



PALAU CONSERVATION SOCIETY

STRATEGIC PLAN 2010-2015

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"Protecting Our Natural Heritage...From Ridge to Reef"

Executive Summary

This Strategic Plan outlines proposed activities of the Palau Conservation Society (PCS) over the next six years (2010-2015). PCS is a nongovernmental organization working in Palau, a land of diverse beauty and growing challenges. With a 15-year history, PCS is a premier environmental organization in Palau and the only one taking a full ecosystem approach to conservation at the community level. This 2010-2015 Plan builds on PCS's 15-year history but focuses on new challenges.

PCS's mission highlights our commitment to the environment and to Palauan communities. We believe strongly in maintaining and perpetuating the Palauan conservation ethic to existing generations and beyond. We respect the Palauan culture and the science of conservation. We rely on partnerships. *We are community-based organization that implements conservation activities through partnerships.*

Palau has a good enabling environment. There are national frameworks that support community-based conservation, such as the Protected Areas Network. PCS's strategies capitalize on this enabling environment. However, there are critical threats, particularly from habitat loss and degradation from unsustainable development and overharvesting of critical species. PCS's strategies focus on these priority threats.

In 2010-2015 PCS will focus on the conservation targets of *coral reef ecosystems, forested ecosystems, mangroves, and seagrass*. PCS has expertise in these areas and will not duplicate the efforts of other organizations. PCS has developed 10-year conservation goals to maintain the current or historical extent of these targets. Priority areas in the next six years will be the island of Babeldaob and the Northern Reefs.

PCS has four programs:

1. Conservation and Protected Areas – operating at the site and community level, this program will focus on management planning for protected areas and on-the-ground conservation activities. This program is designed to help states access resources through the PAN. Species activities are a lesser priority.
2. Policy and Planning – operating at the state and national level, this program will focus on the use of good scientific information in land use and comprehensive planning
3. Communications and Outreach – operating at the national and international level, this program will provide information about programs and PCS to various audiences
4. Administration and Development – operating at the organizational level, this program will maintain financial reporting, governance procedures and seek to expand Palau's representation among members.



Each program has developed *prioritized* strategies, high level actions, measurable objectives, indicators, and means of verification.

PCS has developed a business plan that complements this strategic plan. By following the business plan and through additional fundraising, PCS will have the capacity to carry out this Plan. This plan is designed to be a working document and will be evaluated and revised annually.

Introduction

The small island nation of Palau is located in the Western Pacific approximately 750 kilometers southeast of the Philippines and 1300 kilometers southwest of Guam, in a region known as Micronesia. The main Palau archipelago stretches approximately 200 km from the atoll of Ngaruangel in the north to the island of Angaur in the south. In addition to the main archipelago, there are five small islands and one atoll, called the Southwest Islands, located some 300-500 km to the southwest of the main archipelago. Palau consists of 487 islands, of which only 12 are continuously inhabited. Total land area is 535 km² and the lagoons around some of the islands encompass more than 1135 km².



With its extraordinary marine biological diversity and its designation as one of the top underwater wonders of the world, Palau is best known for its marine environments. On land, Palau's terrestrial habitats are natural wonders as well. The islands are home to more than 500 species of coral, 150 species of birds, numerous reptiles, up to 5000 species of insects, and more than 1200 species of plants. Endemism in Palau is high.

Much of Palau is still pristine, but challenges exist and threats are increasing in number and scope. Since 1994, the Palau Conservation Society (PCS) has been a leader in conservation of Palau's environment. Dedicated to both our natural resources and to the communities that use those resources, PCS collaborates with local, national and international partners to effectively establish and manage conservation areas, develop and support sustainable resource use policies and practices, and increase environmental knowledge, awareness, and positive behavior.



This 2010-2015 Strategic Plan outlines PCS's long-term goals and short-term strategies to achieve further conservation in Palau. This Plan was developed by the PCS staff and Board of Directors, in consultation with a wider community of partners. PCS's targets and goals were chosen to complement activities by other natural resource management organizations operating in Palau, based on a conceptual model (Appendix 1) developed at a nation-wide Environment and Conservation Professionals Meeting held in September 2008. Targets and strategies were prioritized based on an assessment of PCS's ability to effect positive change and perceived conservation need. Reflection on areas of achievement against our earlier Strategic Plans, including our 1999-2009 goals (Appendix 2) highlighted our strengths and helped with prioritization exercises. This Strategic Plan guides PCS's primary programmatic activities and fundraising efforts for the next six years.

The PCS Vision and Mission

The PCS Vision

The Palau Conservation Society acts with and on behalf of our communities as a steward of Palau's environment.

Healthy Ecosystems, Healthy Communities.

Our Mission

To work with the community to preserve the nation's unique natural environment and perpetuate its conservation ethic for the economic and social benefit of present and future generations of Palauans and for the enjoyment and education of all

Core Values

Respect for the Palauan Culture

The unique and strong Palauan culture guides our every activity. We believe that conservation is best achieved when our communities steward their own resources.

Respect for Science

We accept the scientific basis for conservation. We believe that protected areas, resource use planning, and adaptive management are effective methods to protect our natural resources for the present and future.

Belief in Sustainability

We believe it is possible to find a sustainable balance between human and environmental needs.

Integrity

We honor our commitments, and strive to be honest to ourselves, our partners, and our communities.

Operating Principles

Community Consensus

We strive to reach community consensus for decisions. We actively pursue a non-confrontational approach, and we do not aggressively lobby. We communicate accurate, balanced information to inform and guide decision-making.

Collaborations and Partnerships

We do not manage natural resources ourselves, but work collaboratively with partners to achieve community-based and collaborative management.

Capacity Building

We work to build the capacity for communities to manage their resources effectively.

Palau Conservation Landscape

Palauans have long recognized the value of protecting local resources for the future. Traditional systems exist for managing resources that help to ensure the long-term sustainability of use of those resources. In recent times these systems have become the basis for contemporary resource management systems throughout the country. Over the past 10 years, community-based conservation activities have grown considerably in Palau. Local communities have designated protected areas throughout the country in order to protect species and sites important to them. The number of these protected areas in Palau has more than doubled in the past 10 years. There are also many more terrestrial sites than there were before. In 1999, there were 16 protected areas (10 with marine and terrestrial habitats, 5 with only marine habitats and 1 with solely terrestrial ecosystems). By the end of 2009, there were 41 protected areas in Palau (15 with marine and terrestrial habitats, 16 with only marine areas, and 9 with only terrestrial areas). Building the local capacity to effectively manage these sites is now a priority throughout the country.

A national framework for protected areas now exists in Palau: the Palau Protected Areas Network (PAN). PAN's goal is to provide national level support for protected area management activities at the local level. Protected areas are recognized at the regional and international level through the Micronesia Challenge, a capacity-building and fundraising initiative launched by Palau's former President in 2006 (see box).

There are more organizations involved in conservation and resource management than there were 10 years ago. For instance, the Palau International Coral Reef Center which opened in early 2001 now conducts research and educates the public on coral reefs and the marine environment. In recent years community-based organizations have increasingly become involved in projects to protect locally important species and sites and now have access to funding through the GEF Small Grants Program.

MICRONESIA CHALLENGE

Launched during the Eighth Conference of the Parties to the United Nations Convention on Biological Diversity held in Curitiba Brazil in 2006, The Micronesia Challenge (MC) is a joint commitment made by Palau, the Federated States of Micronesia, the Republic of the Marshall Islands, Guam and the Commonwealth of the Northern Marianas Islands to effectively conserve at least 30% of near-shore marine resources and 20% of terrestrial resources by 2020. Meant as benchmarks, the MC goals serve to inspire Micronesian communities and their partners to achieve conservation goals that will greater enable sustainable development.

As of 2009, Palau's communities have established and are managing more than 40 protected areas covering more than 40% nearshore marine areas and 25% terrestrial areas. PCS's efforts focus on assisting communities with effective management and in identifying and establishing protected areas, helping to fill crucial gaps in the existing system of protected areas.



Many of the groups and people working on conservation in Palau recognize the importance of sharing limited human and other resources and often work in collaborative partnerships. Some of these partnerships aim to improve resource management by integrating activities among a variety of organizations. The Ecosystem-Based Management (EBM) Initiative, for instance, is working to reduce sedimentation on the nearshore reefs of Babeldaob Island through collaborative research, land use planning and targeted communication.

Threats to Palau's Natural Heritage

Palau is blessed with a diversity of habitats and natural resources that are still relatively healthy. However, there is concern that some species have become scarcer and many coastal habitats have become degraded. It is widely recognized in Palau that poorly planned development has led to degradation of nearshore and coastal habitats and economic losses, particularly in the commercial center of Koror and increasingly around Babeldaob Island.

In September 2008, a national meeting of Conservation and Environment Professionals in Palau convened to discuss environmental issues and priorities in the country. This group developed a conceptual model (Appendix 1) that identified conservation targets and the most urgent threats to those targets. This model is helping to guide the prioritization of strategies and activities for biodiversity conservation and achieving sustainable development goals in Palau. The meeting participants included the heads and key staff of all resource-management agencies working in Palau. The primary threats to natural resources in Palau that were identified during this meeting are: (1) loss and degradation of habitats due to urban and commercial development activities; (2) invasive species; (3) overharvesting (fishing and hunting); (4) pollution; and (5) climate change, especially the threats posed by sea level rise and coral bleaching.



Opportunities for Conservation

In 2010 to 2015, PCS plans to capitalize on local, regional, and global opportunities that will benefit conservation in Palau. Completion of the Compact Road, a ring-road around Babeldaob, and increased development pressure on all islands is spurring increased interest in comprehensive planning for sustainable land use. PCS is using this opportunity to introduce concepts about and technical expertise for land use planning. The development of new tools, such as high resolution data layers for Geographic Information Systems and Conservation Area Business Plan models, present additional opportunities for improved planning. Between 1999 and 2009 the number of conservation areas in Palau more than doubled. PCS is capitalizing on this existing momentum for conservation to advocate for more effective conservation, particularly through the development and implementation of management plans. State efforts to enact effective conservation also benefit from the Protected Areas Network (PAN), which in 2009 began offering sustainable financing options for member sites. New regional funding mechanisms such as the Micronesia Challenge and standardized management planning protocols, such as that offered by the Pacific Islands Marine Protected Areas Community (PIMPAC), present further opportunities for improving conservation. Finally, growing global concern for biodiversity, climate change, and the environment pose additional opportunities that PCS plans to use to improve conservation in Palau.

Strengths of PCS

PCS is well poised to take advantage of opportunities to improve conservation in Palau. PCS has a fifteen-year history of successful work with communities in Palau. Traditional and elected leaders at the state level often turn to PCS first when they have environmental concerns or requests. Our current and planned projects rest on this strong foundation.

PCS is unique in Palau in that it is the only nongovernmental organization (NGO) that takes a full ecosystem approach, working with both land and marine ecosystems. PCS is also the only environmental organization with

community-based staff. Although staff members live and work throughout Palau, PCS is cohesive, with Founding Members, Board Members, and staff active in the organization on a regular basis. The PCS Board includes representatives from nearly all industries and sectors in Palau, and PCS is fortunate that the composition of the Board includes many people who are influential in the government and business sectors. PCS also enjoys flexibility and independence due to its nongovernment status.

Conservation Targets and Goals

Twelve conservation targets were identified at the 2008 National Environmental and Conservation Professionals Meeting (Appendix 1). PCS chose to focus its conservation activities on components of six of these targets. These targets were chosen deliberately so that PCS could complement, and not duplicate, conservation activities being undertaken by partner agencies.

Because these targets encompass essentially all natural habitats in Palau, PCS identified priorities among the six targets and prioritized sites, based on an assessment of PCS’s ability to affect positive change. In order to minimize duplication of effort and to address critical conservation needs, this assessment was informed by existing momentum and capacities and perceived conservation need.

Long-term conservation goals were developed for each target. Long-term goals are written in reference to baseline conditions so as to be measurable. Ten years, or 2020, was selected as a realistic timeframe for measurement of progress towards long-term goals. Table 1 lists targets and goals. Appendix 3 includes a list of indicators and definitions for each goal.

Table 1. Conservation Targets and Long-term Goals, 2010-2015

Conservation Target	Conservation Goal
Highest Priority Targets and Goals	
<i>Thematic Area: Coral reef ecosystems</i>	
Coral reefs, inner and outer	By 2020, <u>coral reef</u> health is maintained at 1992 levels.
Harvested species of concern, emphasis on reef fish	By 2020, populations of highly valued <u>reef fish</u> are maintained at current levels.
<i>Thematic Area: Forested ecosystems</i>	
Forest, emphasis on volcanic, limestone, atoll, swamp	By 2020, Palau’s <u>forests</u> have higher percent healthy coverage than initial baselines.
Fresh water	By 2020, <u>marshes, rivers, streams and lakes</u> are healthy.
Other Priority Targets and Goals	
Forest, emphasis on mangroves	By 2020, the area of healthy <u>mangroves</u> is maintained at 2000 levels.
Sea grass	By 2020, <u>seagrass</u> habitats have at least the same extent as 2000 baseline.

Priority Sites

For the purpose of our prioritization exercise, we divided Palau into four major geographic areas: Northern Reefs (including Kayangel and Ngarchelong states and their associated reefs); Babeldaob Island; Rock Islands/Southern Lagoon (including Koror, Peleliu and Angaur and their respective reef systems); and the Southwest Islands (including the 6 islands and associated reefs of Sonsorol and Hatohobei states). In the next six years, we will be focusing much of our effort in the Northern Reefs and Babeldaob Island areas. These sites were chosen based on an assessment that was informed by existing momentum and capacities and perceived conservation need.

Targets	Priority Sites	
	<i>Primary</i>	<i>Secondary</i>
1. Forests and rivers	Babeldaob	Kayangel and Fanna
2. Coral and fish	Babeldaob, Northern Reefs	Southern Lagoon, Peleliu
3. Mangroves		Babeldaob
4. Seagrass		Babeldaob

PCS Programs

PCS has four programs (Table 2). Each program addresses all of our priority threats, targets, and sites, but at a different geographic scope. Programs work in complementary fashion. Additionally, PCS's four core values operate across the organization, but the four programs ensure that our core values are translated into action on the ground.

Table 2. Core Values and PCS Programs

Geographic Scope	Programs	Targeted Core Value
Site ¹ and community level	<i>Conservation and Protected Areas Program</i> We work at the site level directly with communities and resource users to protect and manage critical ecosystems and species.	Respect for Science
State, Watershed, and National level	<i>Policy and Planning Program</i> We work with state governments to develop land use plans and resource use policies that allow for long-term sustainable use. Work in this program crosses state boundaries by focusing on watersheds. Collaboration between states and with the national government is also a key focus.	Belief in Sustainability
National, Regional, and International level	<i>Communication and Outreach Program</i> We provide communities with the information and training they need to steward their own resources. Outreach activities target every state and the national government, and raise awareness of Palau's environment to regional and international audiences.	Respect for the Palauan Culture
Organizational level	<i>Administration and Development</i> We ensure that PCS has the resources it needs to honor its commitments to Palau's communities and partners.	Integrity

¹ "Sites" refers to individual conservation areas or to specific areas of land with critical species

Conservation and Protected Areas Program

The Conservation and Protected Areas Program prioritizes on-the-ground community-based action coupled with a respect for scientific principles to protect and manage critical sites and species. Between 1999 and 2009 PCS led efforts to work with communities throughout Palau to identify areas of importance and establish areas as protected areas. The establishment of protected areas remains a priority for the Conservation and Protected Areas Program, particularly for conservation targets where there is currently insufficient protection.

Between 1999 and 2009, Palau became a leader in Micronesia for the extent of protected areas, with an estimated 40% of nearshore marine and 25% of terrestrial areas protected by legislative or traditional law, in some 40 individual protected areas. Given this extent, PCS has refocused much of its efforts to work with communities and partners to improve management in protected areas. Management planning is a key step towards effective conservation. In addition, management plans are necessary for individual protected sites in Palau to access sustainable financing through Palau's Protected Areas Network, the National Government's protected areas financing mechanism. Therefore, in 2010-2015, PCS will prioritize working with communities to develop, test, and help implement effective protected area management plans.

The Conservation and Protected Areas Program also prioritizes protection and management of critical species, regardless of their location. Although many species in Palau require dedicated conservation action, based on its areas of strength built between 1999 and 2009, PCS will prioritize actions affecting birds and a select number of marine species.

Given these priorities, PCS's Conservation and Protected Areas Program has identified the following strategies that will enable conservation of PCS's targets, *in order of priority*:

General Strategy <i>(in order of priority)</i>	High level actions
1. Lead and coordinate protected area management planning at the site level, for existing protected areas (Appendix 4), to enable them to become members of the Protected Areas Network (PAN)	<ul style="list-style-type: none"> ○ Lead advocacy efforts to develop comprehensive protected area management plans ○ Facilitate individual components of planning (identification of needs, resource liaisoning) ○ Lead efforts to identify sustainable financing options within plans ○ Support protected area management plan drafting and writing efforts ○ Support field components of management planning (field surveys, target/threat identification)
2. Provide assistance to states for the implementation of protected area management plans	<ul style="list-style-type: none"> ○ Lead capacity building efforts ○ Support field work (baseline surveys, monitoring, demarcation, trail building, visitor's center) ○ Support states with PAN reporting requirements
3. Advocate for the establishment of new conservation areas	<ul style="list-style-type: none"> ○ Lead establishment of protected areas in Kayangel's Important Bird Area ○ Support the efforts of the Babeldaob Watershed Alliance
4. Implement management activities for critical species, particularly birds and key marine species	<ul style="list-style-type: none"> ○ Lead education and outreach efforts about key species ○ Champion protected status for key species ○ Support field components to manage species

Each strategy is designed to achieve conservation goals through fulfilling shorter term objectives. Objectives for each strategy of the Conservation and Protected Area Program are listed below. See Appendix 3 for descriptions, definitions, and indicators.

Strategy 1: Lead and coordinate protected area management planning at the state level

1. By 2011, a management plan template that meets state needs and national requirements for effective conservation has been developed and is being used.
2. By 2013, states with protected areas that are in the PAN (in 2009) have new or revised management plans that are endorsed by communities/states and the PAN office.
3. By 2015, key bodies in at least 4 additional states with protected areas are participating in protected area management planning or evaluation (regardless of PAN membership).

Strategy 2: Provide assistance for implementation of protected area management plans

1. By 2015, all targeted state conservation officers and key managers have skills to implement management plans.
2. By 2015, threats in at least four conservation areas have been minimized through implementation of management activities.

Strategy 3: Advocate for establishment of new protected areas

1. By 2013, Kayangel's Important Bird Area of Ngeriungs is formally protected
2. By 2015, critical areas within the Northern Reefs are formally protected by Kayangel and Ngarchelong
3. By 2015, key biodiversity areas in Babeldaob are protected

Strategy 4: Implement management activities for critical species

1. By 2015, invasive species threats are reduced in at least one Important Bird Area.
2. By 2015, rodents are not reintroduced to eradicated islands.
3. By 2015, PCS champions the protection of key marine species.



Policy and Planning Program

The Policy and Planning Program seeks to improve state and national planning for sustainable development by integrating ecosystem-based approaches at all levels of policy development, planning, and implementation. This program prioritizes partnerships that link good science to good decision-making. Because of its rapid development and associated threats, this program prioritizes work on Babeldaob Island. This program puts particular emphasis on coordinating and communicating the results of projects that demonstrate the value of ecosystem-based approaches that integrate socioeconomic and biological aspects in the Palau context. All-encompassing land and resource use planning that incorporates ecosystem perspectives are new priorities for PCS.

Given these priorities, PCS's Planning and Policy Program has identified the following strategies that will enable conservation of PCS's targets, *in order of priority*:

General Strategy <i>(in order of priority)</i>	High level actions
1. Champion land and resource use planning in Babeldaob at the state level	<ul style="list-style-type: none"> ○ Lead advocacy efforts to develop state land use plans ○ Lead capacity building efforts ○ Lead synthesis and dissemination of information arising from ecosystem-based management (EBM) activities ○ Support information gathering processes such as the EBM ○ Lead and coordinate land use planning efforts in key states
2. Co-facilitate multi-state/national processes to establish a framework cross-boundary resource use	<ul style="list-style-type: none"> ○ Lead coordination of partnerships ○ Support state efforts to access resources

Each strategy is designed to achieve conservation goals through fulfilling shorter term objectives. Objectives for each strategy in the Policy and Planning Program are listed below. See Appendix 3 for descriptions, definitions, and indicators.

Strategy 1: Champion land and resource use planning in Babeldaob

1. By 2015 land use plans have been completed for at least 5 states in Babeldaob.
2. By 2015 decision makers in Babeldaob integrate EBM recommended Best Management Practices (BMPs) into land use plans.
3. By 2015 comprehensive terrestrial resources management plans have been completed with participation of all relevant stakeholders
4. By 2013 at least 3 states in Babeldaob are integrating their protected area management plans into a state wide land and resource use planning effort.

Strategy 2: Co-facilitate multi-state and national processes

1. By 2013 30% of resource agencies are sharing their plans and integrating their efforts to manage natural resources in Babeldaob.

Communication and Outreach

Effective communication and outreach are the cornerstones of good conservation and achieving sustainable development goals. PCS has continually prioritized effective communication of environmental information to raise awareness about Palau’s environment and unique biodiversity. In 2010-2015, PCS plans to communicate strategically to achieve conservation outcomes such as specific behavior change, and as such, PCS is prioritizing efforts to develop key messages and better identify specific audiences to target. This represents a shift away from our previous approach of general environmental awareness activities targeted to the general public. PCS also prioritizes the long-term use of environmental information that PCS and partners bring to communities. Thus, we will work to develop pathways to institutionalize existing and new information in educational programs.

PCS strongly believes that good public relations locally, regionally and globally are key to achieving essential and critical conservation outcomes. Thus, improving and enhancing our image and public relations remain a high priority for PCS.

Given these priorities, PCS’s Communication and Outreach Program has identified the following strategies, *in order of priority*:

General Strategy <i>(in order of priority)</i>	High level actions
1. Identify and champion key environmental messages and audiences	<ul style="list-style-type: none"> ○ Lead nationwide conservation messaging efforts ○ Support identification and development of pathways to disseminate programmatic information
2. Maintain positive public relations for the organization	<ul style="list-style-type: none"> ○ Lead PCS messaging efforts ○ Lead development of outreach efforts utilizing multiple media
3. Integrate environmental information into educational institutions	<ul style="list-style-type: none"> ○ Lead advocacy to integrate environmental information into educational curricula ○ Support inclusion of partner messages in school curriculum
4. Raise general environmental awareness at the youth and adult levels	<ul style="list-style-type: none"> ○ Lead ecosystem and species education campaigns ○ Lead identification of environmental awareness gaps ○ Support development of multi-agency communication and outreach efforts

Each strategy is designed to achieve conservation and organizational goals through fulfilling shorter term objectives. Objectives for each strategy in the Communication and Outreach Program are listed below. See Appendix 3 for descriptions, definitions, and indicators.

Strategy 1: Identify and champion key environmental messages

1. By 2011, key environmental messages and target audiences have been identified.
2. By 2015, PCS communication products (maps, GIS layers, EBM tools) are used to inform land and resource use plans.

Strategy 2: Maintain positive public relations

1. By 2011, the PCS brand is recognized and established.
2. By 2013, PCS press materials are disseminated monthly.

Strategy 3: Integrate environmental information into educational institutions

1. By 2015, the Ridge to Reef Road Show has been integrated into the 5th grade curriculum.
2. By 2015, PCS educational materials are aligned with Ministry of Education needs.

Strategy 4: Raise general environmental awareness

1. By 2015, PCS communication products are used to inform community-based protected area management and resource use planning efforts.
2. By 2015, PCS has educational plans targeted to specific audiences, for all primary school grades.

Development and Administration

The Administration and Development Program prioritizes the development and implementation of plans to achieve long-term sustainability of the organization. It provides the framework and processes to strengthen management of PCS’s human, financial, and physical resources. It ensures that all programs have strong governance and the right people, tools, and funding to achieve their goals. This program also ensures that organizational rules and policies are fair. The program focuses on governance, human resources, financial management, and office and operations management. In order to enable the organization to achieve its long-term vision and goals, the Administration and Development Program continues to promote the integrity of the organization and raise funds for its long-term sustainability.

Since 1999, the Administration and Development Program has helped to improve the administrative and reporting systems within the organization, and most importantly has upgraded PCS’s financial accounting system so that it matches the needs of a non-profit organization. During 2010-2015, the Program will continue to improve governance, reporting and administrative systems. In addition, the program will focus much more of its efforts on activities that will help ensure PCS’s long-term financial sustainability.

Given these priorities, PCS’s Development and Administration Program has identified the following strategies that will enable conservation of PCS’s targets, *in order of priority*:

General Strategy <i>(in order of priority)</i>	High level actions
1. Develop and implement plans to achieve financial sustainability	<ul style="list-style-type: none">o Raise restricted and unrestricted fundso Develop and implement plans to fundraise for the endowment
2. Effectively manage all funds	<ul style="list-style-type: none">o Maintain accounting procedureso Manage and maintain equipment and supplies
3. Develop and manage effective organizational frameworks and processes	<ul style="list-style-type: none">o Develop and implement organizational and Board effectiveness activities and policieso Maintain personnel recruitment and management procedures
4. Implement membership program	<ul style="list-style-type: none">o Organize and develop membership activitieso Develop and implement membership drives

Each strategy is designed to achieve conservation and organizational goals through fulfilling shorter term objectives. Objectives for each strategy in the Development and Administration Program are listed below. See Appendix 3 for descriptions, definitions, and indicators.

Strategy 1: Develop and implement plans to achieve financial sustainability

1. By 2011 PCS has developed and is following a Business Plan.
2. By 2015 PCS raises at least \$150,000 annually in unrestricted funds.
3. By 2015 PCS no longer has a cumulative deficit and has a balanced budget.
4. By 2015 PCS raises at least \$40,000 annually for the endowment.

Strategy 2: Effectively manage all funds

1. By 2011 PCS meets all reporting requirements in a timely manner.
2. By 2013 PCS has developed and is following a Financial Policies and Procedures plan.

Strategy 3: Develop and manage effective organizational frameworks

1. By 2011 PCS has developed and is implementing a Board Orientation Program.
2. By 2011 PCS has developed and is implementing an annual organizational evaluation process.
3. By 2011 PCS has developed and is implementing standardized human resource policies.

Strategy 4: Implement membership program

1. By 2011 PCS has developed and maintains a membership database.
2. By 2015 PCS has at least 2% of Palau's population are active members of PCS.
3. By 2011 PCS holds at least 2 membership drives annually.



PCS's Ability to Implement this Strategic Plan

This plan was designed to capitalize on PCS's strengths. However, PCS made several key assumptions that influence its ability to implement this plan:

1. *Funding will be available* – PCS assumes that enough funding will be available to carry out the actions in this plan. To ensure this, PCS has developed a Business Plan that calculates associated budgets for proposed activities. PCS had enough funding to carry out activities and meet objectives in Year 1 of the plan (2010) and had secured much of the funding it needs to operate in Year 2. However, PCS assumes that the global economic climate and its relationship with donors will continue to allow funding to be available in future years. Should funding not be available, PCS will focus on strategic priorities.
2. *Technical expertise will be available* – In Year 1 and Year 2 PCS had enough staff with adequate training to carry out activities and meet early objectives. PCS also had strong relationships with partners who could provide additional expertise. However, PCS assumes that its relationships with partners will continue and that staff will stay with PCS over the long-term. PCS has also identified new key staff positions which will need to be filled in 2013 and beyond in order to carry out this plan.
3. *The enabling environment will continue to exist* – PCS's proposed activities capitalize on the existence of an enabling environment. At the start of this plan the enabling environment, such as the implementation of PAN, the cooperative stance of states, and the availability of media outlets, existed so that PCS could meet its early objectives. However, PCS assumes that enabling conditions will continue to exist in future years.

In summary, in 2010, PCS had the ability to carry out necessary activities in Year 1 and 2, but additional funding, staff, and expertise will be necessary in future years.

Evaluation and Adaptation of this Strategic Plan

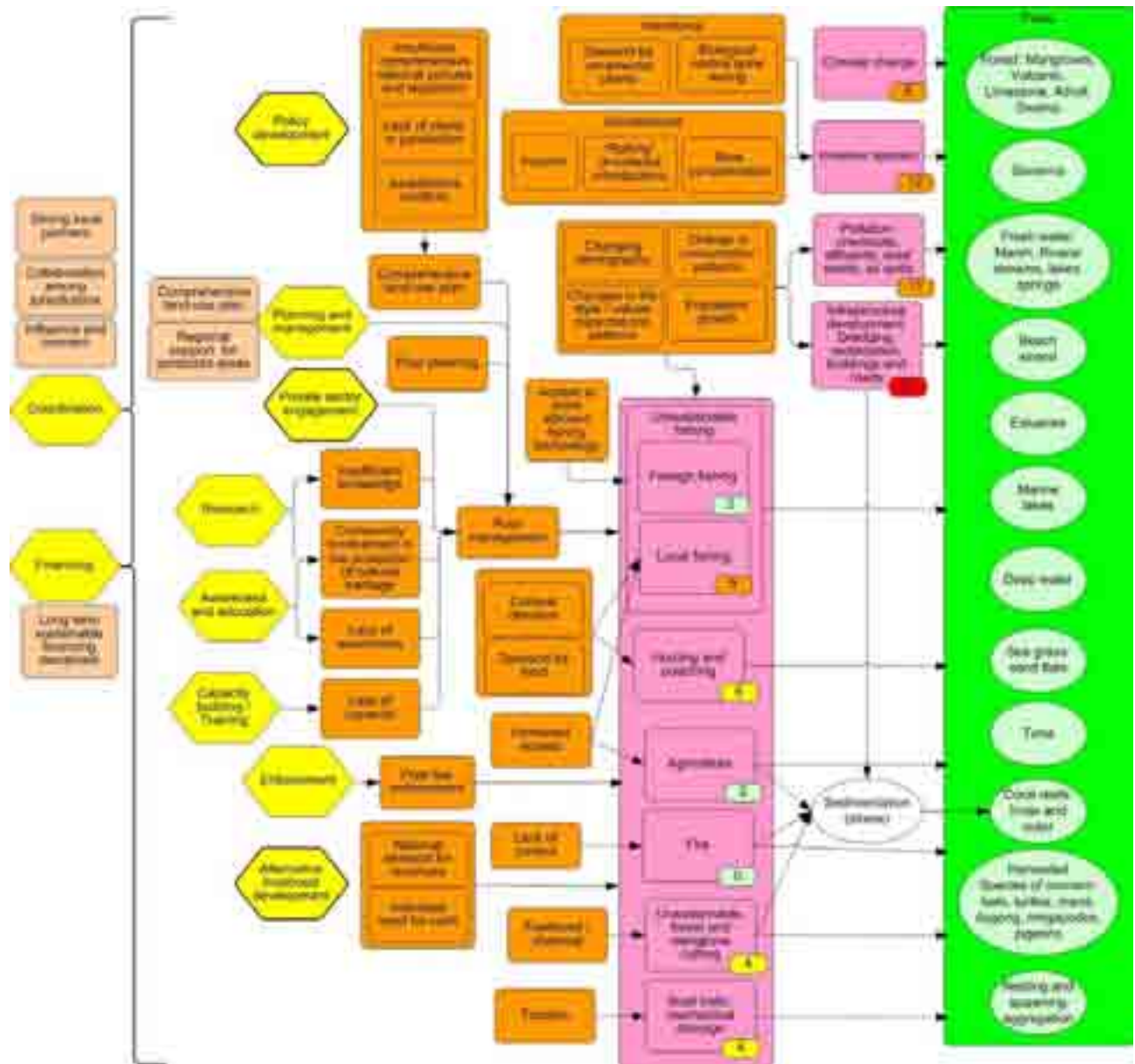
This Strategic Plan is a working document and is designed to be flexible. PCS holds work planning every six months. Thus, twice a year PCS will evaluate its performance against this plan (Appendix 3) and identify areas of need. PCS performance will also be reported to the general public at Annual General Membership meetings in June of every year. Recommendations from these events will be incorporated into the plan. It is the responsibility of the Program Directors, under the supervision of the Executive Director, to update this plan.

Conclusion

This document outlines PCS's approach to conservation in the next six years. PCS is building on its strengths and the many achievements of partners and states in the past decade (and beyond) to focus on more effective conservation of existing protected areas and large-scale planning for broader sustainable resource use. PCS's core operating principles remain the same in this strategy: the principles of partnerships, collaboration, and capacity building. However, PCS is shifting to a broader view, and to focusing on thoughtful assessments and planning for resource and land use. In the next six years, PCS will also strengthen itself as an organization, so that it can more effectively communicate information and operate more efficiently. This Strategy is adaptive, both in relation to local information and changes and in response to global changes such as global change. Above all, PCS will strive to have all of its activities be relevant to our communities and to the science of conservation.

Appendix 1. Palau Concept Model

The far right column lists Palau’s conservation targets, as identified by Palau’s conservation professionals during a meeting in 2008. Pink and orange boxes identify primary and secondary threats. Yellow hexagons identify strategies to reduce threats. Boxes on the far left identify enabling conditions.



Appendix 2: PCS's Key Achievements, 1999-2009

PCS celebrated its fifth anniversary in 1999, as Palau and the world prepared to usher in a new decade. That year, the Board of Directors established a set of 10-year goals (1999-2009), to guide PCS's activities in the new decade. These goals formed the basis for most of PCS's activities, and in so doing, influenced PCS's areas of strength and its current priorities.

Goal 1: Palau will have enacted comprehensive legislative and policy framework in support of conservation

Several important pieces of legislation were passed between 1999 and 2009. These include the national Protected Areas Network (PAN) Act and numerous state Land Use or Management Planning Acts. Implementation policies were also developed during this time. *Although these achievements resulted from the efforts of many partners, between 1999 and 2009 PCS helped contribute to a nation-wide legislative and policy framework by:*

1. Helping to write the PAN Act and sitting on committees promulgating and implementing regulations.
2. Co-leading the Ngerikiil Watershed Assessment in Airai and leading the development of buffer zone legislation.
3. Leading efforts to provide technical assistance to states for land use planning and associated legislation.
4. Leading efforts to include community needs and perceptions in the National Biodiversity Strategy and Action Plan (NPSAP). PCS also served on the NBSAP Steering Committee.
5. Leading efforts to develop and provide technical and financial resources to the Sustainable Land Management Initiative, a national consortium carrying out commitments under the United Nations Convention to Combat Desertification (UNCCD).
6. Supporting development of the Babeldaob Watershed Alliance.
7. Leading development of a conservation strategy for Peleliu.

Goal 2: By 2009, Palau will have the same or more coral reef resources as in 1998.

Surveys by our partners have found that Palau's coral reefs are generally in good condition and recovering from a massive 1998 coral bleaching event. *Although coral recruitment is a natural process, many partners in Palau worked to protect coral reef resources from further damage. Between 1999 and 2009 PCS contributed to protection and improved management of coral reefs by:*

1. Leading the identification, establishment, and management of the Ngeruangel, Ebiil, Ngermasech, Ngelukes, and Ngemai Marine Protected Areas (MPAs). PCS also provided major technical or financial support to at least 10 other MPAs. Many other states observed the success of our partner states and developed their own MPAs, often requesting information or advice from PCS.
2. Co-leading the development and implementation of the Tour Guide Training Program with Koror State and leading networking efforts between Conservation Officers participating in the Locally Managed Marine Areas (LMMA) Network. PCS also supported many other training events for communities, partners, and staff. Many former PCS staff members are now employed in conservation at other organizations.
3. Increasing available information. PCS led or supported Rapid Ecological Assessments of the Northern Reefs. PCS worked with partners to identify and map marine populations, through enhanced monitoring at Ebiil and by leading a 2008 Trochus survey. PCS conducted fishery, turtle, and community surveys, among many others.
4. Leading efforts to provide technical assistance and information to states for land use planning to reduce sedimentation.
5. Lobbying international governments to establish PICRC in Palau.
6. Helping to plan a side-event to launch the Micronesia Challenge to a global audience, at the Conference of the Parties (COP 8) to the Convention on Biological Diversity in Curitiba, Brazil.
7. Raising general awareness of reefs, reef resources, and the links between human activities on land and water and marine ecosystem health.

Goal 3: By 2009, Babeldaob will have established competent land use planning including establishment of effectively managed conservation areas covering ecologically sensitive sites.

Between 1999 and 2009 protected areas in Babeldaob expanded from 5 to 17 (including upland, beach, and mangrove areas). States outside of Babeldaob also established many conservation areas. States in Babeldaob made significant moves towards developing comprehensive or land use plans. *Although these achievements resulted from the efforts of many partners, between 1999 and 2009 PCS helped contribute to protected areas and land use planning by:*

1. Leading efforts to increase awareness of biodiversity and conservation through Important Bird Area and Ridge-to-Reef campaigns, among others.
2. Increasing available information on ecologically sensitive sites through Important Bird Area and National Bird Surveys and community consultations, and by supporting shorebird surveys and rare and endemic tree and vegetation surveys.
3. Leading establishment of the Medal-a-lechad Conservation Area, Ngeremeskang Nature Reserve, Ngeremeskang Bird Sanctuary, and Mesekelat Conservation Area. PCS also provided major support to five other terrestrial areas.
4. Implement management activities at Lake Ngardok, Ngermasech, Medal-a-lechad, Ngeremeskang, and Ngeremeduu Bay Conservation Areas.
5. Raising awareness of and desire for land use planning and leading technical assistance efforts. PCS provided major technical and financial support for Airai's land use planning efforts.
6. Supporting development and leading coordination of collaborative efforts (such as the Babeldaob Watershed Association (BWA) and Ecosystem-based Management (EBM) initiatives).
7. Raising awareness of biodiversity, key biodiversity sites, conservation, and conservation areas.

Goal 4: By 2009, negative environmental impacts associated with construction of the Compact Road will have been minimized.

Despite initial plans leaving out an asphalt cap on the road, Babeldaob's Compact Road was eventually capped in order to reduce sedimentation and erosion. *Although this achievement resulted from the efforts of many partners, PCS helped by lobbying decision makers in the United States to cap the road.* Land use planning efforts in Babeldaob are being undertaken to ensure that construction enabled by the Road is done so in a sustainable manner.

Goal 5: By 2009, every Palauan resident will understand the importance of conservation and the environmental impacts of different kinds of development.

There is evidence that awareness about biodiversity and conservation increased between 1999 and 2009. Regular discussion of conservation in the media and by the President and National Congress indicates that conservation has been institutionalized and become part of Palau's collective consciousness. Awareness has led to documented improvements to the conservation of natural resources. In some cases, there are documented increases of awareness among youth for key species such as sea turtles and giant clams, and for key ecosystem concepts such as watersheds. *Although this achievement resulted from the efforts of many partners, between 1999 and 2009 PCS helped raise national awareness by:*

1. Leading nationwide educational campaigns on dugongs, sea turtles, giant clams, birds, the Palau Fruit Dove, and watersheds.
2. Leading and supporting state discussions on the importance of conservation and conservation areas.
3. Co-leading the Tour Guide Training Program, reaching 200 tour guides.
4. Leading a bird survey training program.
5. Leading, supporting, or facilitating staff and partner exchanges, retreats, visits, and general capacity building.

6. Supporting the establishment of the Ebiil Society, a nonprofit organization dedicated to the conservation of Ngarchelong's resources.
7. Leading incorporation of the Ridge-to-Reef Road Show into school curricula, and supporting teacher training events.
8. Supporting the development and proclamation of an Executive Order creating National Conservation Day on June 14, PCS's anniversary.

Goal 6: PCS will be developed as a strong and sustainable institution capable of effecting long-term environmental change.

PCS grew in size, budget, and reputation between 1999 and 2009. In 2009, PCS was regarded as a leader in conservation locally and regionally. To ensure institutional strength, PCS went through several formal organizational assessments and established an organizational framework with teams and clear programs. *With the assistance of partners, between 1999 and 2009 PCS worked to increase its strength and capabilities by:*

1. Participating in multiple on- and off-island training events, conferences, networking trips, and partner meetings.
2. Becoming members of local, regional, and global partnerships (such as BirdLife International).
3. Developing good relationships with states, particularly by hiring state-based staff.
4. Conducting Strategic and Work Planning regularly, and establishing standardized evaluation procedures.
5. Establishing a financial system and improving financial reporting and transparency.
6. Establishing and fundraising for an Endowment Fund.
7. Developing the Corporate Partners for Conservation Program and continually increasing its membership.
8. Increasing the number of donors.
9. Increasing the grant portfolio (source and amount of funds).
10. Leading and participating in multi-party activities and grants.

Appendix 3: Table of Goals and Objectives, with definitions and indicators

Conservation Goal	Definitions	Measurable Indicator(s)	Means of Verification	
			Baseline	End of strategy
By 2020, <u>coral reef</u> * health* is maintained at 1992 levels.	"Coral reef" limited to coral species; "health" defined by size, class, distribution, diversity	Coral species per unit area; recruitment presence/absence; % coral cover; benthic substrate ratios; size class frequencies	Golbuu (2000)	Surveys carried out as part of MPA management plans funded by PAN; surveys as part of Micronesia Challenge (applicable to all)
By 2020, populations of highly valued <u>reef fish</u> * are maintained at current levels.	"Highly valued reef fish" defined by subset of fish on list produced by PICRC	Species diversity per area; population density; size class distribution	Golbuu (2000)	MPA management plans; MC surveys
By 2020, Palau's <u>forests</u> * have higher percent healthy* coverage* than initial baselines.	"Forests" defined by volcanic, limestone, swamp, atoll/strand; "Healthy" defined by species composition; "Coverage" defined by extent in 1976	Species diversity per area; presence/absence of invasive species; areal extent	Cole et al 1987; ongoing baseline assessments in PAN sites	Current aerial imagery; repeated monitoring in PAN sites
By 2020, <u>marshes, rivers, streams and lakes</u> are healthy*.	"Healthy" defined by species composition and water quality	Species diversity index; turbidity; pH	EQPB surveys	EQPB or IWRM surveys
By 2020, the area of healthy <u>mangroves</u> * is maintained at 2000 levels.	"Healthy" defined by flora and fauna composition; extent	Species diversity per area; presence/absence of invasive species; areal extent; accretion/erosion rates	Golbuu (2000)	MPA management plans; MC surveys
By 2020, <u>seagrass</u> habitats have at least the same extent as 2000 baseline.		Areal extent	Golbuu (2000)	MPA management plans; MC surveys
Conservation and Protected Areas Program				
Strategy 1: Lead and coordinate protected area management planning at the site level				
1. By 2011, a management plan template* that meets state needs and national requirements for effective conservation has been developed and is being used.	"Template" includes criteria for evaluating management plans and best management practices for writing plans	Criteria adopted by PAN Technical Committee and PAN Management Committee	Assume no criteria exist	Copies of criteria and best management practices distributed; meeting minutes; official PAN meeting minutes
2. By 2013, states with protected areas that are in the PAN (in 2009) have new or revised management plans that are endorsed by communities/states and the PAN office.		Ebiil, Olsolkesol, Ngardok, Mesekelat have approved management plans	Ebiil management plan approved	State legislation accepting management plans; PAN expenditures in those states
3. By 2015, key bodies* in at least 4 additional states with protected areas are participating in protected area management planning or evaluation (regardless of PAN membership).	"Key bodies" to include representatives from all stakeholder groups, as defined through stakeholder analyses	At least 4 states (not including Ngarchelong, Ngwal, Melekeok, Ngchesar)	Assume a baseline of zero	State planning team rosters; attendance at planning meetings; state planning legislation
Strategy 2: Provide assistance for implementation of protected area management plans				
1. By 2015, all targeted state conservation officers and key managers* have skills needed to implement management plans.	"Key managers" to include state-based staff such as Reserve Managers, Tour Guides, Nursery operators; "skills needed" defined by management plans	Number of people trained; types of training received	Assume a baseline of zero	Attendance rosters; pre- and post-training surveys
2. By 2015, threats in at least four conservation areas have been minimized through implementation of management activities.		Conservation areas with management activities	Assume a baseline of zero	Annual reports, monitoring, photographic evidence
Strategy 3: Advocate for establishment of new protected areas				
1. By 2013, Kayangel's Important Bird Area of Ngeriungs is formally protected		Ngeriungs is protected by legislation or MOU	Ngeriungs not protected	Copies of legislation or MOUs; Media releases
2. By 2015, critical areas* within the Northern Reefs are formally protected by Kayangel and Ngarchelong	"Critical areas" defined to include aggregation areas, coral spawning areas, potential dive sites, and high biodiversity areas	Critical areas protected or managed in Northern Reefs management plan	Current bul on channels; Ebiil protected	Northern Reefs Management plan

Conservation Goal	Definitions	Measurable Indicator(s)	Means of Verification	
			Baseline	End of strategy
3. By 2015, key biodiversity areas* in Babeldaob are protected	"Key biodiversity areas" include IBAs, forests above water sources, high plant diversity areas, areas of community importance	% extent of terrestrial coverage; number of key biodiversity areas protected	Existing areas on Babeldaob (see 2009 map)	State legislation; media releases
Strategy 4: Implement management activities for critical species				
1. By 2015, invasive species threats are reduced in at least one Important Bird Area.		Rats eradicated from Ngeriungs	Rats present	Photographic evidence, project reports
2. By 2015, rodents are not reintroduced to eradicated islands.		Absence of rats; presence of biosecurity measures in Kayangel and Fanna	Rats present in Kayangel; no biosecurity in place	Presence/absence surveys; biosecurity document
3. By 2015, PCS champions the protection of key marine species*.	"Key marine species" to include culturally important and rare or threatened species	Number of species advocated; legislation to protect species	Assume baseline of zero	Project reports, copies of educational materials
Policy and Planning Program				
Strategy 1: Champion land and resource use planning in Babeldaob				
1. By 2015 land use plans* have been completed for at least 5 states in Babeldaob.	"Land use plans" to include zoning, land use, and comprehensive plans	Land use plan documents and maps; state legislation supports planning in five states	Airai plan	Copies of land use plans; media releases
2. By 2015 decision makers in Babeldaob integrate EBM recommended Best Management Practices (BMPs) into land use plans.		BMPs listed in reference section of land use plans	Assume baseline of zero	Copies of land use plans
3. By 2015 comprehensive terrestrial resource management plans have been completed with participation of all relevant stakeholders*	"Relevant stakeholders" defined through stakeholder analyses	Number of participants; Terrestrial watershed plans exist	Ngerikiil Watershed plan	Copies of plans, program reports
4. By 2013 at least 3 states in Babeldaob are integrating their protected area management plans into a state wide land and resource use planning effort.		Conservation area management plans listed in reference section of land use plans; zoning in land use plans incorporates protected areas	Assume baseline of zero	Copies of land use plans
Strategy 2: Co-facilitate multi-state and national processes				
1. By 2013 30% of resource agencies* are sharing their plans and integrating* their efforts to manage natural resources in Babeldaob.	"Resource agencies" defined by government, nongovernment, and business partners with any environmental mandate; "Sharing and integrating" defined as collaborative efforts	List of participants at meetings, List of organizations referenced in management plans	30% currently collaborating	Copies of plans, copies of reports
Communications and Outreach Program				
Strategy 1: Identify and champion key environmental messages				
1. By 2011, key environmental messages* and target audiences* have been identified.	"Key environmental message" is defined as those messages needed to achieve programmatic objectives, "target audiences" ibid	Number of messaging products, number and list of audiences	Assume baseline of zero	Copies of documents, reports, educational materials, media releases
2. By 2015, PCS communication products (maps, GIS layers, EBM tools) are used to inform land and resource use plans.		PCS products listed in reference section of land use plans	Assume baseline of zero	Copies of land use plans
Strategy 2: Maintain positive public relations				
1. By 2011, the PCS brand* is recognized and established.	"PCS brand" includes logo and mission	PCS perception survey	Perception survey from 2006	Data from survey, annual reports
2. By 2013, PCS press materials are disseminated monthly.		Number of press materials, schedule of dissemination	4 times per year	Copies of press materials

Conservation Goal	Definitions	Measurable Indicator(s)	Means of Verification	
			Baseline	End of strategy
Strategy 3: Integrate environmental information into educational institutions				
1. By 2015, the Ridge to Reef Road Show has been integrated* into the 5 th grade curriculum.	"Integrated" is defined as being part of the regular school year, with our without the direct participation of PCS	5th grade curriculum produced by Ministry of Education includes Ridge to Reef Show products	Assume baseline of zero	Copies of curriculum, letters
2. By 2015, PCS educational materials are aligned with Ministry of Education* needs.	"Ministry of Education" is the Palau government Ministry	Educational materials reference Ministry of Education standards or grades or respond to direct requests	Assume baseline of zero	Copies of educational materials
Strategy 4: Raise general environmental awareness				
1. By 2015, PCS communication products are used to inform community-based protected area management and resource use planning efforts.		PCS products listed in reference section of land use plans	Assume baseline of zero	Copies of land use plans or management plans
2. By 2015, PCS has educational plans targeted to specific audiences*, for all primary school grades.	"Specific audiences" is defined by programmatic need (e.g. science class, general grade)	PCS educational curriculum exists	5th grade products	Copies of educational products, copies of reports
Administration and Development Program				
Strategy 1: Develop and implement plans to achieve financial sustainability				
1. By 2011 PCS has developed and is following a Business Plan.		Business plan exists; yearly expenditures are within 5% of business plan projections	Draft business plan exists	Annual financial reports, copy of business plan
2. By 2015 PCS raises at least \$150,000 annually in unrestricted funds.		\$ raised annually	\$80,000	Annual financial report, audits
3. By 2015 PCS no longer has a cumulative deficit and has a balanced budget.		Deficit is \$0, budget is balanced	Existing deficit	Copies of business plans, audits, annual financial reports
4. By 2015 PCS raises at least \$40,000 annually for the endowment.		\$ raised annually	\$8,000	Annual financial report, audits
Strategy 2: Effectively manage all funds				
1. By 2011 PCS meets all reporting requirements* in a timely manner.	"Reporting requirements" defined by grant programmatic and financial reports and internal annual reporting	Annual report published by June annually, programmatic and financial reporting dates meet contract obligations	100% deadlines met	Copies of reports, copies of email or date stamped mail
2. By 2013 PCS has developed and is following a Financial Policies and Procedures plan.		Financial policies and procedures plan	Assume baseline of zero	Copy of plan
Strategy 3: Develop and manage effective organizational frameworks				
1. By 2011 PCS has developed and is implementing a Board Orientation Program.		Board orientation manual produced, number of board members participating	Assume baseline of zero	Copies of reports, copy of manual
2. By 2011 PCS has developed and is implementing an annual organizational evaluation process.		Annual evaluations	Assume baseline of zero	Copies of evaluations, copies of annual reports
3. By 2011 PCS has developed and is implementing standardized human resource policies.		Human resources policies included in policies and procedures	Policy and Procedures manual	Updated policy and procedures manual
Strategy 4: Implement membership program				
1. By 2011 PCS has developed and maintains a membership database*.	"Database" is defined by a computerized database	Computerized membership database updated at least biannually	Assume baseline of zero	Digital copy of database
2. By 2015 PCS has at least 2% of Palau's population are active* members of PCS.	"Active" defined by participation in membership or programmatic events	Number of members, number of members participating in annual membership events, program reports	0.5% of population	Membership roster
3. By 2011 PCS holds at least 2 membership drives annually.		Number of membership drives	1 annual event	Annual reports, photo, membership database

