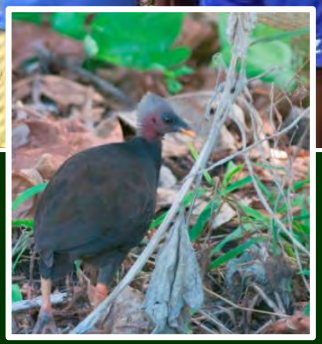
PALAU CONSERVATION SOCIETY
STRATEGIC PLAN 2016 - 2021



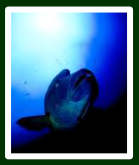





Protecting our natural heritage...from ridge to reef





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Red Rooster Retreat December 2014 Koror Palau
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Executive Summary

Palau is a wondrous gem in the Pacific, with communities that are highly engaged in the active environment sector. The Palau Conservation Society (PCS) is Palau's premier conservation nonprofit organization, and has been a leader since 1994 in working with partners to effectively conserve and sustainably use Palau's natural resources.

This 2016-2021 Strategy renews our commitment to working with communities to conserve their own resources, in partnership with national and cross-boundary partners, and emphasizes the scientific basis of protected areas, sustainable resource use, and land and marine spatial planning.

With our ecosystem perspective, PCS selected 6 Conservation Targets based on both need and our ability to create positive change: 1) Marine Habitats, 2) Fisheries Resources, 3) Mangroves (and Estuaries), 4) Forests, 5) Freshwater Systems, and 6) Seed Dispersers. For the first time, PCS drafted 5 organization-wide Programmatic Goals to align activities across programs and to link conservation targets and goals with objectives: 1) Increasing compliance (and enforcement); 2) Reducing negative tourism impacts; 3) Invasive Species management; 4) Green solutions for Climate Change resilience, and 5) Reducing reef fishing. Program objectives were selected to align, complement, and fill in gaps given the nationwide context, based on a national 2015 Concept Model.

The Conservation and Protected Areas Program's 5 Strategies and 16 Objectives will continue supporting protected areas creation, planning, management, and capacity building; as well as continue efforts to conserve specific species. New in this strategy are objectives to facilitate cross-boundary management and improve reef fisheries.

The Policy and Planning Program's 3 Strategies and 9 Objectives will continue the emphasis on spatial planning (especially land use planning) as well as broad resource planning. New in this strategy are objectives to support Sustainable Tourism.

The Conservation and Outreach Program's 3 Strategies and 7 Objectives have been redesigned to better support Conservation and Programmatic Goals through targeted actions.

The Development and Administration Program's 2 Strategies and 9 Objectives focus on financial sustainability, and new in this strategy, enabling PCS to better evaluate and learn from its actions.

This Strategy is adaptive and will be evaluated and updated annually.

The Case for Conservation

Simply Paradise.

Palau is a small island nation with an exemplary environment and committed communities. Palau's high and low islands boast the richest and most diverse terrestrial flora and fauna in Micronesia, with many endemic species on land. Palau's tropical moist forests, rare atoll forests, Babeldaob island's thick old growth forests, and the Southern Lagoon's World Heritage-recognized Rock Island forests, were identified in 2011 by the Royal Society for the Protection of Birds as some of the world's most important ecoregions for bird conservation.

Prolific marine ecosystems include a variety of barrier, fringing, patch, and atoll reefs covering 525 km^2. Reefs in Palau are acclaimed for having the highest diversity of coral fauna in Micronesia and the highest density of tropical marine habitats of similar areas around the world. Palau is known as one of the seven underwater wonders of the world, and also called one of the Earth's Last Living Edens. Palau's oceans are hotspots for research identifying globally relevant solutions to increase climate resiliency.

A Small Island Developing State, Palau is located in the Western Pacific approximately 750 km southeast of the Philippines and 1300 km southwest of Guam, in a region known as Micronesia. The main Palau archipelago stretches approximately 200 km from the atoll of Ngeruangel 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 300 to 500 km to the southwest. Palau consists of 487 islands, of which only 16 are continuously inhabited. Total land area is 535 km^2 and the lagoons encompass more than 1,135 km^2. The population of Palau, averaging 20,000 people, relies heavily on local natural resources for its subsistence, cultural practices, and economy.

In the face of serious persisting and growing threats, Palau has been able to maintain its near pristine natural environment. But the pressures of development, globalization, and climate change are mounting, calling for coordinated and comprehensive responses.

Marine Fauna

- 425 species of coral
- 300 species of sponges
- 200 species of cnidarians
- Nearly 1,300 species of reef fish, including eels and gobies known only from Palau

Terrestrial Fauna

- 5,000+ species of insects
- 156 native and migratory bird species; 12 species and 10 subspecies are endemic
- Over 40 species of freshwater fish; 4 are endemic
- 46 species of terrestrial reptiles and amphibians
- 3 species of bat, 1 species and 1 subspecies are endemic
- At least 69 endemic species of land snails

Introduction

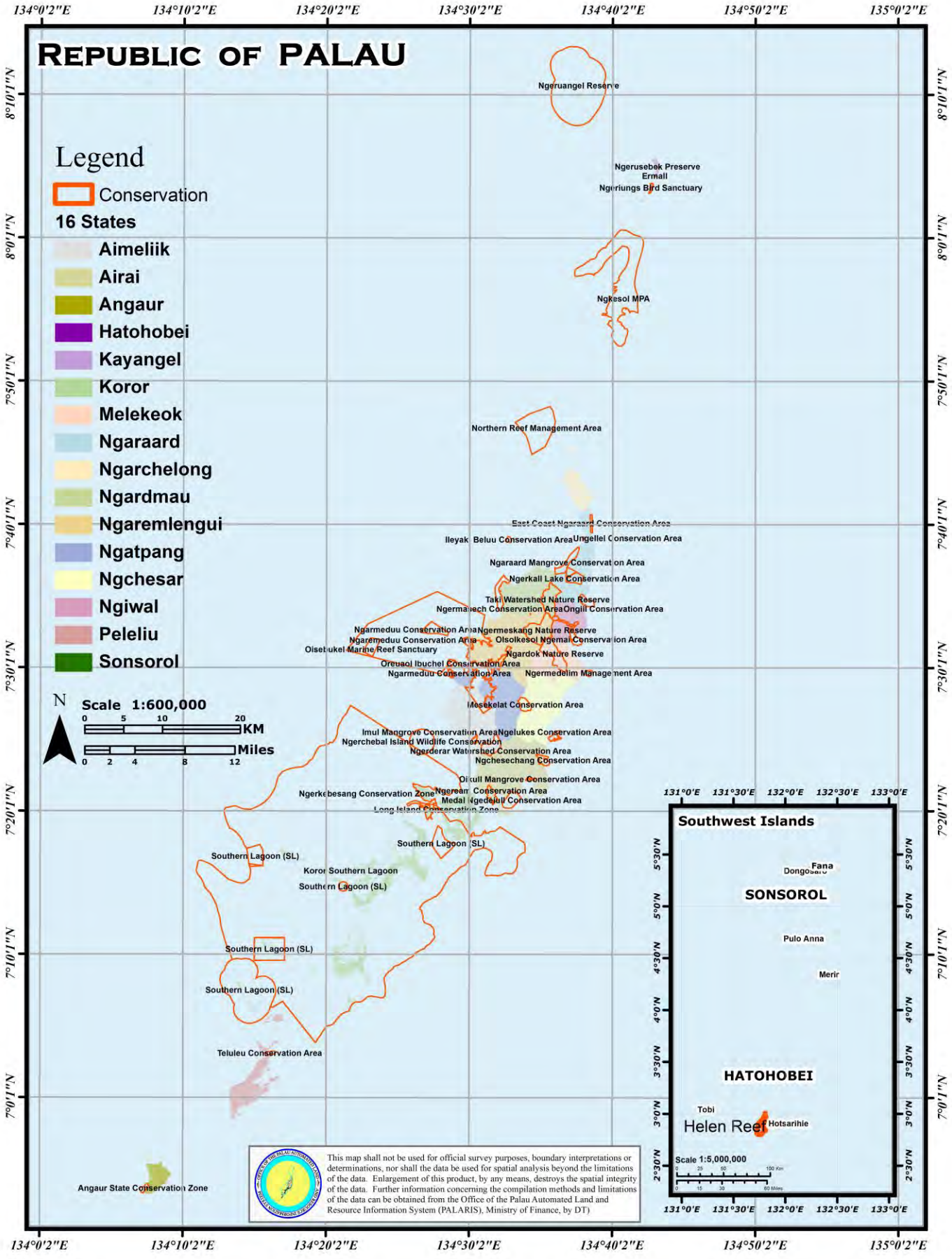
Since 1994, the Palau Conservation Society (PCS) has been working with communities and public, private, regional, and international partners to protect Palau's natural resources. Committed to both our natural resources and our communities, we maintain our place at the forefront of community-based conservation and protection of Palau's environment. PCS collaborates with partners to effectively establish protected areas, facilitate community-based management plans, develop and support sustainable resource use policies and practices, and increase environmental management skills, knowledge, awareness, and positive behavior. An adaptive organization, PCS tackles unresolved issues and continuing threats while also taking on new challenges associated with national growth and development and global change, which steadily increase in scope, cost, and complexity.

PCS remains a strong and viable institution in Palau, and is a sought-out partner and expert by both communities and government alike. Traditional and State Leaders regularly request assistance from PCS to address environmental concerns or meet conservation obligations. PCS is the only national NGO taking a full ecosystem perspective, working on both marine and terrestrial environments, and addressing and coordinating cross-sector issues.

The PCS Board of Directors includes influential representatives from nearly all sectors and industries in Palau. PCS also enjoys flexibility and independence due to its nongovernment status.

This 2016-2021 PCS Strategic Plan outlines strategies to build on existing work and address new issues. It was developed by the PCS Board of Directors and staff at a Strategic Planning Retreat held in December 2014 and builds upon the 2010-2015 PCS Strategic Plan. Here, PCS renews its commitment to five of the six targets in the 2010-2015 Plan (seagrass is no longer a separate target), and adopts one new target (seed dispersers). Targets and goals purposefully complement activities by other organizations, based on a conceptual model developed at a nationwide Environment and Conservation Professionals Meeting held in 2008 which was reviewed and updated with the Palau Conservation Consortium in September 2015 (Appendix 1). While continuing to prioritize Protected Areas, this Plan now explicitly addresses threats from tourism, invasive species, and Climate Change. For the first time, this Plan includes organization-wide Programmatic Goals (in addition to Conservation Goals).

Targets and Strategies were prioritized based on PCS's ability to influence positive change combined with perceived conservation need and other partner-led efforts. This Strategic Plan will guide programmatic activities and fundraising efforts for the next six years, and is subject to annual review and revision.


REPUBLIC OF PALAU
Legend
Conservation
16 States
Aimeliik
Airai
Angaur
Hatohobei
Kayangel
Koror
Melekeok
Ngaraard
Ngarchelong
Ngardmau
Ngaremlengui
Ngatpang
Ngchesar
Ngiwal
Peleliu
Sonsorol
N
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0 5 10 20 KM
0 2 4 8 12 Miles
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7°50'1"N
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7°20'1"N
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Ngeruangel Reserve
Ngerusebek Preserve
Ermall
Ngeriungs Bird Sanctuary
Ngkesol MPA
Northern Reef Management Area
East Coast Ngaraard Conservation Area
Ileyak Beluu Conservation Area
Ungellel Conservation Area
Ngaraard Mangrove Conservation Area
Ngerkall Lake Conservation Area
Taki Watershed Nature Reserve
Ngermasech Conservation Area
Ongill Conservation Area
Ngarmeduu Conservation Area
Ngermeskang Nature Reserve
Ngaremeduu Conservation Area
Olsolkesol Ngemai Conservation Area
Oiseruukel Marine Reef Sanctuary
Ngardok Nature Reserve
Oreuaol Ibuchel Conservation Area
Ngarmeduu Conservation Area
Ngermedelim Management Area
Mesekelat Conservation Area
Imul Mangrove Conservation Area
Ngelukes Conservation Area
Ngerchebal Island Wildlife Conservation
Ngerderar Watershed Conservation Area
Ngchesechang Conservation Area
Ollull Mangrove Conservation Area
Ngerkebesang Conservation Zone
Ngerean Conservation Area
Medal Ngedelull Conservation Area
Long Island Conservation Zone
Southern Lagoon (SL)
Southern Lagoon (SL)
Koror Southern Lagoon
Southern Lagoon (SL)
Southern Lagoon (SL)
Southern Lagoon (SL)
Teluleu Conservation Area
Angaur State Conservation Zone
Southwest Islands
131°0'E
131°30'E
132°0'E
132°30'E
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5°30'N
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4°30'N
4°0'N
3°30'N
3°0'N
2°30'N
Fana
Dongosaru
SONSOROL
Pulo Anna
Merir
HATOHOBEI
Tobi
Helen Reef
Hotsarihie
Scale 1:5,000,000
This map shall not be used for official survey purposes, boundary interpretations or determinations, nor shall the data be used for spatial analysis beyond the limitations of the data. Enlargement of this product, by any means, destroys the spatial integrity of the data. Further information concerning the compilation methods and limitations of the data can be obtained from the Office of the Palau Automated Land and Resource Information System (PALARIS), Ministry of Finance, by DT)

Vision

Healthy Ecosystems for a Healthy Palau

Mission

Palau Conservation Society is 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 and climate change. 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 or facilitate increased capacity for communities and partners to manage their resources effectively.

Adaptability and Adaptation. We adapt our practices and messages to be locally relevant. While supporting emissions mitigation, our primary focus is to help communities adapt to and increase resilience to Climate Change.

Palau's Conservation Landscape and Opportunities

Conservation, or *omengereomel,* is a tradition for Palauans and a way of life that has been in practice for centuries. Many of Palau's traditional, place-based conservation ethics are used as the basis for modern-day policies and integrated into modern resource management approaches. *The tradition of omengereomel is ingrained in PCS's mission, core values, and operating principles.* PCS's strategy is aligned with, supports, and capitalizes on nationwide trends and opportunities in conservation and sustainable environmental management. At the same time, PCS recognizes its role as a leader and "watchdog" in the conservation sector and thus maintains the flexibility to adapt and push the national agenda to achieve the best possible outcomes for Palau.

Protected Areas and Effective Conservation

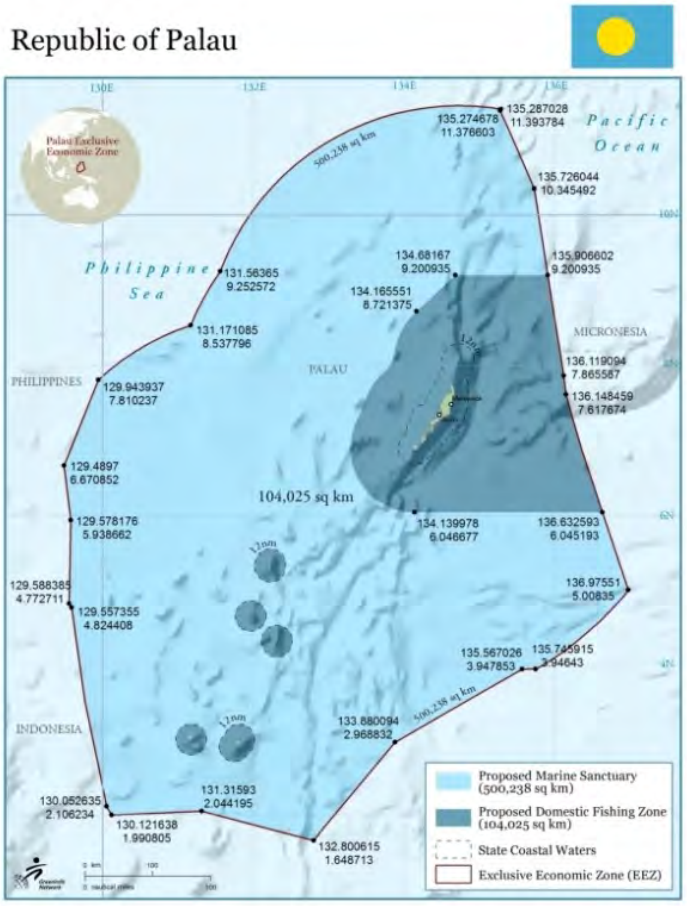
Palau has been a constant leader in establishing and improving protected areas, starting with the Ngerukeuid Wildlife Preserve (1956) and Ngerumekaol Spawning and Aggregation Site (1976), designated by law during the Trust Territory Government period. Since independence in 1994, communities and their state governments have actively engaged in conservation of select sites. By 2005, 28 protected areas had been designated by state governments. The introduction of the Protected Areas Network (PAN) spurred protection of even more areas. In 2016, there were 46 sites formally designated for protection by state law. This included 1,331 km^2 of nearshore marine habitat (46% of Palau's total nearshore marine area), 20 km^2 of mangrove (approximately 40% of Palau's total mangroves), and 90 km^2 of terrestrial habitat (approximately 22% of Palau's total terrestrial habitat). Each of Palau's 16 States has legislated or traditionally decreed protected areas. *PCS has been actively involved in protected areas establishment and management since its founding, and will continue.*

The PAN has been the centerpiece of Palau's efforts to improve conservation practices within protected areas, and PCS has been heavily involved since inception. Since 2003, partners in the environment sector have taken this national framework, complete with regulations and a sustainable funding mechanism (the Green Fee), from concept to policy to implementation. 34 of the 46 protected areas were members of the PAN in 2016; some states with multiple protected areas single out specific sites for participation in the PAN and self-support remaining sites. A system-wide design and Strategic Plan for the Palau PAN was being developed at the end of 2016 using a Marxan Framework. The Protected Areas Network Office (PANO), the implementing arm of the PAN instituted under the Ministry of Natural Resources, Environment and Tourism, has steadily increased in capacity and services offered. *PCS will continue to support the PAN both at the national level and state levels, and will push the PAN to grow, strengthen, and innovate when needed.*

Palau inspired and contributes to the Micronesia Challenge (MC), a regional commitment to set aside 30% of nearshore marine resources and 20% of terrestrial resources by year 2020. Palau's contributions to the Micronesia Challenge are calculated using both PAN and non-PAN protected areas and their level of management (as a measure of "Effective

Conservation"). *PCS will continue to work with communities to improve protected area and natural resource management in order to reduce threats and improve performance (e.g. in monitoring, compliance and enforcement, planning, sustainable financing, and outreach and education), thereby improving Palau's MC scores.*

In 2014 Pacific Island Forum Leaders from 16 countries endorsed the *Palau Declaration on 'The Ocean: Life and Future'*. Palau's emphasis in the Declaration is fish conservation through improved fisheries management, enforcement, and large scale marine protected areas. In October 2015 President Tommy E. Remengesau Jr. signed into law an Act establishing the Palau National Marine Sanctuary (PNMS; Map 2). The Sanctuary expanded Palau's marine protected area to include 80% of Palau's entire Exclusive Economic Zone, and it domesticated all resource use within the remaining 20%, creating a new Domestic Fishing Zone. This initiative reflects a new paradigm shift and introduces to the world a new perspective that advocates for "Large Ocean Island States" instead of small island states. Before 2020 Palau aims to shifts its fishing industries so that local Palauans benefit from improved environmental and accessibility conditions that counter vulnerabilities created by Climate Change. *In response to this new opportunity and growing fisheries challenges, PCS adapted this strategy to more explicitly focus on fisheries and to facilitate effective solutions like cross-boundary management and cooperatives.*



Map 2. Palau National Marine Sanctuary (PNMS) (Office of the President, 2015)

Species Protection

Protection of species is also at the core of Palau's conservation efforts. In 2003, Palau enacted one of the world's toughest anti-shark-finning laws. This was followed by a declaration of the world's first shark sanctuary in 2009, banning all catches of sharks in Palau's Economic Exclusive Zone. Fish, birds, marine mammals, sea turtles, land crabs, and other species are protected and/or regulated through national level measures and with some species receiving additional control measures imposed by state laws. Birds are protected by national law which ban any form of hunting or take of all species of birds, with a few exceptions. In addition to policies and protected areas, species-based conservation efforts have included invasive species control and eradication, research, and outreach and education. Reef fish are increasingly becoming more of a species of concern, as multiple indicators show that reef health is on the decline (both from climate change and growth and development pressures) and biomass may crash within a few decades. Thus, many food security efforts are focused on shifting pressure off reef fish onto more sustainable species. Expanding the resilience and productivity of many species of taro and upland crop plants are also prioritized nationally and locally. *PCS has been an active player in raising awareness of species and particularly bird protection and management.*

Sustainable Land Use

In tandem with protected areas are efforts to improve land use practices to minimize land degradation and downstream negative effects. Arising out of an earlier Ecosystem-Based Management (EBM) Initiative, in 2012 Palau's elected and traditional leaders endorsed a national Sustainable Land Management (SLM) Policy. SLM efforts have prioritized comprehensive Land Use Planning. In 2016 three states had land plans (only 1 completed all the way to zoning). Efforts to shift Palau's tourism industry from a high -impact mass tourism model to a low-impact, high-value niche tourism model also fall under SLM. *PCS will continue its advocacy on behalf of the SLM Policy and will continue assisting states with land use planning.*

Sustainable Financing

Palau has created innovative funding mechanisms to support conservation, including the Green Fee, which supports the PAN, and a forthcoming Environmental Impact Fee, which will support the PNMS. PAN Site Management Plans must also include sections that address financing needs and streams. Between 2010 and 2015 PCS helped develop tools that Protected Area Managers use to better organize these new funding sources and responsibilities. Through both regional partnerships and since 2015 directly, Palau has successfully accessed global-level funding through multilateral conventions. Financial integrity is explicitly considered; for instance Green Fees and other PAN funds are managed by the independent PAN Fund, with its fully operational Board of Directors and General Manager with staff. *PCS both accesses these funding sources and helps communities and states access and use these resources.*

Decentralization and Expansion of Conservation Networks

With financial and technical support from PAN, Palau has seen a significant shift away from nationally-centered conservation to state- and community-based action. States with PAN sites have established conservation offices in their communities to manage their own sites. These offices are housed within the state government offices and are principally responsible for implementation of site management plans for their sites. In 2016 there were 13 such offices and over 90 community-based conservation personnel. *PCS offers training, education, and tools for these conservation personnel.*

The number of people and organizations involved in the environment sector continues to grow, and in 2016 there were more local, national, and international nongovernmental (NGOs) and community-based organizations (CBOs) than ever before. Between 2010-2015 government ministries were reorganized to better distinguish roles and new offices, such as the PNMS Office and the Climate Change Office, were created. *PCS is an integral partner with everyone from CBOs up through international NGOs, and is a member and coordinator of networks connecting agencies together.*

Science and Research

Palau is a preferred location for many different types of international research looking at everything from ocean currents to crowdsourced bird data. There has been a steady increase in the number of young Palauan scientists, many of whom return to Palau after schooling to answer key questions. Research is often designed to fill resource management needs, and significant efforts has been placed into developing tools to monitor and evaluate sites and management. A management effectiveness monitoring tool was developed and tested in several communities in 2012. The tool is being used by the PAN Office to monitor progress toward improved management of PAN sites. Palau has also established national measures and protocols for monitoring marine protected areas and for monitoring birds. *PCS has moved away from directly leading research, but assists partners with outreach. Terrestrial measures are still work in progress, with PCS involvement.*

Climate Change

Palau is feeling noticeable negative impacts of Climate Change, including stronger typhoons, changes in rainfall patterns and drought, seawater intrusion into lowland farms and homes, and coral mortality due to acidification, bleaching, and storm damage. Climate Change adaptation is now a key driver behind many of Palau's environmental actions across all sectors. The government formally endorsed a national Palau Climate Change Policy in 2015 "to build the resilience of Palau to climate change and disasters" across nine sectors: 1) Agriculture and Fisheries, 2) Health , 3) Biodiversity Conservation and Natural Resources, 4) Society and Culture, 5) Tourism, 6) Critical Infrastructure, 7) Utilities, 8) Finance Commerce and Economic Development, and 9) Education). *PCS has fully integrated Climate Change considerations into its strategies and will continue working with Palau's government and communities to build resilience and reduce vulnerabilities (adaptation) and reduce carbon emissions (mitigation). PCS developed its internal Climate Change Policy in 2010.*

Environmental Threats and Risks

A 2015 Concept Model of the Environment and Conservation Sector (Appendix 1), developed by the Palau Conservation Consortium, presents primary and secondary threats (Table 1, Column A). Many surveys have asked environmental professionals and community-based organizations about top challenges to the environment (Table 1, Columns B&C). In each program, directly and indirectly, PCS works on all of these challenges.

Table 1. Environmental threats, risks, and challenges from different sources

A. 2015 CONCEPT MODEL PRIMARY AND SECONDARY THREATS	B. 2016 SURVEY OF CBOS AND NGOS PRIORITY THREATS AND ISSUES	C. 2016 ENVIRONMENT SYMPOSIUM PRIORITY CHALLENGES
1. Sedimentation 2. Erosion 3. Point source pollution/Pollution 4. Invasive Alien Species 5. Sea Level Rise 6. Ocean Acidification 7. Rising ocean temperatures 8. Extreme weather 9. Habitat loss and degradation 10. Emaciation 11. Decline in native and endemic species 12. Loss of soil quality *Coming from:* 1. Poor agriculture practices 2. Unpaved roads 3. Poaching of marine species 4. Unsustainable fishing 5. Climate Change 6. Coastal Development 7. Unmanaged tourism 8. Sand mining 9. Hunting (on land) 10. Fire	1. Lack of capacity (use of chemicals, land use planning, different languages and getting other cultures to engage, insufficient knowledge of sustainable harvesting, insufficient knowledge of sustainable development) 2. Unregulated / Unsustainable development / Poor uses of land 3. Overfishing/Overharvesting 4. Climate Change related issues (including lack of knowledge) 5. Degraded land or cultural features 6. Lack of awareness 7. Lack of interest / Other cares 8. Food insecurity 9. Increased tourism 10. Invasive species 11. Lack of employment options/alternative livelihood options 12. Poaching 13. No protocols to share or update data or information 14. Problems with water management 15. Loss of traditional knowledge	1. Overharvesting/Overfishing 2. Sewer 3. Tourism 4. Climate Change 5. Sedimentation/erosion 6. Enforcement 7. Water 8. Development 9. Land use planning

The Palau Climate Change Policy lists 36 priority risks to the nine identified sectors. Table 2 highlights sectors and risks that have been considered in this strategy, as identified during the Board and Staff Retreat in December 2014.

Table 2. Priority Risks by Sector and Impact; from the Palau Climate Change Policy (2015)

SECTOR	PRIORITY RISKS
Agriculture and Fisheries	1. Salt water intrusion / inundation (particularly taro patches). 2. Changes in fish movement and spawning seasons, negative impacts on marine species, and disruption to the food chain. 3. Erosion / sedimentation and changes in water quality impacting agriculture and marine resources and food security.
Biodiversity Conservation & Natural Resources	1. Decreased resilience of marine resources and coral reef systems. 2. Destruction and transformation of forest ecosystems. 3. Coral bleaching and loss of vulnerable marine species and habitats.
Society and Culture	1. Negative impacts on traditional and subsistence food production 2. Disruption of social units (families, clans, communities, *cheldebechel*, etc.) 3. Changes in social behavior and migration.

Organization-wide Goals

Healthy Ecosystems

A review and update of the Palau Concept Model of 2008 (Appendix 2) was conducted by the Palau Conservation Consortium in 2015. The scope of the exercise was confined to reviewing the existing 2008 model and updating where necessary. The 2015 Concept Model (Appendix 1) reduced the number of conservation targets from twelve to eight targets, generally by combining targets into systems and by eliminating savannas as a target. In this 2016-2021 Strategy PCS has aligned its targets with the 2015 Concept Model, thereby combining the seagrass target into Marine Habitats. After assessing internal capacity, past achievements (Appendix 4), and external need at the 2014 Strategic Planning Retreat, PCS added a sixth target, seed dispersers.

The 2010-2015 Strategy used a 10-year timeframe. This 2016-2021 Strategy takes a longer-term view and uses the best available data to set long-term goals. Table 3 lists conservation targets and goals, which apply to all PCS programs. Appendix 5 includes indicators, baselines, and links to threats and strategies.

Table 3. Conservation Targets and Long-term Conservation Goals, 2010-2030 (revised 2017). ***Indicators are aligned with the national 2017 State of the Environment Report. See the Results Framework (Appendix 5).***

TARGETS	CONSERVATION GOALS
Thematic Area: Coral reef ecosystems	
Marine Habitats	By 2030, at least 80% of marine habitats are in "Good" condition (among coral, seagrass , and select sites)
Fisheries Resources	By 2030, 100% of Reef Fisheries are in "Fair" or "Good" condition
Mangroves (and Estuaries)	By 2030, negative trends in mangroves and estuarine species extent or population have reversed and conditions are all "Good."
Thematic Area: Forested ecosystems	
Forests	By 2030, negative trends in forest health have reversed and conditions are all "Fair" or better.
Freshwater Systems	By 2030, Freshwater Systems (marshes, rivers, streams and lakes) are healthy.
Seed Dispersers	By 2030, negative trends in Seed Disperser populations have reversed and conditions are all "Fair" or better.

Table 4. Programmatic Goals, 2016 - 2021

PROGRAMMATIC GOALS
1. By 2021, there is increased compliance of conservation laws and PA rules and regulations in Babeldaob ***(CPA, CO)***
2. By 2021, tourism impacts on the health of the environment have been reduced ***(PP, CO)***
3. By 2021, people are taking action to manage invasive species ***(CPA, CO)***
4. By 2021, green solutions are available to enhance resiliency to climate change ***(PP, CPA, CO)***
5. By 2021, policies, practices, support structures, and training are in place to encourage reduced reef fishing ***(CPA, PP, CO)***

Recognizing the cross-cutting nature of targets and threats, this new Strategy includes organization-wide Programmatic Goals (Table 4) in addition to Conservation Goals. These goals apply to PCS's three core programs as well as to our support program:

1. Conservation and Protected Areas (CPA)
2. Policy and Planning (PP)
3. Communications and Outreach (CO)
4. Development and Administration

This Strategy does not prioritize by site but targets actions where they are most needed.

Achieving each Programmatic Goal will contribute towards every Conservation Target and Goal, as they naturally cross ecosystems in a small island. The Results Framework (Appendix 5) links Programmatic Goals and Program Strategies to specific threats.

Conservation and Protected Areas Program

The Conservation and Protected Areas Program prioritizes on-the-ground community-based action in protected areas and for species. As PCS's oldest program, protected area activities are now part of the core services that we offer to communities and state governments. In this program we advocate for and assist with the creation of new protected areas, and we assist communities with management planning and actions to achieve effective conservation of sites and species. Helping states obtain access to sustainable funding resources (such as through PAN) is a key driver. In this program we also address arising issues that affect protected areas, specific sites, or specific species, particularly Reef Fisheries. As a BirdLife International Partner, this program also stewards Important Bird Areas (IBAs). Priority Strategies are in Table 5.

Table 5. Conservation and Protected Area Program Strategies

GENERAL STRATEGY (In order of Priority)	HIGH LEVEL ACTIONS
Core Services (recurrent actions)	
1. Lead and coordinate community-based protected areas creation, management planning, and effective conservation at the state/community level	• Assist states with the creation of and updates to comprehensive community-based management plans • Lead advocacy efforts for the creation of protected areas and/or resource management plans within IBAs, Coral Reefs, Forests, and Mangroves. • Support the efforts of the Babeldaob Watershed Alliance
2. Provide assistance for the implementation of protected area management plans	• Lead capacity building efforts • Facilitate technical support towards field work needs • Assist states with PAN reporting requirements
3. Implement management activities for critical species	• Support planning and field work to conserve specific species • Implement Invasive Alien Species management
Arising issues and new actions	
4. Advocate for and support cooperative management of cross-boundary sites	• Facilitate cross-boundary and cross-sector partnerships • Advocate and lead cross-boundary management planning • Lead capacity building efforts (including initial coordination) for cross-boundary efforts
5. Implement activities for improved fisheries management (*See Appendix 3)*	• Support and assist implementation of the Northern Reef Fisheries Management Project • Advocate for and facilitate cooperative fishing agreements and actions • Assist with capacity building within sustainable fishing initiatives and compliance and enforcement

Program Objectives

Each strategy is designed to achieve conservation goals through fulfilling shorter term objectives, which are revisited every year during annual evaluation and work planning.

Strategy 1: *Lead and coordinate community-based protected areas creation, management planning, and effective conservation at the state/community level*

1.1 By 2021, PCS has assisted all states in Babeldaob, Kayangel, Koror, and Peleliu (13 states) to update and revise their protected areas management plans.

1.2 By 2021, PCS has assisted key stakeholders representing at least 4 private lands in Important Bird Areas in Kayangel, Babeldaob, and Peleliu to develop at least 3 management plans (either new protected area plans or integrated into existing state network management plans).

1.3 By 2021, the area of coral reef, forest, and mangrove protected increases by at least 20%.*

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

2.1 By 2021, a Professional Protected Areas Managers Certification Course is available for conservation professionals and is being used by Protected Area Site Managers.

2.2 By 2021, site managers and conservation officers have access to technical assistance and information needed to implement their management plans.

Strategy 3: *Implement management activities for critical species*

3.1 By 2021, Invasive Alien Species threatening the endangered Micronesian Megapode are removed or reduced on Kayangel's main island.

3.2 By 2021, a Megapode Conservation Action Plan is being implemented in Kayangel, Ngarchelong, and Peleliu.

Strategy 4: *Advocate for and support cooperative management of cross-boundary sites*

4.1 By 2021, Aimeliik, Ngatpang, and Ngeremlengui have agreed and are implementing at least some co-management of Ngeremeduu Bay.

4.2 By 2021, Ngaraard, Ngardmau, Ngiwal, Ngeremlengui, Ngatpang, Melekeok, Ngchesar, Aimeliik, and Airai have agreed and are implementing at least some co-management of the Middle Ridge IBA.

4.3 By 2021, Co-management of the Middle Ridge IBA is leading to improvements in law enforcement to protect birds.

4.4 By 2020, freshwater systems are monitored.*

Strategy 5: *Implement activities for improved fisheries management. Appendix 3 is a Fisheries Concept Model that is the foundation for this strategy and its objectives.*

5.1 By 2021 the Northern Reef Fisheries Management Project is successful and its model is being replicated at two other critical fisheries regions.

5.2 By 2021 capacity for cross-boundary enforcement has improved and compliance trends are improving within coastal and offshore fisheries.

5.3 By 2021, at least six states are participating in a cooperative fisheries management agreement.

5.4 By 2021, fishers are participating in a "sustainable fishing certification" program in four states

5.5 By 2021, at least four states in Babeldaob are more aware of fish stock conditions.

* 2017 Revision

Policy and Planning Program

The Policy and Planning Program works to improve state and national planning for sustainable development by integrating Sustainable Land Management approaches into all levels of policy development, planning, and implementation. Because of its rapid development and associated widespread threats, this program prioritizes work on Babeldaob. Given that tourism has wide impacts across sectors, sites, and boundaries and thus requires coordinated and comprehensive plans and economic, social, and legal instruments, it is an important focus of the Policy and Planning program. Priority Strategies are in Table 6.

Table 6. Policy and Planning Program Strategies

GENERAL STRATEGY (In order of Priority)	HIGH LEVEL ACTIONS
Core Services (recurrent actions)	
1. Champion land and resource use planning in Babeldaob	• Lead advocacy efforts to develop state land use plans and watershed/terrestrial resource use plans • Facilitate technical expertise for planning and to raise understanding of cross-sector and cross-boundary land issues (including Climate Change) • Assist with the integration of protected area plans within statewide land use plans
2. Advocate for comprehensive legislative and policy frameworks in support of sustainable land use	• Assist with review and provide technical expertise to create new policies, plans, and legal instruments. • Advocate for sound and comprehensive legal arrangement for conservation and sustainable land use
Arising issues and new actions	
3. Assist key partners and resource owners to identify key tourism regulatory objectives in support of national environment policies	• Advocate for and facilitate ecologically sound tourism management measures • Advocate for climate-proofing of new developments and reduced vulnerability to Climate Change within the tourism and affected sectors

Program Objectives

Strategy 1: *Champion land and resource use planning in Babeldaob*

1.1 By 2021, land use plans have been completed for at least two new states in Babeldaob.

1.2 By 2021, a template and process for a terrestrial management plan has been developed.

1.3 By 2021, at least two states in Babeldaob are integrating their protected area management plans into a statewide land and resource use planning effort.

1.4 By 2021, Palau's 99-year lease has been reviewed and assessed for impact.

Strategy 2: *Advocate for comprehensive legislative and policy framework in support of sustainable land use.*

2.1 By 2021, political will and action for land use planning at the national level is enhanced.

2.2 By 2021, policies for sustainable tourism are in place at the national level.

Strategy 3: *Assist key partners and resource owners to identify key tourism regulatory objectives in support of national environment policies*

3.1 By 2021, ecologically sound tourism management measures are implemented for at least three tourism products in Koror, Ngardmau, and Ngarchelong.

3.2 By 2021, 30% of hotels, restaurants and food-handlers are participating in a sustainable seafood program.

3.3 By 2021, environmentally friendly guidelines for the tourism industry have been developed and are being used.

Communications and Outreach Program

Effective communication and outreach, leading to increased community understanding and support, are essential for achieving our long-term Conservation Goals. PCS has a long history of effective communication of environmental information to raise awareness about Palau's environment and unique biodiversity, and this remains one of PCS's core services offered. In this new Strategy, the Program will also build the capacity of communities to better convey environmental information to their constituents. The Program will also support Organization-wide Programmatic Goals with targeted messaging in key areas. Maintaining positive messaging about PCS is also critical to our conservation outcomes. Priority Strategies are in Table 7.

Program Objectives

Strategy 1: *Identify and champion key environmental messages*

1.1 By 2021, there is increased support for conservation laws and protected areas rules and regulations.

1.2 By 2021, PCS's environmental messaging serves as a key driver for positive actions in protected areas management, species management, land use planning, SLM (including agriculture), tourism, and Climate Change adaptation.

1.3 By 2021, PCS is assisting CBOs in at least two states to develop and implement environmental messaging on invasive alien species.

Strategy 2: *Maintain positive public relations*

2.1 In 2021, the PCS brand remains recognized and well-perceived, and PCS is trusted as an independent* technical and financial partner in conservation.

Strategy 3: *Integrate environmental information into educational institutions*

3.1 By 2021, PCS educational materials continue to be used by Palau's schools and other partners.

3.2 By 2021, Invasive Species Management measures have been integrated into at least 2 school gardening programs.

3.3 By 2021, PCS's education programs for youth and adults are specific to sites (including megapodes and IAS in Kayangel, Babeldaob, and Peleliu; IBAs and Biosphere Reserves in Babeldaob; and fisheries in the Northern Reefs).

Table 7. Communication and Outreach Program Strategies

GENERAL STRATEGY (In order of Priority)	HIGH LEVEL ACTIONS
1. Identify and champion key environmental messages	• Conduct environmental awareness raising activities • Deliver targeted messages and educational materials with specific outcomes in mind • Raise the capacity of partners to improve their own communications
2. Maintain positive public relations for the organization	• Use multiple media, formats, and opportunities to communicate a consistent PCS brand
3. Integrate environmental information into educational institutions	• Partner with schools to develop and implement educational materials • Raise the capacity of educators to convey environmental messages.

* 2017 Revision

Development & Administration Program

The Administration and Development Program supports PCS's other programs, and it builds the capacity of community partners to develop and administer their own organizations. With more than 22 years in existence, PCS has multiple programs in place to raise funding for conservation and manage human, physical, and financial resources. Corporate partner programs and an Endowment think big about PCS's future and its place in the community. PCS is a membership-based organization. Administration focuses on governance, human resources, financial management, and office and operations management while Development raises funds, and new in this Strategy, improves the learning capacity and efficiency of the organization.

Program Objectives

Strategy 1: *PCS achieves financial sustainability and efficiency.*

1.1 By 2019 PCS is following a revised and updated Business Plan.

1.2 By 2021 PCS is raising at least $45,000 per year from CPC members.

1.3 By 2021 PCS has paid off its debt to the Endowment.

1.4 By 2021 PCS raises at least $30,000 annually for the Endowment.

Strategy 2: *PCS grows as a learning organization.*

2.1 By 2021 PCS has a system and schedule in place to evaluate and adapt this Strategy and its Programs, and is releasing an Annual Report with the results of the annual evaluations.*

2.2 By 2021 PCS has developed and implemented mechanisms to share information internally, between organizations, and with the public.

2.3 By 2021 PCS is measuring, monitoring, and maintaining or growing its organizational strengths and addressing weaknesses.*

2.4 By 2021 PCS is implementing an annual capacity building plan for its staff and the Board, and offers opportunities for members to participate.

2.5 By 2021 at least 5% of Palau's population are active members of PCS.

* 2017 Revision

PCS's Strengths & Ability to Implement this Plan

PCS has a 22-year history of successful work with communities in Palau. PCS's ecosystem-approach is now fully ingrained across programs and has influenced the approach of our partners. Although PCS has helped young NGOs and Community-Based organizations grow, Traditional and elected leaders at the state level continue to seek guidance and assistance from PCS first when they have environmental concerns or requests. PCS is recognized as a strong, connected organization that can effect change both at the community level and the national government level. PCS is cohesive, with Founding Members, Board Members, and staff active in the organization on a daily 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. The Conservation & Protected Areas and Policy & Planning Programs are recognized as leaders in supporting protected areas and in advocating for and implementing land and resource use planning.

Weaknesses have been addressed in this Strategy. For instance, Communications and Outreach Program Objectives are now aligned to specific topics so that they contribute to Conservation and Programmatic Goals. The Development and Administration Program's Strategy 2, *PCS grows as a learning organization*, now includes specific objectives towards monitoring the organization and its strengths and weaknesses and improving internal and external communications.

In 2016 PCS had the necessary expertise or partnerships needed to fully implement this Strategy. Enabling this meant creation of a new Fisheries Position and targeting of new partnerships to assist with private lands conservation.

PCS continues to rely on grants and donors to implement its programs.

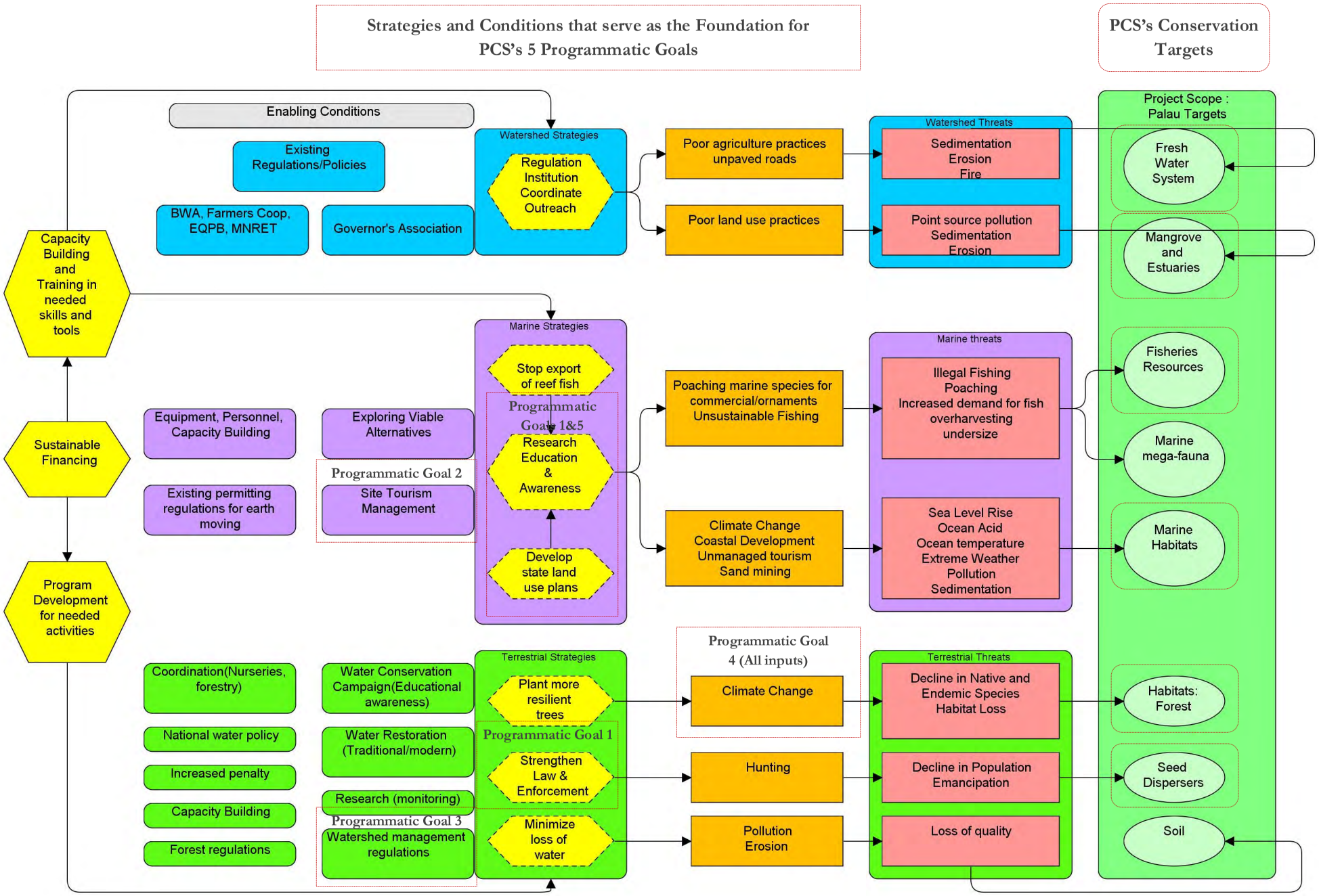
Monitoring & Evaluation

This Strategic Plan is a working document and is to be flexible. PCS holds work planning every six months. Thus, twice a year PCS will informally evaluate its performance against this plan and identify areas of need. Formally, an annual evaluation will be conducted and PCS performance will be reported at Annual General Membership meetings every June and in an Annual Report. Recommendations will be incorporated into the plan, under the supervision of the Executive Director and the Board. Per the objectives under the Development and Administration Program's Strategy 2, PCS will improve its monitoring, evaluation, and reporting processes to better adapt its actions, become a better learning organization, and better effect change in the environment and conservation sector.

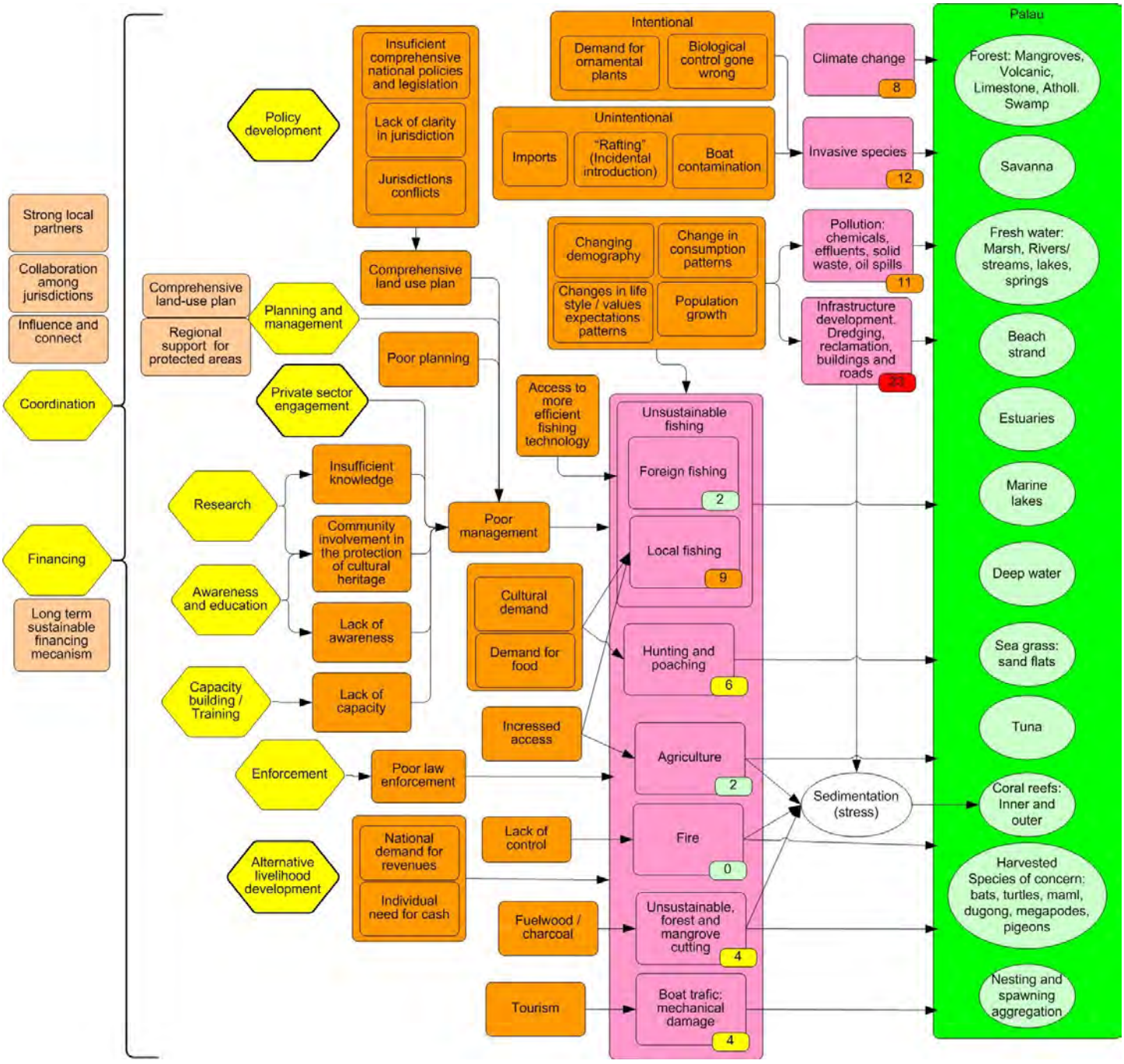
Conclusion

This document outlines PCS's approach to conservation in the next six years. PCS is building on its strengths and achievements to strengthen the conservation sector and push for change where needed. While seeking alignment with national environmental priorities, PCS will also retain its position as a leader and change maker. PCS's core operating principles remain the same in this strategy: the principles of partnerships, collaboration, and capacity building. Above all, PCS will strive to have all of its activities be relevant to our communities and to the science of conservation.

Appendix 1. 2015 Concept Model for the Environment and Conservation Sector, developed by the Palau Conservation Consortium. The 2015 Concept Model updated an earlier 2008 Concept Model. PCS used the 2015 Concept Model and its achievements under earlier Strategic Plans, as the foundation for this 2016-2021 Strategy.



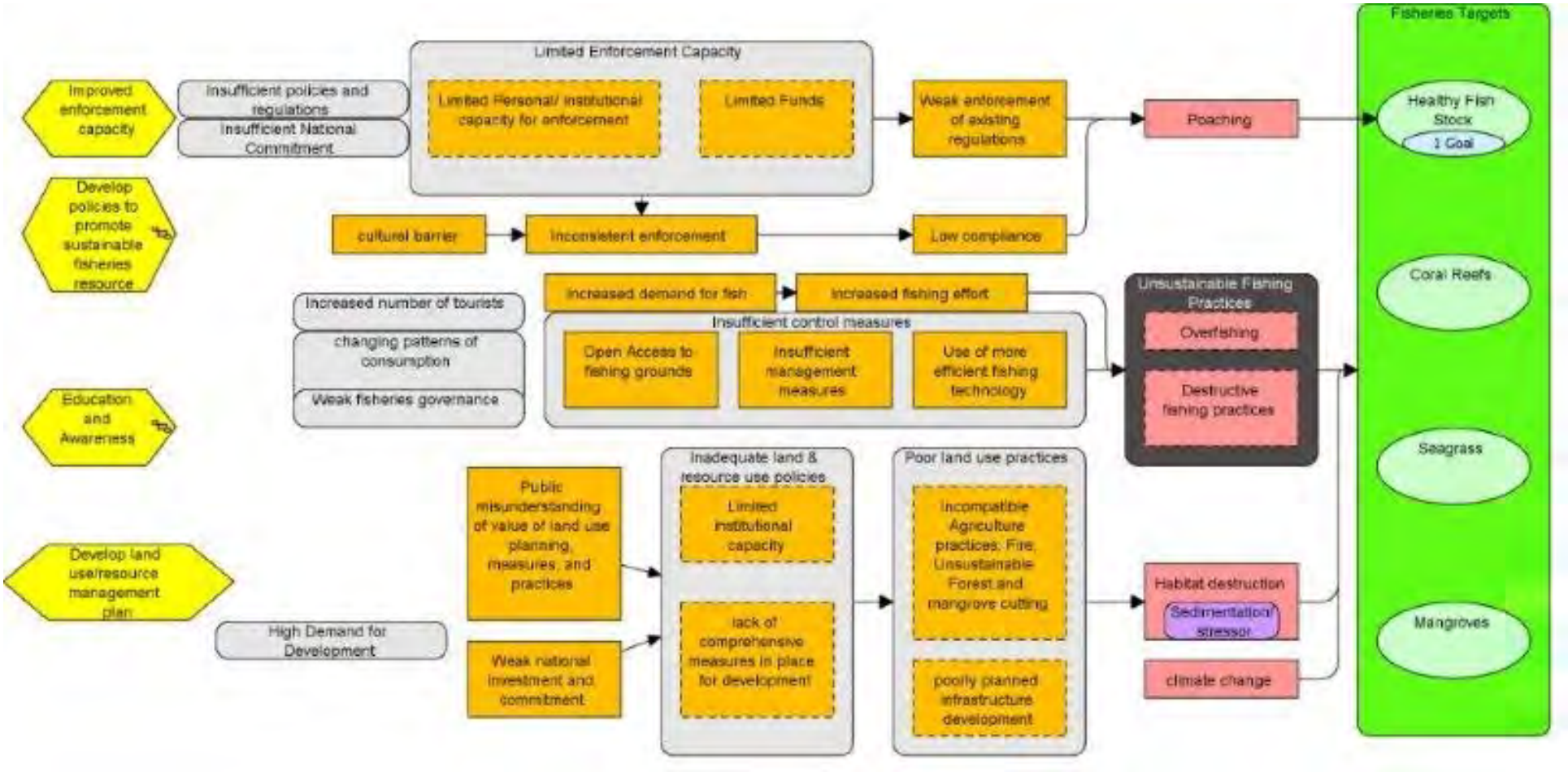
Appendix 2. 2008 Concept Model for the Environment and Conservation Sector. The far right column lists Palau's conservation targets, as identified by Palau's conservation professionals during a meeting in 2008. Pink and orange boxes identify primary and secondary threats. Yellow hexagons identify strategies to reduce threats. Boxes on the far left identify enabling conditions



Appendix 3.. 2016 Concept Model for the Nearshore/Small Scale Fisheries Sector, developed by PCS.

Strategies and High Level Actions

Basis for Program Objectives under Strategy 5



Appendix 4.

Evaluation and Key Achievements, 2010-2015

PCS contributed widely to conservation in Palau, both directly and indirectly. Additionally, between 2010 and 2015 many monitoring and measurement programs were adopted and thus changed the relevance of PCS's Conservation Goals. This is evidenced by the improved specificity and clarity of the Conservation Goals in this 2016-2021 Strategy. Conservation Goals, unlike Program Goals, are the product of nationwide efforts. Thus PCS only reports on its contributions towards these goals, *and does not claim that progress towards Conservation Goals is due solely to PCS.*

Conservation Targets and Goals	Achievements and Needs
By 2020, coral reef health is maintained at 1992 levels.	Current research indicates that measuring against a 1992 level is not valid, and instead, Palau's coral health is measured against carrying capacity. According to a 2017 State of the Environment Report (by the NEPC), most coral reefs in Palau are healthy, meaning they rate as "Good" Condition based on Live Coral Cover, but several sections are in Poor or Very Poor Condition, largely due to Climate Change and the long-term impacts of repeated bleaching and typhoon events. Diversity is in Good Condition everywhere except where impacted by typhoons. *The amount of reef protected is rated Poor to Fair, and this indicates that PCS needs to make more progress in working with communities to protect more reef. This remains the Conservation and Protected Areas Program's Strategy 1.*
By 2020, populations of highly valued reef fish are maintained at current levels.	Rather than measure reef fish populations against a certain timeframe (e.g. "current" was 2010), the 2017 State of the Environment Report measures reef fish health using Standing Biomass, compared against Expected Biomass, using MPAs as the baseline. Using these measures, reefs open to fishing were in "Fair" condition in 2014 and on average have only 60% of the expected biomass. Measuring success is complex; for instance biomass in MPAs is increasing, but overall the abundance of commercially targeted and protected fish species through time is declining. Reef fish harvests are declining. However, some fisheries regulations have been successful, including efforts to reduce export of reef fish and regulate the size of fish caught. *PCS contributed significantly to raising awareness about fish regulations. However, given the persistent decline in reef fisheries, PCS has determined that its efforts to influence reef fisheries through MPAs, planning, and education have not been adequate. PCS modified this 2016-2021 Strategy to include specific fisheries strategies.*
By 2020, Palau's forests have higher percent healthy coverage than initial baselines.	Many forest indicators have improved, particularly forest extent on Babeldaob and landcover in the Ngardok Nature Reserve. *In the case of Ngardok, PCS was heavily involved and conservation and restoration efforts.* Forest cover has decreased in Koror, Peleliu, and Angaur, locations where PCS has not had much impact on terrestrial conservation. Many other forest trends are declining, such as disturbed forest, damaged crowns, bare land, and fire, despite consistent efforts by PCS. Bird diversity is Good in most locations, especially in protected areas; but populations of key bird species continue to decline. *Although PCS can take significant credit for helping communities to expand the amount of terrestrial area under conservation, the amount of terrestrial area protected is rated as Poor by the 2017 State of the Environment report and much more progress is needed. Similarly, despite significant, repeated efforts to protect birds, PCS's efforts to reduce the decline of birds has not been effective. As a response to this finding, in this 2016-2021 Strategy PCS moves away from general planning and outreach on birds and will target its efforts to working with law enforcement to improve compliance and enforcement.*
By 2020, marshes, rivers, streams and lakes are healthy.	This target is poorly monitored and thus it is difficult to determine whether PCS has been effective. Drinking water is monitored and both urban and rural systems have "Good" conditions according to the 2017 State of the Environment Report (e.g. acceptable turbidity and fecal coliform). This is likely a result of improved water treatment (not due to PCS activities) and due to improved water inputs arising from PCS activities such as creation of terrestrial protected areas, emphasis on riparian buffers, and land and resource use planning. Siltation rates and marine water quality are both declining. Populations of saltwater crocodiles have increased, in part due to protection of their upland habitats and PCS's work prior to 2010 on changing attitudes. *Although PCS's impact on this Conservation Goal is questionable, PCS retained it as a target in this 2016-2021 Strategy because this target is not addressed directly by any other initiative in the country.*

Conservation Targets and Goals	Achievements and Needs
By 2020, the area of healthy mangroves is maintained at 2000 levels.	Measuring success in mangrove conservation is also complex. Mangrove area has increased in Airai Bay, but this may be due to undesirable sedimentation and at the expense of seagrass. In other locations mangroves have been lost. *PCS can take credit for working with communities to expand the area of mangrove protected; however, the amount protected is still only 55% of the way to the 2000 goal. 100% of mangroves showed negative impacts from humans, indicating that more work is needed to advance this goal.*
By 2020, seagrass habitats have at least the same extent as 2000 baseline.	Seagrass appears to be on a declining trend, although species in some protected areas and in Babeldaob were healthy. MPAs had significantly higher biomass of fish in seagrass beds versus unprotected sites, although fish and macroinvertebrates appear to be declining. *PCS can take credit for working with communities to expand the area of seagrass protected and for helping MPAs retain more of their species, but the persistent declines indicate that more work is needed to advance this goal. In this 2016-2021 Strategy, PCS shifts towards targeted support of enforcement and compliance in overall marine habitats in order to more effectively address the declines.*

Conservation and Protected Areas Program Strategies, Objectives, Achievements, and Needs	
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.	PCS met and exceeded this objective. In addition to the management plan template, PCS developed tools to assist states with reporting. Management plans produced with the assistance of PCS were standardized across sites and states.
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.	PCS met this objective by helping the 4 original PAN states, Ngarchelong, Ngiwal, Ngchesar, and Melekeok, update their management plans and gain access to PAN funding.
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).	PCS met and exceeded this objective. In sum total, PCS facilitated work with twelve community planning teams resulting in the development of new or updated community-based protected areas management plans; all 12 were endorsed by the protected areas communities and approved by state leadership. PCS facilitated the successful nomination and acquisition process of ten sites into the Palau PAN. PCS further assisted these states ratify the Micronesia Challenge commitment of 20/30% terrestrial/nearshore marine effective conservation with legislative resolutions covering 2,308 km^2 of marine and terrestrial protected areas, and secured sustainable financing to support implementation of management plans.
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.	PCS made significant progress towards reaching this objective, and developed and implemented successful cohort training of protected areas work planning, expense tracking, and reporting tools to site managers and finance officers across 13 states participating in the PAN. Retention and continual improvement of skills remains a need.
Strategy 3: Advocate for establishment of new protected areas	
1. By 2013, Kayangel's Important Bird Area of Ngeriungs is formally protected	PCS did not succeed in this objective before 2015. However, in 2017 PCS was making progress in working with landowners to create private protected areas.
2. By 2015, critical areas within the Northern Reefs are formally protected by Kayangel and Ngarchelong	Working with partners, PCS helped both Ngarchelong and Kayangel establish large-scale managed areas. Kayangel established a Territorial Waters management area and Ngarchelong improved management in its Ngarchelong Marine Managed Area.
3. By 2015, key biodiversity areas in Babeldaob are protected	PCS made progress on this objective but did not succeed in protecting all of Babeldaob's key biodiversity areas. PCS did facilitate the successful designation of 1,916 km^2 of new marine and unique atoll and strand forest across six sites for protection.

Conservation and Protected Areas Program Strategies, Objectives, Achievements, and Needs	
Strategy 4: Implement management activities for critical species	
1. By 2015, invasive species threats are reduced in at least one Important Bird Area.	PCS and Kayangel State successfully implemented an island ecosystem restoration project , removing invasive rodents and feral cats on three out of four islands.
2. By 2015, rodents are not reintroduced to eradicated islands.	3 out of 4 islands in 2017 in Kayangel were still rodent-free and biosecurity was in place, although with some gaps.
3. By 2015, PCS champions the protection of key marine species.	PCS continued to champion the protection of sea turtles and sharks. PCS also championed the protection of birds.
Policy and Planning Program Strategies, Objectives, Achievements, and Needs	
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.	Although PCS did not meet this objective, PCS is very proud of its track record in land use planning. PCS's persistent advocacy for land use planning has pushed multiple states to engage in planning, and the National Government is also fundraising for comprehensive planning. PCS worked with states on the successful development of the Airai Sustainable Land Use Plan and the Melekeok Sustainable Land Use Plan, with both endorsed and approved by the community and state.
2. By 2015 decision makers in Babeldaob integrate EBM recommended Best Management Practices (BMPs) into land use plans.	PCS made significant progress towards this objective, where planning was occurring. Best practices for protected areas management, agriculture, and water protection were being integrated into wider planning efforts.
3. By 2015 comprehensive terrestrial resource management plans have been completed with participation of all relevant stakeholders	PCS and Airai facilitated the successful assistance and development of the Ngerikiil Watershed Management Plan. PCS would have liked to make more progress in this objective.
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.	PCS did not meet this objective. A Micronesian Megapode Action Plan was incorporated into the Kayangel Protected Areas Network Management Plan.
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.	PCS cannot measure its impact on this objective. PCS remained active in facilitating cross-agency activities and sharing and was an important partner in integrating and streamlining efforts to manage natural resources.
Communications and Outreach Program Strategies, Objectives, Achievements, and Needs	
Strategy 1: Identify and champion key environmental messages	
1. By 2011, key environmental messages and target audiences have been identified.	PCS did not meet this objective fully. The Communications and Outreach Program both supported some CPA and PP programs, but also served as a stand-alone program/ project. *In this 2016-2021 Strategy, topics for the program have been identified.*
2. By 2015, PCS communication products (maps, GIS layers, EBM tools) are used to inform land and resource use plans.	Many PCS products were incorporated into land use and management plans.
Strategy 2: Maintain positive public relations	
1. By 2011, the PCS brand is recognized and established.	This cannot be measured. However, PCS remains well-respected and anecdotal evidence suggests that PCS is still differentiated from the environmental partners. However, there is some indication that PCS is viewed as government and not an independent partner; *this resulted in a change to an objective in this 2016-2021 Strategy.*
2. By 2013, PCS press materials are disseminated monthly.	PCS maintained a significant media presence, although not a consistent monthly presence.

Communications and Outreach Program Strategies, Objectives, Achievements, and Needs	
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.	PCS gained approval and acceptance of the Ridge to Reef Road Show Handbook into the Ministry of Education (MOE) Curriculum Framework, which uses it from grades 3rd to 8th in the public school system.
2. By 2015, PCS educational materials are aligned with Ministry of Education needs.	PCS made some progress on this objective, but not all materials were aligned (nor was it necessary in all instances). PCS was a partner in the 2015-2016 revision of the MOE's science curriculum.
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.	This objective was determined to be a duplicate of Objective 1.2. Instead, PCS focused on general environmental awareness. The 2017 State of the Environment Report found that awareness of conservation initiatives was "Good" across multiple indicators. This included high awareness (over 85%) of the PAN, State Protected Areas, and *Bul*; all of which were targeted by PCS.
2. By 2015, PCS has educational plans targeted to specific audiences, for all primary school grades.	PCS did not meet this objective, but did expand offerings beyond the 5th grade.
Administration and Development Program Strategies, Objectives, Achievements, and Needs	
Strategy 1: Develop and implement plans to achieve financial sustainability	
1. By 2011 PCS has developed and is following a Business Plan.	PCS met this objective, although following the Plan remained a challenge.
2. By 2015 PCS raises at least $150,000 annually in unrestricted funds.	PCS made progress towards this objective, increasing the annual average amount of unrestricted funds raised by 13%.
3. By 2015 PCS no longer has a cumulative deficit and has a balanced budget.	PCS successfully met its debts and made significant cuts in order to balance its budget.
4. By 2015 PCS raises at least $40,000 annually for the endowment.	PCS has not yet met this objective.
Strategy 2: Effectively manage all funds	
1. By 2011 PCS meets all reporting requirements in a timely manner.	PCS meets its reporting requirements to donors. However, PCS did not effectively self-evaluate and self-report on its progress on an annual basis.
2. By 2013 PCS has developed and is following a Financial Policies and Procedures plan.	PCS met this objective.
Strategy 3: Develop and manage effective organizational frameworks	
1. By 2011 PCS has developed and is implementing a Board Orientation Program.	PCS met this objective.
2. By 2011 PCS has developed and is implementing an annual organizational evaluation process.	PCS made progress towards this objective, and employees now participate in evaluations tied to work plans and performance.
3. By 2011 PCS has developed and is implementing standardized human resource policies.	PCS met this objective.
Strategy 4: Implement membership program	
1. By 2011 PCS has developed and maintains a membership database.	PCS made progress towards this objective but did not meet it.
2. By 2015 PCS has at least 2% of Palau's population are active* members of PCS.	PCS did not meet this objective did raise membership among adults and through a new youth membership.
3. By 2011 PCS holds at least 2 membership drives annually.	PCS met this objective.

Appendix 5. Results Framework, 2016-2021

Table A. Conservation Goals

Conservation Targets and Goals	Indicator	Baseline
By 2030, at least 80% of Marine Habitats are in "Good" condition (among coral, seagrass , and select sites)	% of Condition indicators in the SOE for Coral Reef that have a grade of "Good". These include indicators on Live Coral Cover (by habitat and aggregate); Live Coral Cover change over time; Reef with High Coral Cover, Prevalence of Coral Disease, and Genus Diversity. Indicators on Select Marine Sites and Species, including Marine Lakes, Marine Invasives, and Dive Sites	Coral Reefs: 2017 SOE: 19 total indicators, 12 of 19 were "Good" (63%). Seagrass: 2017 SOE: 7 total indicators, 2 of 7 were "Good" (28%) Select Sites: 2017 SOE: 5 total site-based indicators, 1 of 5 was "Good" (20%)
By 2030, 100% of Reef Fisheries are in "Fair" or "Good" condition	Across fisheries-independent data, indicators in the SOE include Standing Biomass (by location), abundance of fish over time, and populations of select species. Across fisheries-dependent data, indicators include total harvest, fish abundance, exports, size of reef fish caught, and sustainability (by % immature caught) by select species.	2017 SOE: 20 indicators total across both fisheries-independent and fisheries-dependent data; 6 of these were Fair or Good (30%)
By 2030, negative trends in Mangroves and Estuarine species, extent, or population have reversed and conditions are all "Good."	SOE indicators include Change in mangrove extent by location over time, Rate of mangrove change, and % of mangroves showing negative human impact	2017 SOE: Total extent of mangroves was 50 km^2. This included gains in Airai Bay and declines elsewhere. Mangroves were protected at 55% (Fair) of the target. 100% of mangroves showed negative human impact (measured in 2007).
By 2030, negative trends in Forest health have reversed and conditions are all "Fair" or better.	SOE indicators on trends and conditions include forest change by location and total forest extent, change in crown damage and disturbed forest land/bare area, and trends in fire.	2017 SOE: There were undesirable negative trends for 5 indicators (change in forest in Koror, Peleliu, and Angaur), increasing crown damage and disturbed forest land, increased bare land in select sites, and increasing fire. Only 1 condition indicator was not already Fair or Good (Fire).
By 2030, Freshwater Systems (marshes, rivers, streams and lakes) are healthy.	As of 2017 there is currently no adequate indicator for measuring this. CPA Objective 4.4 targets identification of monitoring indicators.	
By 2030, negative trends in Seed Disperser populations have reversed and conditions are all "Fair" or better.	SOE indicators on trends and conditions include bird diversity, populations of select birds, number of birds on the IUCN Red List, and locations of key species.	2017 SOE: 9 indicators measured trend, 4 of 9 were Fair or Good. 6 indicators measured Condition; only 1 was Fair or Good.

Table B. Programmatic Goals

Programmatic Goals	Conservation Goals Addressed	Primary Threats Addressed (from Table 1A, "Coming From" list #1-10)	Program Strategies Addressing Goal*
By 2021, there is increased compliance of conservation laws and PA rules and regulations in Babeldaob	Improvement of marine habitats within PAs Improvements in Reef Fisheries Improved mangroves and estuarine species in protected areas and elsewhere Improved populations of seed dispersers, particularly birds and bats	Hunting (on land) Poaching of marine species Poor land practices	**CPA** 1. PA creation, management, and conservation 2. Implementation of PA plans **CO** 1.1 Support for Conservation Laws 3.3 IBAs and Biosphere reserve programs in Babeldaob
By 2021, tourism impacts on the health of the environment have been reduced	Improvements in Reef Fisheries Improvements in Estuarine Species Improvements in Marine Habitats Improved Forest health	Unpaved roads Poor land practices Poaching of marine species Unsustainable Fishing Coastal Development Unmanaged tourism Sand mining Pollution	**PP** 1. Land and resource use planning in Babeldaob 2. Legislation and Policy in support of land use 3. Key tourism regulatory objectives **CO** 1.2 Positive actions in land use planning, SLM, and tourism
By 2021, people are taking action to manage invasive species	Improvements in Marine Habitats Improvements in Forest health Freshwater System health	Poor agriculture practices	**CPA** 2. Management for Critical Species **CO** 1.3 Messaging on IAS 3.2 IAS management in school gardens 3.3 Megapodes and IAS in Kayangel, Babeldaob, and Peleliu
By 2021, green solutions are available to enhance resiliency to climate change	Improvements in Forest health Improvements in Marine habitats Improvement in Mangrove	Climate Change Fire Erosion	**CPA** 1. PA creation, management, and conservation 4. Cross-boundary management **PP** 1. Land and resource use planning in Babeldaob **CO** 1.2 Positive actions, including in adaptation
By 2021, policies, practices, support structures, and training are in place to encourage reduced reef fishing	Improvement of marine habitats (all) Improvements in Reef Fisheries	Unsustainable fishing Poaching of marine species	**CPA** 5. Activities for improved fisheries management **PP** 3. Key tourism regulatory objectives (sustainable seafood) **CO** 3.3 Programs on fisheries in Northern Reefs

* CPA = Conservation and Protected Areas Program; PP = Policy and Planning Program; CO = Conservation and Outreach Program

Table C. Program Objectives

Conservation and Protected Areas Program Strategies and Objectives	Process Indicator(s)	Conservation Target Indicator(s)
Strategy 1: Lead and coordinate community-based protected areas creation, management planning, and effective conservation at the state/community level		
1.1 By 2021, PCS has assisted all states in Babeldaob, Kayangel, Koror, and Peleliu (13 states) update and revise their protected areas management plans.	13 States have updated and revised PA management plans that have been adopted and are being implemented and monitored.	Improvements across all targets.
1.2 By 2021, PCS has assisted key stakeholders representing least 4 private lands on Important Bird Areas in Kayangel, Babeldaob, and Peleliu to develop at least 3 management plans (either new protected area plans or integrated into existing state network management plans).	IBAs in 3 areas are being formally and better managed according to management plans that have been adopted by both private land owners and the state.	Seed dispersers protected and population increases.
1.3 By 2021, the area of coral reef, forest, and mangrove protected increases by at least 20%.	Desired indicators will show increases of protected area by at least 20% by type: 2017 SOE: Habitats were protected at varying percentages, based on a by location ecological goal: Outer reefs: 26%; 64% towards goal Channels: 29%; 52% of goal Back reef: 17%; 42% of goal Lagoon and reef flat: 10%; 25% of goal Mangrove: 40%; 55% of goal Forest: 20%; 43% of goal	Marine habitats, Forest health, and Mangrove (and estuarine) habitats and species improve.
Strategy 2: Provide assistance for the implementation of protected area management plans		
2.1 By 2021, a Professional Protected Areas Managers Certification Course is available for conservation professionals and is being used by Protected Area Site Managers.	The program is finished, evaluated and improved, and implemented. At least 1 Site Manager from every state receives certification.	Improvements across all targets
2.2 By 2021, site managers and conservation officers have access to technical assistance and information needed to implement their management plans.	A portal is developed to enable organized access, and annual training and planning programs guide users through use of the technical assistance and information. At least 1 staff member from every state in reached.	Improvements across all targets
Strategy 3: Implement management activities for critical species		
3.1 By 2021, Invasive Alien Species threatening the endangered Micronesian Megapode are removed or reduced on Kayangel's main island.	Rats are eradicated on the main island of Kayangel and Biosecurity is in place. Population of megapodes increases until capacity threshold.	Improvements in Seed dispersers and Forest Health.
3.2 By 2021, a Megapode Conservation Action Plan is being implemented in Kayangel, Ngarchelong, and Peleliu.	Megapode conservation action plans are drafted and adopted for the three locations. Population of megapodes increases until capacity threshold.	Improvements in Seed dispersers and Forest Health.
Strategy 4: Advocate for and support cooperative management of cross-boundary sites		
4.1 By 2021, Aimeliik, Ngatpang, and Ngaremlengui have agreed and are implementing at least some co-management of Ngeremeduu Bay.	An adopted management plan is in place for Ngeremeduu Bay, with agreement from all stakeholders and staff from all three states are actively implementing at least some of the plan, with regular sharing and co-planning and co-evaluation.	Improvements in Mangrove and Estuarine species.

Table C. Program Objectives

Conservation and Protected Areas Program Strategies and Objectives	Process Indicator(s)	Conservation Target Indicator(s)
Strategy 4: Advocate for and support cooperative management of cross-boundary sites		
4.2 By 2021, Ngaraard, Ngardmau, Ngiwal, Ngaremlengui, Ngatpang, Melekeok, Ngchesar, Aimeliik, and Airai have have agreed and are implementing at least some co-management of the Middle Ridge IBA.	A series of agreed actions have been written (as part of an eventual management plan) and are being implemented and tracked, , with regular sharing and co-planning and co-evaluation.	Improvements in Seed Dispersers, Forest Health, and Freshwater Systems.
4.3 Co-management of the Middle Ridge IBA is leading to improvements in law enforcement to protect birds.	Increase in enforcement action, including tracking and reporting; Or, decrease in non-compliance as evidenced by increases in bird populations.	Improvements in Seed Dispersers
4.4 By 2020, freshwater systems are monitored.	Monitoring systems and indicators have been developed and a baseline established to determine freshwater health. Objective 4.4 has been updated to indicate improved monitoring.	Improvements in Freshwater Systems.
Strategy 5: Implement activities for improved fisheries management.		
5.1 By 2021 the Northern Reef Fisheries Management Project is successful and its model is being replicated at two other critical fisheries regions.	The Northern Reef model is producing data showing stable or improved marine habitats and species. 2 additional locations have similar programs in development or in place.	Improvement in marine habitats, Reef Fisheries, and Mangrove (and Estuarine) species.
5.2 By 2021 capacity for cross-boundary enforcement has improved and compliance trends are improving within coastal and offshore fisheries.	Increase in enforcement action, including tracking and reporting; especially with sharing across boundaries; Or, decrease in non-compliance as evidenced by improvements in biophysical indicators.	Improvement in marine habitats, Reef Fisheries, and Mangrove (and Estuarine) species.
5.3 By 2021, at least six states are participating in a cooperative fisheries management agreement.	6 States have signed on to a cooperative agreement and data is being collected to show that all 6 states are actively participating.	Improvement in Reef Fisheries and Mangrove (and Estuarine) species.
5.4 By 2021, fishers are participating in a "sustainable fishing certification" program in four states	A Sustainable Fishing Certification Program is completed, evaluated, and available. Fishers from four states are participating or have been certified.	Improvements in Reef Fisheries.
5.5 By 2021, at least four states in Babeldaob are more aware of fish stock conditions.	Data collection and analysis programs are in place and implemented in 4 states. Regular feedback protocols raise measured awareness levels among stakeholders in those 4 states.	Improvements in Reef Fisheries.

Table C. Program Objectives

Policy and Planning Program Strategies and Objectives	Process Indicator(s)	Conservation Target Indicator(s)
Strategy 1: Champion land and resource use planning in Babeldaob		
1.1 By 2021, land use plans have been completed for at least two new states in Babeldaob.	At least 2 states outside of Airai and Melekeok have land use plans.	All Targets. Reduced threats from CC, unpaved roads, coastal development, unmanaged tourism, sand mining, and pollution.
1.2 By 2021, a template and process for a terrestrial management plan has been developed.	A template has been developed, adopted, and is in use.	All Targets. Reduced threats from unpaved roads, coastal development, unmanaged tourism, sand mining, pollution, poor agriculture practices, poor land practices, erosion, and fire.
1.3 By 2021, at least two states in Babeldaob are integrating their protected area management plans into a state wide land and resource use planning effort.	At least 2 states can clearly demonstrate how protected management plans have been incorporated into land use planning.	All Targets. Reduced threats from poor agriculture practices, poor land practices, erosion, and fire.
1.4 By 2021, Palau's 99-year lease has been reviewed and assessed for impact.	A report evaluates the impact of the 99-year lease.	All Targets. Reduced threats from unmanaged tourism and CC.
Strategy 2: Advocate for comprehensive legislative and policy framework in support of sustainable land use.		
2.1 By 2021, political will and action for land use planning at the national level is enhanced.	The National Government is actively implementing the SLM Policy and reporting annually on its progress. The National Government is actively conducting nationwide land and marine spatial planning.	All Targets. Reduced threats from CC, unpaved roads, poor agriculture practices, poor land practices, coastal development, unmanaged tourism, sand mining, erosion, and pollution.
2.2 By 2021, policies for sustainable tourism are in place at the national level.		All Targets. Reduced threats from Unmanaged tourism.
Strategy 3: Assist key partners and resource owners to identify key tourism regulatory objectives in support of national environment policies		
3.1 By 2021, ecologically sound tourism management measures are implemented for at least three tourism products in Koror, Ngardmau, and Ngarchelong.	Three tourism products in three targeted states demonstrate best practices for ecologically sound tourism.	All targets. Reduced threats from Unmanaged tourism, poor land practices, coastal development.
3.2 By 2021, 30% of hotels, restaurants and food-handlers are participating in a sustainable seafood program.	A Sustainable Seafood program exists. 30% of hotels are signed on as formal partners and are in good standing with the program.	Improved Reef Fisheries.

Table C. Program Objectives

Communications and Outreach Program Strategies and Objectives	Process Indicator(s)	Conservation Target Indicator(s)
Strategy 1: Identify and champion key environmental messages		
1.1 By 2021, there is increased support for conservation laws and protected areas rules and regulations.	Overall awareness and support increases from a 2016 baseline of 70% (PA restrictions)	All targets. Reduced threats from poaching, poor land practices, hunting, and fire.
1.2 By 2021, PCS's environmental messaging serves as a key driver for positive actions in protected areas management, species management, land use planning, SLM (including agriculture), tourism, and Climate Change adaptation.	PCS has at least 1 example for each category of desired positive action: protected areas management, species management, land use planning, SLM (including agriculture), tourism, and CC adaptation.	All targets. Reduces all threats.
1.3 By 2021, PCS is assisting CBOs in at least two states to develop and implement environmental messaging on invasive alien species.	2 CBOs based in States have drafted and implemented IAS outreach programs.	All targets. Reduced threats from IAS.
Strategy 2: Maintain positive public relations		
2.1 By 2021, the PCS brand is remains recognized and well-perceived, and PCS is trusted as an independent technical and financial partner in conservation.	A PCS brand survey has been conducted and indicates that the majority of respondents see PCS as an independent technical and financial partner.	All targets.
Strategy 3: Integrate environmental information into educational institutions		
3.1 By 2021, PCS educational materials continue to be used by Palau's schools and other partners.	The Ridge to Reef curriculum is actively used in grades 3-8.	All targets.
3.2 By 2021, Invasive Species Management measures have been integrated into at least 2 school gardening programs.	2 schools have gardening programs that incorporate IAS management.	Reduces threats from IAS.
3.3 By 2021, PCS's education programs for youth and adults are specific to sites (including megapodes and IAS in Kayangel, Babeldoab, and Peleliu; IBAs and Biosphere Reserves in Babeldaob; and fisheries in the Northern Reefs).	At least 3 educational programs have been conducted on the specific sites and topics.	All targets.
Development and Administration Program Strategies and Objectives	Process Indicator(s)	
Strategy 1: PCS achieves financial sustainability and efficiency.		
1.1 By 2019 PCS is following a revised and updated Business Plan.	The Business Plan is updated and annual reports show that it is being actively followed and evaluated.	
1.2 By 2021 PCS is raising at least $45,000 per year from CPC members.	At least $45,000 per year is donated by CPC members.	
1.3 By 2021 PCS has paid off its debt to the Endowment.	The debt to the endowment is repaid fully.	
1.4 By 2021 PCS raises at least $30,000 annually for the Endowment.	At least $30,000 per year is raised for the endowment.	
Strategy 2: PCS grows as a learning organization.		
2.1 By 2021 PCS has a system and schedule in place to evaluate and adapt this Strategy and its Programs, and is releasing an Annual Report with the results of the annual evaluations.	Annual work planning results in an annual review of the Strategy. PCS produces a written Annual Report every year by June 14 that reports on the Strategy and its goals and objectives.	
2.2 By 2021 PCS has developed and implemented mechanisms to share information internally, between organizations, and with the public.	PCS has a sharing mechanism in place.	
2.3 By 2021 PCS is measuring, monitoring, and maintaining or growing its organizational strengths and addressing weaknesses.	Annual work planning results in an annual organizational review, which is addressed and reported on to the Board and at the AGM.	
2.4 By 2021 PCS is implementing an annual capacity building plan for its staff and the Board, and offers opportunities for members to participate.	Each staff member has an individual capacity building plan and each staff member builds capacity in at least 1 way (for staff staying with PCS for over 1.5 years).	
2.5 By 2021 at least 5% of Palau's population are active members of PCS.	PCS has at least 850 active members.	

No State Left Behind

"Increasing and improving participation in the Palau Protected Areas network"

KAYANGEL

NGARCHELONG

NGARAARD

NGIWAL

MELEKEOK

NGCHESAR

AIRAI

NGARDMAU

NGEREMLENGUI

NGATPANG

AIMELIIK

KOROR

PELELIU

ANGAUR

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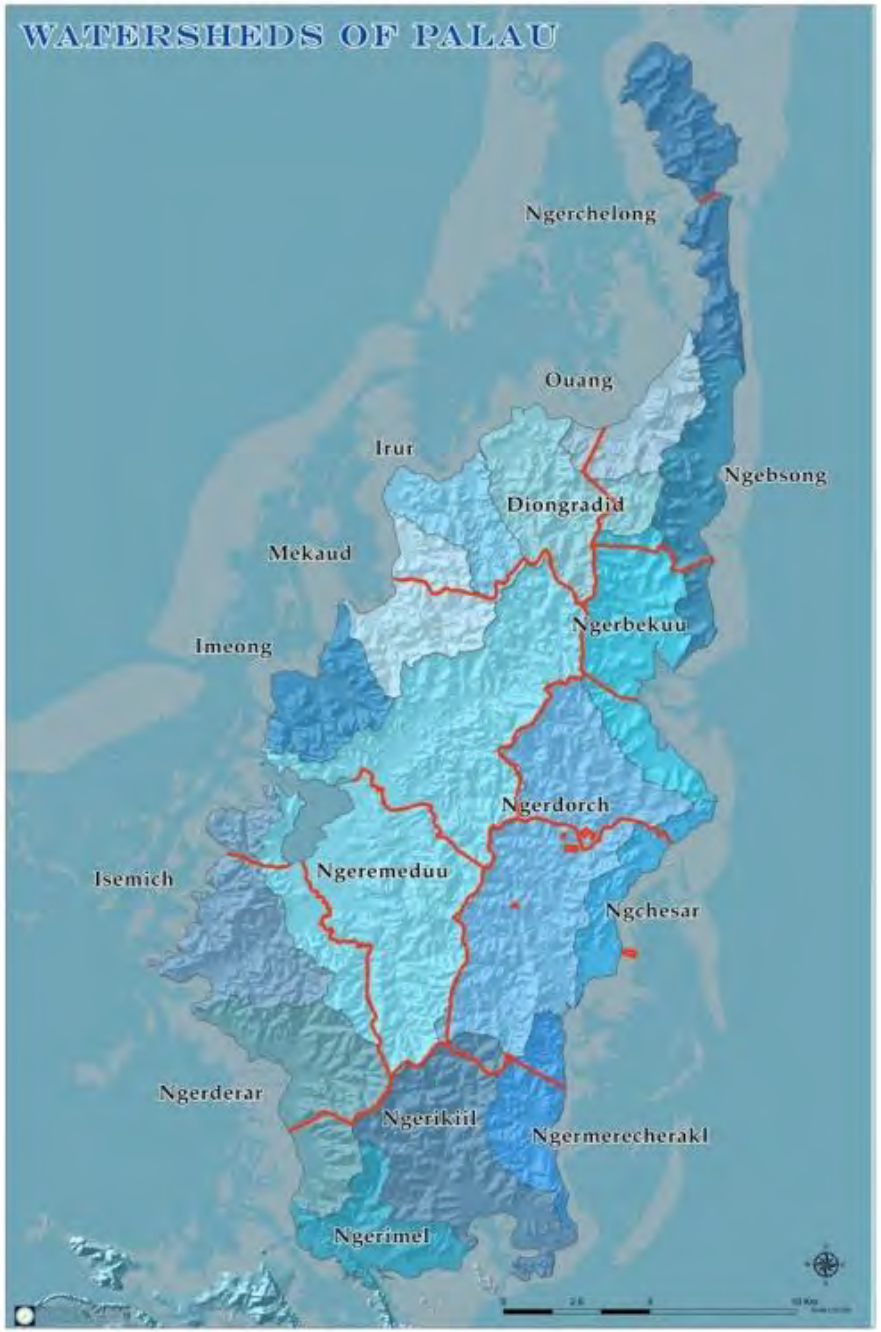
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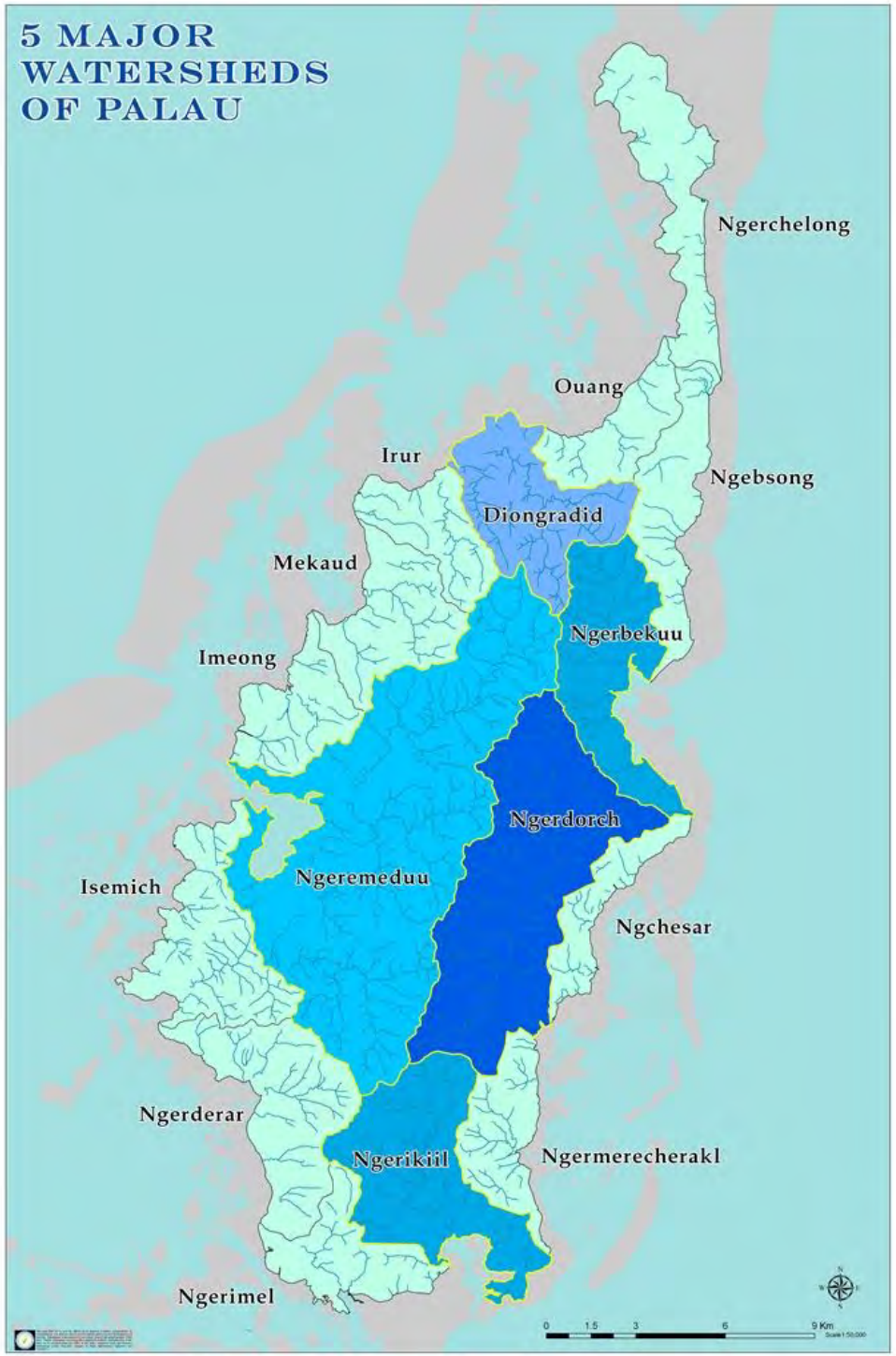
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for all research resources you may need on community conservation in Palau

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