recovery</p> <ul style="list-style-type: none"> • COVID-19 response is delivering critically needed infrastructure development and stimulating jobs, 	
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	<p>trade and private sector growth for economic recovery.</p> <ul style="list-style-type: none"> • The Australian Infrastructure Financing Facility for the Pacific (AIFFP) is progressing projects to increase energy affordability and reliability to increase the operating capacity of businesses, households, schools and hospitals. Long-term support for the Forum Fisheries Agency (tuna fisheries). • foster connectivity by supporting the movement of critical supplies and people, especially through the Forum’s Pacific Humanitarian Pathway for COVID-19. • Inclusive skills development across the region through the Australian Pacific Training Coalition (APTC), adapting training to reflect the new needs of Pacific employers and those industries hardest hit by COVID-19. Maximise opportunities created by labour mobility, enhance digital and remote learning in the region through partnership with University of South Pacific. • The Pacific Regional Program will be complemented by a \$304.7million COVID-19 Response Package for the Pacific and Timor-Leste -mitigate fiscal crisis, maintain critical social services, protect the vulnerable, support recovery. • Australia will continue to work with Pacific island governments, the World Bank, ADB and the United Nations to access finance, policy and technical assistance and improve crisis response and multilateral system reform to build back better. 	
<p>Pacific Agribusiness Research for Development Initiative (PARDI) in the South Pacific</p>	<p>The Australian Government supports the ongoing development of agricultural industries in the South Pacific region through many programs, including the Pacific Agribusiness Research for Development Initiative (PARDI). PARDI aimed to provide sustainable livelihood improvements to communities in the South Pacific region. Working in the forestry, fisheries and crop-based sectors, scientists undertook supply-chain and market-driven research to identify constraints that impede local economic development. The research aimed to achieve tangible solutions, such as new skills for locals, new technologies and product options. A significant capacity building program was part of the initiative, to achieve enduring impact.</p> <p>Capacity building success stories.</p> <ul style="list-style-type: none"> • 25 students - higher degree research projects in support of PARDI projects - (masters or PhD programs at the University of the South Pacific). • 62 technical workshops in Fiji, Kiribati, Samoa, Solomon Islands, Tonga, Vanuatu. • 40 private sector and Pacific government staff - intensive capacity building in agribusiness or technical skill development through project participation. • PARDI = ACIAR-funded project (2010–2015, University of Queensland). 	
<p>Asia Development Bank (ADB) – Environment</p>	<p>Environmental sustainability is a prerequisite for economic growth and poverty reduction in Asia and the Pacific. Environmentally sustainable growth is a key strategic development agenda in ADB, and environment is a core area for support.</p>	

<p>With German support</p>	<p>Climate change is considered the greatest environmental, social, and economic challenge facing the Pacific countries today. ADB, through its Climate Change Implementation Plan for the Pacific, is committed to providing its Pacific DMCs a broad spectrum of technical and financial support, along with capacity development, for implementing national measures that will ensure continued economic growth in the face of climate change. ADB is also developing new assistance modalities to integrate the policy and investment components needed to build greater resilience in the region. The following flyers summarize ADB's climate change adaptation guidelines for its developing member countries in the areas of urban development, finance, energy, economic policy, disaster risk management, environment and natural resources, and transportation and infrastructure.</p> <p>ADB Asia-Pacific Climate Finance Fund (APCF) – a multi-donor trust fund established 2017. The objective to support the development and implementation of financial risk management products that can help unlock capital for climate investments and improve resilience to the impact of climate change. The Government of Germany is the first contributor to the fund.</p> <p>ADB APCF Fund priorities – to support the development and implementation of financial risk management products as part of existing and future climate-related projects that would benefit from the provision of such products. Emphasis on financial risk management products that have been proven elsewhere but are not yet widely commercially available in ADB's developing member countries (DMCs).</p>	
<p>United Nations Pacific Strategy (UNPS) 2018-2022</p>	<p>This is a five-year strategic framework that outlines the collective response of the UN system to the development priorities in 14 Pacific Island Countries and Territories (PICTs), namely Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Republic of Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu. The UNPS supports the 14 governments and peoples in the Pacific to advance a localized response to the global 2030 Agenda for Sustainable Development. This response is tailored to each country's national priorities and responds to the Pacific Leaders' call to the United Nations system to "align its work programmes and operations to support internationally agreed outcomes, including the Small Islands Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway, the Addis Ababa Action Agenda and the 2030 Agenda for Sustainable Development, in the Pacific region" (2015 GA res. 69/318).</p> <p>Capacity development in regular SGP projects - Capacity development and learning underpin all SGP activities. An integral understanding of how local communities manage change combined with innovative approaches to capacity development — at all levels and among a broad spectrum of grantees and partner</p>	

	<p>organizations — have proven critical to achieve environment and sustainability goals. Almost all SGP-supported projects include capacity-building, communications and experience-sharing elements.</p> <p>Capacity development as standalone projects. <i>During OP5 SGP will start grant-making in Capacity Development as a multifocal area. These grants consist of standalone projects that are strategic and support the work of the other areas of work at the portfolio level. Grants should meet the objectives of the Country Programme Strategy, contribute to the GEF Capacity Development Framework, not exceed 10% of total country program grant allocation.</i></p> <p>The National Steering Committee will oversee applications to:</p> <ul style="list-style-type: none"> • Enhance the capacities of stakeholders to engage throughout • Generate, access and use information and knowledge • Strengthen capacities to develop policy and legislative frameworks • Strengthen capacities to implement/manage global convention guidelines • Enhance capacities to monitor, evaluate environmental impacts, trends 	
<p>Australia-Germany joint research cooperation scheme</p>	<p>The Australia–Germany Joint Research Cooperation Scheme is an <u>initiative</u> of the Universities Australia and the German Academic Exchange Service (DAAD)—Germany’s national agency for the support of international academic cooperation.</p> <p>It fosters research collaboration of the highest quality and supports exchanges of researchers from member universities to spend time at partner institutions in Germany, and for collaborating German researchers to spend time at Australian universities.</p> <p>Researchers must be working on a joint research project with their German counterparts, rather than furthering their individual research in Germany. The inclusion of early career researchers (ECRs) is a significant focus of this scheme</p>	
<p>German +EU funding <i>Political commentary by Brendan Nicholson is executive editor of The Strategist. 2020</i></p>	<p>As the political and economic centre of the world shifts from the Atlantic to the Indo-Pacific, and geostrategic competition increases, Germany, the EU and NATO want closer defence cooperation with nations such as Australia...</p> <p>It is clear that Germany and the European Union were intent on stepping up their game in the region ...an ambitious plan for increased engagement across the economy, security, the climate, the stability of the rules-based international order, digital connectivity, and people-to-people links.</p>	

	<p>The thrust of the German guidelines was that the Indo-Pacific’s overall structure was in flux in the face of significant shifts in the balance of power and growing differences. That was in accord with Australia’s strategic update’s view that: ‘The rules, norms, and institutions that help maintain peace and security and guide global cooperation are under strain.’</p> <p>Nations right across the Indo-Pacific are modernising their militaries and adopting disruptive technologies. In the 2030s, half of the world’s submarines and half of the world’s most advanced combat aircraft will be operating in the Indo-Pacific and coercive tactics, including cyberattacks, foreign interference, and also economic pressure are being increasingly employed.’</p> <p>Australia points out that human rights and democratic standards must be protected, and open societies maintained. Sea routes must remain open, and trade must be based on fair rules. Intellectual property must be protected.</p> <p>Like Germany, Australia is interested in security, stability, and prosperity in the Indo-Pacific region. With China and Japan and the United States, these are the three largest world economies, and they are all Pacific neighbours. Southeast Asia is turning into a motor for global economic development.’</p> <p>At the same time, Australia points out that the Indo-Pacific was becoming an arena of global power competition. ‘We can see the increasing rivalry between the United States and China.’ Germany had strong economic relations with China, but also a strong value-based partnership with the US. This was a challenge for Germany as it was likely to be for Australia, she said.</p> <p>...there were many points of commonality about risks and necessary responses, and many opportunities for cooperation. ‘From an Australian perspective, increased German and EU engagement in the Indo-Pacific is an unalloyed good.’</p>	
<p>German Investment</p>	<p>Germany has been supporting Pacific island countries through development cooperation for nearly forty years. Increasingly, German Development Cooperation (GDC) is taking systematic account of climate change-related effects as well as countermeasures. The Coping with Climate Change in the Pacific Island Region (CCCPiR) programme aims to advance adaptation to climate change in various sectors in 15 countries.</p> <p>The GIZ global programme on Risk Assessment and Management for Adaptation to Climate Change (Loss and Damage) addresses impacts of both the increase in crises events and slow-onset climate change. The German Federal Ministry for Economic Cooperation and Development (BMZ) commissioned the global programme Risk Assessment and Management for Adaptation to Climate Change (Loss and Damage).</p>	

	<p>The programme focuses on:</p> <ul style="list-style-type: none"> • creating tried-and-tested guidelines on climate risk assessment and comprehensive climate risk management – e.g. conduction of climate risk assessments in partner countries • enriching knowledge on climate risk and loss and damage in key sectors and on key topics – e.g. risk transfer including climate risk insurance, migration, non-economic loss and damage, resilient recovery (UNISDR Sendai Framework), private sector (SME), fisheries and coastal management • enhancing capacities in partner countries as well as initiating and facilitating dialogue among stakeholders of different sectors and levels (local, sub-national, national and international) – e.g. training course on comprehensive climate risk management, events, publications • supporting BMZ in the international climate policy debate under the UNFCCC – e.g. strengthening the German contribution to the Warsaw International Mechanism for Loss and Damage (WIM) 	
<p>Dutch IFAD invest to avert food crises post covid</p> <p>-</p>	<p>IFAD invests in rural people, empowering them to reduce poverty, increase food security, improve nutrition and strengthen resilience. Since 1978, we have provided US\$22.4 billion in grants and low-interest loans to projects that have reached an estimated 512 million people. IFAD is an international financial institution and a United Nations specialized agency based in Rome – the United Nations food and agriculture hub.</p> <p>The COVID -19 pandemic has exposed and accelerated the breakdown of social institutions. It has disproportionately impacted women, girls and trans people, combined with the shrinking of civic space and rise of regressive governmental and societal forces, has further pushed back progress on gender equality. The role of women’s funds has become even more critical in these times. By placing the resources in the hands of feminist leaders from across the Global South, LFS 2.0 contributes to creating an enabling environment that centres ethical leadership, justice, and equality for all.</p>	
<p>Dutch funding – “Leading from the South” Foundation</p>	<p>The Netherlands has launched a fund called ‘Leading from the South’ (LFS) to help boost women’s organisations in southern countries. LFS will help achieve two Dutch policy priorities: promoting women’s rights and gender equality and strengthening civil society. In the South, women’s organisations and networks play a crucial role in influencing the policies of governments, leaders, communities and other actors to achieve Global Goal no. 5: gender equality and empowerment of all women and girls.</p> <p>LFS promotes cross-border cooperation and connects grassroots organisations with national, regional and global networks and movements. The vision is of LFS is “A Global South where all women and girls live with the full, equal enjoyment and realisation of their human rights.</p> <ul style="list-style-type: none"> • provides funding in the form of innovative and flexible grants to women’s organisations and change agents in the Global South. 	

	<ul style="list-style-type: none"> • invests in capacity building through technical and financial resourcing to strengthen capacities of change agents. • promotes advocacy by supporting women’s movements and networks in the Global South. • helps build partnerships across strategic regional and global alliances, and provide critical spaces for South-South learning, and advancing the human rights of women and girls <p>Leading from the South (LFS) is now a feminist philanthropic fund and alliance conceptualised and managed by four leading women’s funds: African Women’s Development Fund (AWDF), Fondo de Mujeres del Sur (FMS), International Indigenous Women’s Forum (FIMI) / AYNI Fund (AYNI), and Women’s Fund Asia (WFA). It is financed through a €40 million (~US\$46 million) fund from the Dutch Ministry of Foreign Affairs over four years.</p>	
USAID	<p>USAID provides significant investment to a number of countries in the region and routinely integrates training into grants.</p> <p>USAID has been integrating elements of Adaptive Management into its Biodiversity program for several years and particularly in PNG has been working with Foundations of Success as external trainers to provide supported training from grant inception through to evaluation. Currently this support and training is only made available to successful funding applicants. There may be ongoing potential to explore opportunities to replicate or extend this approach.</p>	
Women’s Funds and the Channel Foundation	<p>There are currently 37 women’s funds worldwide working under the umbrella of Prospera, the International Network of Women’s Funds, to support grassroots-led efforts towards sustainable and inclusive social change in over 170 countries.</p> <p>A total of 26 of the funds are based in the Global South, including the four LFS member funds. Women’s funds in Africa, Asia and the Pacific, the Middle East, and Latin America and the Caribbean play a crucial role in ensuring availability, diversification, and sustainability of funding for interventions committed to advancing the rights of women and girls. Women’s funds in the Global South also serve as important allies and advocates for local change agents and grassroots organisations working under oppressive systems and environments to advance human rights and social justice. Together, they strive against marginalisation, violence, and discrimination against women and girls in attaining and enjoying their civil, economic, cultural, social, and political human rights</p>	
Major NGOs potential sponsors, suppliers, brokers and users of training opportunities		
TNC	TNC works in the Republic of Palau, Federated States of Micronesia, Guam, the Northern Mariana Islands, the	Robyn James

<p>The Nature Conservancy</p>	<p>Marshall Islands, Papua New Guinea, and the Solomon Islands. Pacific Island nations are facing threats and challenges to their seas and lands, cultural heritage, and livelihoods from development, climate change, and increased global demand for resources. Key emphasis is community based natural resource management, measurement of progress, integration of science in decision making and adaptive management tools. Key projects include women as guardians of the mangroves and community-based conservation practices with collective planning.</p>	<p>William McGoldrick Richard Hamilton Trina Leberer Johnathan Peacey</p>
<p>WWF Worldwide Fund for Nature</p>	<p>WWF has been present in the South Pacific since 1995 working to protect the region’s exceptionally rich marine biodiversity, which is threatened by human activity. Work is conducted in the Solomon Islands, Papua New Guinea and Fiji. We have offices in Madang, Papua New Guinea, Ghizo in the Solomon Islands and Suva in Fiji. The goal is to ensure that the richness and resilience of our Pacific island ecosystems are managed and conserved in harmony with the aspirations and sustainable development needs of our people.</p> <p>WWF is fully accredited through DFAT and secures major grants for integrated conservation and development in the regions. /a major focus in on capacity development of communities. Current programs also focus on a structured approach to professionalisation of the regional conservation workforce that will create a pathway for locals in respected profession.</p> <p>The Pacific Islands are a priority for WWF because they are one of the world’s most pristine natural environments, home to six of the seven species of marine turtle, whales, sharks and a magnificent array of reef fish species, including the endangered humphead wrasse. Many of these species are dependent on the Great Sea Reef, which sits off the coast of Vanua Levu in Fiji.</p> <p>WWF Pacific’s long-term goal is for there to be supportive legislation and policies that protect the customary cultural and heritage rights of Pacific islands people, ensure the environment is managed in a sustainable manner, and promote the socio-economic development of the South Pacific’s island communities.</p>	<p>Mark Drew Darren Grover Shannon Seeto Kafuri Yaro Jim Higgs Rebecca Samuel Francis Areki</p>
<p>WCS Wildlife Conservation Society</p>	<p>WCS supports PIRT and SPREP. Melanesia's programs integrate community engagement, science-based conservation, outreach and link successful local conservation initiatives to regional and national policies. We take a “boots on the ground” approach, spending time living and working with local communities to collaboratively solve the pressing conservation challenges of habitat loss and degradation, overexploitation and climate-change adaptation through innovative applications of community-based resource management (CBRM).</p> <p>Three outstanding examples of various CBRM approaches applied across Melanesia include:</p> <ul style="list-style-type: none"> • Ridge-to-reef management: In Fiji and Solomon Islands, WCS works with local communities to collectively 	<p>Stacy Jupiter Director Melanesia Program Alec Hughes Program Manager, Melanesia W/Prov Tingo Leve Marine Technical Officer Lucian Muala Community Engagement</p>

	<p>manage at the scale of ecosystems processes that provide important services, such as clean water, food security, and human health.</p> <ul style="list-style-type: none"> • Locally managed marine areas: Across all our Melanesian programs, WCS assists local communities in choosing management strategies to implement in their LMMAs to best achieve their local objectives (focused on sustainable fisheries, livelihoods and maintenance of cultural practice). • Conservation agreements: In PNG and Fiji, WCS has brokered formal agreements with communities to facilitate CBRM for forests and reefs through incentives such as community development projects and access fees <p>See ...</p> <ul style="list-style-type: none"> • World Commission On Protected Areas (WCPA) Oceania Newsletter, No. 4 2019, • Wildlife Conservation Society (WCS) – Melanesia • Blue Pacific Ocean 2021 Report • Locally-managed marine areas: multiple objectives and diverse strategies • The Pacific Islands Roundtable for Nature Conservation (PIRT) • World Commission on Protected Areas (WCPA) Oceania Newsletter No.2, 2020 • Kingdom of Tonga - Special Management Area Report 2020 • World Commission on Protected Areas (WCPA) Oceania Newsletter No.1, 2020 • Framework for Nature Conservation and Protected Areas in the Pacific Islands Region, 2014-2020 	Officer
<p>CI Conservation International</p>	<p>People centred and innovative conservation. Take on big challenges to work with ocean conservation at scale, governments, climate issues.</p> <p>The Pacific Oceanscape has brought together 23 countries and territories to protect, manage and sustain the Pacific Ocean’s cultural and natural integrity. Comprised of what many consider to be tiny island nations with modest terrestrial areas, these nations have responsibility for 10% of the world’s total ocean surface — an area four times the size of the United States. These are economically important waters, harboring the world’s largest remaining stocks of tuna and providing nearly half of the world’s tuna catch.</p> <p>Conservation International works hand in hand with communities and governments across the Pacific Oceanscape to conserve the critical habitats in the region, including islands, coasts and the open ocean. And we recognize that everyone, from village leaders to heads of state, governments to corporations, residents and those far away, all have a stake in protecting this critical area.</p>	<p>Susana Waqainabete-Tuisese (Pac Region) Mere Lakeba (Fiji) Francois Tron (New Caledonia) Manuel Mendes (Timor-Leste) Mark Erdmann (NZ) Kristen Walker Painemilla (Centre for Communities & conservation)</p>

Appendix 3: Summary agenda and key focus of the 2020 Pacific Island conference on nature conservation

Session Topic	Key Speakers/participants
Opening Session: State of Conservation in the Pacific Islands	M. Thierry SANTA, New Caledonia President, Mason SMITH, IUCN, Kosi LATU, SPREP, Stuart CHAPE, SPREP, Bettina LE, New Caledonia Government
Towards greater protection of our Pacific marine heritage - learning from the past, looking to the future	Paul VAN NIMWEGEN, IUCN, Vainuupo JUNGBLUT, SPREP, Hugh GOVAN, Sangeeta MANGUBHAI, WCS, Alifereti TAWAKE, Locally Managed Marine Area (LMMA) Network, Commander Robert LEWIS, Forum Fisheries Agency (FFA), Elisapeti VEIKOSO, National Marine Spatial Planning Project (MEIDECC), Tonga, Geraldine DATUIN, Micronesia Challenge
Battling invasive species	David MOVERLEY, SPREP, Lynley HAYES, Manaaki Whenua Landcare Research, Richard GRIFFITHS, Island Conservation
Our People at the Center of Nature Conservation	Lea SCHERL, Sangeeta MANGUBHAI, WCS, Eliko SENIVASA, Conservation International, Alec HUGHES, WCS, Jolene NELSON, International Ranger Federation, Albert KWATALAE, Solomon Island Rangers
Turning the tide: Preventing plastic pollution in Pacific Island Countries and Territories	Alfred RALIFO, WWF, Dr Sascha FULLER, Research and Innovation Division, University of Newcastle, Roxanne BLESAM, Environmental Quality Protection Board, Republic of Palau, Setoa APO, MNRE Samoa
Protecting and Restoring Terrestrial Ecosystems in the Pacific	Susana WAQAINABETE-TUISESE, Conservation International, Dr Karen SOMMERVILLE, Australian Institute of Botanical Science, Fabien ALBOUY, Observatoire de l'environnement en Nouvelle-Calédonie (OEIL), Emma DO KHAC, WWF, Patrick PIKACHA
How we can better use data and traditional knowledge to make decisions that affect nature	Stacy JUPITER, Wildlife Conservation Society, Anne-Sophie ARCHAMBEAU, Global Biodiversity Information Facility, Paul ANDERSON, SPREP, Tiffany STRAZA, Deputy editor & statistician, UNESCO Science Report, Jean MASSENET, INSIGHT
Nature's Oceanic Voyagers	Karen BAIRD, SPREP, Dr Rochelle CONSTANTINE, Dr Richard HAMILTON, The Nature Conservancy, Dr Andre RAINE, Kauai Endangered Seabird Recovery Project, Dr Christina SHAW
Can nature-based solutions achieve their potential to tackle human induced problems?	Hubert GERAUX, WWF, Livia ESTERHAZY, WWF, Andrew FORAN, IUCN, Glenn NEWLAND, Association Hô-üt, Elena Gorchakova, IUCN, Florian LE BAIL, Service territorial de l'environnement de Wallis et Futuna, Oscar Javier Guevara Arevalo, WWF
Environmental governance in the Pacific: towards an informed and engaged citizenry, and rights for nature	Miiika SOBEY, Nature Fiji - Mareqeti Viti, Victor DAVID, Research Institute Development/Institut de Recherche pour le Développement (IRD), Pearl WINCHESTER, Government of New Caledonia, Easter CHU SHING, SPREP (EMG)
New Caledonia, facing common Pacific Islands fisheries concerns	Thomas AUGER, Conservation International New Caledonia, Ian FREEMAN, SPC, Florent PITHON, Fédération des Pêcheurs Hauturiers (FPH) & Navimon tuna fleet, François PRIOUL, ADECAL Technopole, Jessica BOUYÉ, PACIFIC TUNA - Nouvelle-Calédonie, Abbel CICA, Confédération des Pêcheurs Professionnelle (CPPNC), Johann BELL, Conservation International, Patrick LEHODEY, SPC
Bringing our Pacific Lands under meaningful protection - lessons from the past 10 years	Paul VAN NIMWEGEN, IUCN, Vainuupo JUNGBLUT, SPREP, Marc HOCKINGS, Protected Area Management Effectiveness and Green List, Jean THOMAS, Torricelli Mountain Range Conservation Area (PNG), Ebo THOMAS, YUS Conservation Area (PNG), Elizabeth ERASITO, National Trust of Fiji
Valuing biodiversity in the Pacific: the place of identity,	Elise HUFFER, IUCN, Benjamin DICKSON, Pacific Theological College, Mark STEGE, RMI Chamber of Commerce, Aunofu HAVEA FUNAKI,

traditional knowledge, education, heritage and cultural expressions	Tonga Voyaging Society, Myjolyne KIM, Office of the Pandemic Unemployment Assistance, Adi Meretui RATUNABUABUA, Culture Consultant, Chair of Blue Shield Pasifika. Board member ICOMOS Pasifika and Pacific Island Museums Association, Ann SINGEO, Ebil Society
Mangroves, Coral Reefs, and Seagrass: conserving coastal marine habitats in the Pacific	John TANZER, WWF, Carol PHUA, WWF, Senilolia TUIWAWA, Conservation International, Gilianne BRODIE, University of the South Pacific, Brianna BAMBIC, the National Geographic Society
Assessing and mitigating threats and pressures on inland and coastal water quality in the Pacific	Anthony TALOULI, SPREP, Pearl WINCHESTER, New Caledonia Government, Nick SOUTER, Conservation International, Philippe GERBEAUX, Department of Conservation New Zealand, Patrick WALSH, Landcare Research
Sustainable and regenerative tourism in the Pacific - tools for making progress	Kate BROWN, Global Island Partnership/Local2030 Islands Network, First Lady Debbie REMENGESAU, Palau, Maleta TOKWAKWASI, VilLink Tours & Expedition PNG, T. Ilihia GIONSON, Native Hawaiian Hospitality Association, Jope DAVETANIVALU, SPREP, Simon MILNE, New Zealand Tourism Research Institute, School of Hospitality and Tourism
Deep Connections – Pacific Communities and Deep-Sea Mining	Teina MACKENZIE, Te Ipukarea Society, Reverend James BHAGWAN, Pacific Council of Churches, Pelenatita KARA, Civil Society Forum of Tonga, Honourable Ralph REGENVANU, Leader of the Opposition Vanuatu, Jean-Yves POEDI, Spokesperson for Ajiê Aro Customary Authority Council, Chief of Yari clan, New Caledonia, Dr Diva AMON, Deep-Sea Biologist
Saving Paradise – species by species	Martika TAHI, Vanuatu Environmental Science Society (VESS), Siteri TIKOCA, Univ Adelaide, Katharina NARGAR, Australian Tropical Herbarium (CNS) & National Research Collections Australia CSIRO
Building Resilient Island Economies and Communities in the Pacific: Balancing Protection and Production	Susana WAQAINABETE-TUISESE, Conservation International, Jerry SPOONER, Department of Tourism, Government of Vanuatu, Yannick DOMINIQUE, Bio Eko, Clementine ANGLADA, Vertigo Lab, Jodi SMITH, Matanataki, Bula Batiki, Francesca MANCINI, FAO, Karen MAPUSUA, FAO
Ocean Health for Ocean Wealth –Sustainable Ocean Economies	Peter DAVIES, SPREP, Peter THOMSON, UN Secretary General’s Special Envoy for the Ocean, Sefanaia NAWADRA, UN Environment-Pacific Programme
How to draw on nature to ensure a sustainable development?	Stacy JUPITER, Wildlife Conservation Society, Mélanie FARMAN, SPC, Caroline EDANT, AFD
Sustainable financing for nature conservation: Dream Big, Work Hard, and Go for It!	Andrew FORAN, IUCN, Joanne LEE, WWF, Carole MARTINEZ, IUCN, Sangeeta MANGUBHAI, WCS, Suzie GREENHALGH, Landcare Research, Gwendalyn SISIOR, Ministry of Natural Resources, Environment & Tourism, Palau
Pacific Youth Engagement in Biodiversity and Conservation Decision Making processes	discussion
The Pacific Islands Framework for Nature Conservation and Protected Areas 2021-2025	Mason SMITH, IUCN-ORO, James TREMLETT, Consultant, Margaret WEST, BirdLife International, Philippe RENAULT, French Development Agency, Nunia THOMAS-MOKO, Director, NatureFiji-MareqetiViti, Inger ANDERSEN, Executive Director, UN Environment Programme, Andrew FORAN, IUCN
Declaration of Vemööre	Hon. M. Jean Pierre DJAÏWé, New Caledonia Chair and host country, Elizabeth MARUMA MREMA, Executive Secretary of the Convention on Biological Diversity, Kosi LATU, SPREP, Margaret WEST, BirdLife International
PRISMSS - Launch of the Pacific Battler Lounge: 2020 Pacific Battler of the Year Award	David MOVERLY, SPREP, Josef PISI, SPREP, Bradley MYER, SPREP, Lynley HAYES, Manaaki Whenua Landcare Research New Zealand, Richard GRIFFITHS, Island Conservation
ICRI & VULCAN -Prioritising Coral reefs in the Post-2020 Global Biodiversity Framework	Chuck COOPER, Vulcan Inc, Francis STAUB, ICRI Secretariat, Emily CORCORAN, Consultant, Margaret JOHNSON, Great Barrier Reef Marine Park Authority/ ICRI Co-Chair, Kosi LATU, SPREP, Anne-Claire GOARANT, SPC, Thierry CANTERI, New Caledonia Government, Katherine MARTIN, Great Barrier Reef Marine Park Australia, Serge PLANES, CNRS-EPHE, University of Perpignan
Conservation International - Institutionalising indigenous knowledge and values in Pacific conservation	Schannel SAGELE VAN DIJKEN, Conservation International, Puna RAKANUI, House of Ariki, Makereta CINAVILAKEBA, Lau Seascape Initiative, Josine TIAVOUANE, Dayu Biik, Jonas TEIN, Dayu Biik, Clement Yow MULALAP, Permanent Mission of the Federated States of Micronesia
Agence Française de Développement (AFD) - How to ensure the transmission of traditional knowledge as a way to preserve biodiversity in the Pacific?	Catherine SABINOT, IRD, Pierre METSAN, Ministère de l’Éducation du Vanuatu, Siosinamele LUI, SPREP

PRISMSS -Pacific Battler Lounge: Managing Pigs in the Pacific	David MOVERLY, SPREP, Josef PISI, SPREP, Marie MONROLIN, Wallis and Futuna PROTEGE Invasive Species Coordinator, Selma HAOUET, New Caledonia PROTEGE Invasive Species Coordinator, Huggard TONGATULE, National Invasive species Coordinator (Niue), Viliami HAKAUMOTU, National Invasive species Coordinator (Tonga)
The Nature Conservancy -Measuring Success: What should we measure and how? Examples from Melanesia and Micronesia	Trina LEBERER, The Nature Conservancy, Mazzella A. MANIWAIVE, The Nature Conservancy, Simon VUTO, The Nature Conservancy, Peter WALDIE, The Nature Conservancy, Javier CUETOS-BUENO, The Nature Conservancy, Geraldine DATUIN, Micronesia Challenge Regional Office, Willy KOSTKA, Micronesia Conservation Trust
WWF Resilient reefs & communities: How investing in the Pacific can build a climate-ready & sustainable future for people & nature	Carol PHUA, WWF-Coral Reef Rescue Initiative Manager, Prof. Ove HOEGH-GULDBERG, Professor of Marine Studies, University of Queensland & Chief Scientific Advisor for the Coral Reef Rescue Initiative, Rosalie MASU, Fisheries Officer, Ministry of Fisheries & Marine Resources, Solomon Islands, John-Paul JAUDEL, Green Climate Fund Programme, WWF (Accredited Entity), Brianna BAMBIC, Program Manager, Allen Coral Atlas Field Engagement, the National Geographic Society, Lysa WINI, WWF-Solomon Islands
BIEM -Assessing the risk of turtle extinction in the Pacific to inform regional conservation approaches	Jamie DAVIES SPREP, Anissa LAWRENCE, TierraMar, Dr. Nicolas PILCHER, Marine Research Foundation, Irene KINAN, NOAA Fisheries - Pacific Islands Region, Job OPU, Consultant, Donald James AROMALO, Wan Smolbag, Viera TALILOTU, Species Conservation Section, MECDM Solomon Islands, Simon NICOL, Pacific Community (SPC), Karen BAIRD, SPREP
WWF -Building the Case for a Sustainable Blue Economy in the South West Pacific	Kesaia TABUNAKAWAI, WWF-Pacific Fiji, Francis AREKI, WWF-Pacific Fiji, Minnie RAFF, WWF-Pacific Solomon Islands, Rebecca SAMUELS, WWF-Pacific PNG, Duncan WILLIAMS, WWF-Pacific Fiji, Jodi SMITH MATANATAKI, The Earth Care Network
PEW -30/30 Vision: Pacific Leadership on Protected and Conserved Areas at the UN Convention on Biological Diversity	H.E. Satyendra PRASAD, Fiji, Sherdian Waitai, Coordinator for the Te Moananui a Hivaa collective of Islands nations and scientists in the Pacific Continent, New Zealand, Peter DAVIES, SPREP, Hayley CHARLTON-HOWARD, Earth Echo International Youth Leadership Council Member, David Ward, UK High Commissioner to Samoa, Aline SCHAFFAR, Pew Bertarelli Ocean Legacy
SPREP-EMG -Data Driven Decision Making	Easter CHU SHING, SPREP (EMG), Paul ANDERSON, SPREP, Richard BALONE, Conservation and Environment Protection Authority, PNG, Snyther BIZA, GIS Program Manager (Federated State of Micronesia)
SPC Which approaches to developing an integrated regional framework? SPC helping the Pacific region reconcile social & economic development with the protection of nature and culture	Anne-Claire GOARANT, SPC, Edward BOYDELL, SPC, Watisoni LALAVANUA, SPC, Anaïs ROUYEYROL, SPC, Clement GANDET, SPC