



# **Pacific Invasives Learning Network Pilot Programme, May 2006 – May 2008**

**Summary of the  
achievements and activities of the network  
over the pilot programme**

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**“Failure is not an option”**

Hon. Elias Camsek Chin, PILN launch, Palau, May 2006.

## **Executive summary**

- There are 8 PILN partners and 3 close collaborators. Monthly teleconferences have been held throughout, and face-to-face meetings in 2006 and 2007;
- The original 6 founding teams have now expanded to 14, of which 13 are considered active. A further 4 countries have requested to join the network;
- A summary of network achievements over the pilot period is presented;
- All benchmarks for success have been achieved, except that relating to PILN teams securing additional funding;
- Impact indicators have been defined and initial data collected;
- PILN is considered to have accelerated conservation action in the areas of weed management, strategic action planning and inclusion of marine invasive species;
- The PILN Report Card is presented;
- Two network meetings have been held: 22 – 26 May 2006 in Palau, and 3 – 7 September 2007 in French Polynesia;
- The invasive species strategic action planning process has been initiated in 7 countries / states, and 3 of the resulting plans have been officially endorsed;
- 9 workshops/training events have been held with PILN member participation;
- 14 exchanges/individual training events have been held, involving 28 people;
- A total of 45 visits to 16 countries/states/territories was made by the coordinator;
- Participants satisfaction with the network was 100% (high and medium satisfaction) in 2006 and 90% (high and medium satisfaction) in 2007;
- The PILN website was created in January 2006 and has been updated 7 times;
- PILN Soundbites was distributed 11 times;
- Funding for the pilot programme was secured from a total of 11 donors, and a total of 49 reports were written for donors and partners. The total cost of the PILN pilot programme is estimated at around US\$832,600;
- It is recommended that the indicators and benchmarks are redrafted.
- Lessons learned from PILN as a model, its establishment and implementation are presented. Next steps and outstanding activities are identified;
- In conclusion, PILN has been found to be an effective way to build capacity among invasive species workers in the Pacific, recognising the growing body of expertise in the Pacific. It is a useful model for other sectors and regions.

This report summarises work carried out over the pilot programme of PILN, 2006 – 2008, and serves as a reference document for representatives of all 11 partners and close collaborators.

## **Background**

The Pacific Invasives Learning Network (PILN) is a peer-learning network based on multi-sector country teams who work together on priority invasive species projects with network support.

### **PILN milestones**

- 2003: SPREP member countries request the formation of a regional peer-learning network at the 14<sup>th</sup> SPREP meeting. A design team is formed and a consultant (Dave Butler) hired to carry out country consultations.
- The establishment of the Pacific Invasives Learning Network (PILN) was approved at the 15<sup>th</sup> SPREP Meeting held in Pape'ete, French Polynesia, 2004.
- November 2005: PILN coordinator hired (Jill Key). Memorandum of Understanding signed by the 8 PILN Partners.
- May 2006: PILN pilot programme launched by the Vice President of Palau, with 6 initial founding teams in May 2006.
- May 2008: Consultant (Dave Butler) hired to carry out an external review of the network.

### **PILN Partners**

The PILN partnership consists of 8 partners: The Nature Conservancy (TNC), the Secretariat of the Pacific Regional Environment Programme (SPREP), IUCN Invasive Species Specialist Group (ISSG), Conservation International (CI), the Palau Office of Environmental Response and Coordination (OERC), University of the South Pacific (USP), USDA Forest Service (USFS), and the Secretariat of the Pacific Community (SPC).

Collaborating closely with the PILN is the National Park of American Samoa and the Pacific Invasives Initiative (PII). A Letter of Agreement was signed between PII and PILN in October 2006. A new partner, BirdLife International Pacific Division, joined as a close collaborator with the signing of a Letter of Agreement on 31 August 2007.

A summary of partner contact details is given in Annex 1.

Monthly Partner teleconferences have been held since December 2005. In addition, there have been 2 face-to-face partners meetings held concurrently with the network meetings.

- In 2006, 11 partner representatives from 9 partners and close collaborators participated in the meeting held on 27 May in Palau. The work plan and funding strategy for the pilot programme were discussed and approved.

- In 2007 13 partner representatives from 11 partners and close collaborators participated in the meeting held on 2 September in French Polynesia

#### Partner relation assessment

The Partner relationship was assessed using an adapted TNC form for measuring the benchmarks for partnership relation in November 2006. Partners are asked to respond to thirteen statements under 8 headings: shared goals, communication, shared indicators, mutual evaluation, honest feedback, no unpleasant surprises, expressing support, and joint resources. Responses were at two levels: agreement or disagreement with the statement, and how important the statement is considered to the partner relationship.

Overall, the partner relationship appears to be a healthy one as a majority agreed with most statements.

#### **PILN teams**

The network was launched at the first network meeting in Palau, May 2006 with six initial founding teams, following a formal application process:

- American Samoa
- Guam
- Niue
- Palau
- Pohnpei State (FSM)
- Samoa

The Niue team did not participate in any further activities following the PILN launch and a visit by the Niue team to the new Zealand Department of Conservation in May 2006, and are currently considered an inactive team.

The network subsequently expanded to embrace a total of fourteen PILN teams with the addition of the following eight:

- Fiji
- French Polynesia
- Hawaii
- Kiribati
- Kosrae State (FSM)
- Yap State (FSM)
- Marshall Islands
- New Caledonia

This expansion has been at the specific request of the new countries or territories wanting to join. Both Fiji and Hawaii consider themselves as “PILN groups” rather than “PILN teams” as they lack the coherence of a team.

Requests have been received from Tokelau (July 2006), the Solomon Islands (April 2007), Papua New Guinea (October 2007) and Vanuatu (October 2007) to join the network.

A list of team contact points is given in Annex 2.

## **Methods of work used**

Work is based around country visits by the network coordinator to support PILN teams to identify and take strategic action to manage their priority invasive species. The network is functioning by sharing awareness of successful activities being carried out by the teams, providing the mechanism for other teams to do the same, and actively encouraging them to do so.

Capacity building is linked to on-going invasive species projects and achieved through workshops and exchanges.

## **Summary of achievements**

Achievements over the pilot phase include:

- Network membership has expanded from 6 initial founding teams to 14 (13 active), and information is being shared among over 260 people in and around the region;
- Invasive species strategic action planning process initiated in 6 of the 22 countries, states and territories of the region;
- National coordination mechanisms have been established in 4 countries or states;
- Marine invasive species have been recognised as a priority issue for the region and are being actively addressed;
- Active sharing of skills and knowledge among invasive species workers in a range of sectors and islands has been achieved in the priority areas of social marketing, rat management, weed management and bio-security;
- The Global Invasive Species Database has been recognised as one of the regional depository for information and network participants are contributing to its content;
- Benefits from network participation were evaluated for the members of the 6 initial founding teams in 2006, and then for the entire network in 2007. High levels of satisfaction with the network were found in both, 70% in 2006 and 67% in 2007.

## **Evaluation of success**

### **Benchmarks**

Progress on the benchmarks for success from the PILN Partnership memorandum of understanding is shown in Annex 3. All benchmarks due to date have been achieved, with one exception: "PILN teams have secured additional funds for IAS management projects as a result of being in the PILN". Fund raising has been flagged as a priority concern among PILN teams and clearly needs more support than can currently be offered by the coordinator.

## Impact indicators

Three categories of impact indicators have been defined, following discussion with the PILN Partners (with particular input from PII):

1. Invasive species being addressed and areas involved in invasive species projects by PILN teams or their partners, and project success in achieving their goals:
  - Number of species under active management (eradication, elimination or control)
    - Number of species provisionally eradicated or eliminated
    - Number of successful interventions of target quarantine pests
  - Number of countries / regions / projects actively managing (eradication, elimination or control) invasive species
2. Funding spent on invasive species management:
  - Amount spent on invasive species management in the region (for management, prevention, awareness, etc – from government, donors, etc)
  - Staff employed in invasive species work
3. Collaboration between network participants:
  - List number of multi-agency projects facilitated by PILN and their success in achieving their goals
  - List number of multi-country projects facilitated by PILN and their success in achieving their goals

Data is being collected in collaboration with PII and the SPREP Invasive Species Officer, and feeds into the Report Card (see below).

Experience gathered in attempting to collect the data has shown that figures for the specific indicators can be difficult to determine. For example, that of the number of projects “facilitated” by PILN is difficult given that PILN is not directly involved in implementing projects. The level of involvement in projects can vary from “included in strategic action plans in workshops facilitated by the PILN coordinator” to “PILN supports project personnel in capacity building activities”. What counts as “facilitated” in this context is therefore questionable. In addition, considerable time is required to adequately collect the data on a routine basis and this has been beyond the current coordinators ability.

The PILN mission of “acceleration” of conservation activities is hard to assess, as by definition these are activities which are expected to occur sometime in the future. However, there are 3 specific activities which took place during the pilot and which would probably not have happened so soon, so effectively or on such a scale, without PILN catalysis:

- Invasive species strategic action planning (SAP) processes at national / state level
- Inclusion of marine invasive species issues in PILN and, through the SAPs, national agendas
- Weed management, various capacity building activities

## PILN Report Card

A Report Card has been drawn up, based on the benchmarks of success and impact indicators, scoring for each at 6 month intervals over the pilot programme. The complete Report Card is given in Annex 4.

The Report Card shows a slow increase in most indicators, as would be expected with the expansion of the network. The following indicators require specific explanations:

- The relatively high increase in the 3 indicators, cumulative number of invasive species under management, islands being managed and projects, reflects the addition of active new teams to the network rather than the initiation of new projects. These figures therefore reflect the species, islands and projects known to the network and therefore accessible for skill sharing and capacity building.
- The relatively high increase in the number of action plans produced is due to a change in action planning activities. Initially, action plans were drafted for the priority projects which the 6 initial founding teams brought to the network at the launch in May 2006. However, this was subsequently expanded to that of PILN teams developing national invasive species strategic action plans, integrated into the national planning processes and drafted at workshops held in-country. The strategic action plan produced may include a number of species and issue-based action plans. A new indicator has been written to cover this new activity and it is recommended that this indicator replaces that of specific action plans.
- The decrease in the percentage of Pacific Islanders (determined on the basis of ethnicity, difficult to determine in some cases) in the network reflects the entry of the Hawaii and the two French Overseas Countries into the network. However, the percentage is still higher than that anticipated as a benchmark (50%) and the fact that the network was launched with teams consisting of a high percentage of Pacific Islanders is a great achievement. It is recommended that this indicator be reviewed, to reflect citizenship of a Pacific Island country (or permanent residence status in the case of the French and US territories) rather than ethnicity as a much clearer and more meaningful criteria.
- Four impact indicators are shown with no data. In these cases it is either difficult to define exactly what is being measured (see the notes for impact indicators, above), difficult to get accurate data (in the case of amount spent, and successful quarantine interventions) or the timescale is beyond the current Report (longer term projects achieving goals). It is suggested that these indicators are re-drafted.

It is **recommended** that the indicators (and associated benchmarks) be reviewed for the next phase of PILN, as detailed above.

## **External review**

An external review of PILN (evaluating the partnership as well as network functioning) was initiated in April 2008, following a recommendation from the PII Partners meeting in July 2007, discussed and agreed by the PILN partners at their meeting in September 2007.

A supervisory team was formed from the partners, composed of SPREP, USFS and PII, the review was advertised for tender, and a consultant (Dave Butler) selected. Results are due at the end of May 2008. The terms of reference for the review are given in Annex 5.

## **Summary of activities**

### **Network meetings**

Two network meetings have been held:

- Network launch, Palau, 22 to 26 May 2006. A total of 42 people from 11 countries attended. Lessons learned in 4 technical areas, rat management, weed management, public awareness and planning, were drafted and action plans produced by each country team, among other activities.
- 2007 network meeting, French Polynesia, 3 – 7 September 2007. A total of 65 participants from 13 PILN teams participated. Priority actions and specific capacity building activities were identified in four main technical areas: marine invasive species, bio-security, weed management and rat management. Input was given to the revision of the Regional Invasive Species Strategy in 5 specific areas: format of strategy, action plan, information sharing, awareness, and capacity. All participants expressed themselves as either satisfied or very satisfied. An update on progress against actions defined at the meeting was circulated to the meeting participants in December 2007 and April 2008.

At the 2007 annual meeting it was agreed that network meetings would be held every second year, so the next one is due in 2009, dates and venue to be decided.

### **Strategic action planning**

Support has been given to multi-agency in-country workshops to draft national / state strategic invasive species action plans in 7 countries / states:

- Pohnpei, July - October 2006
- Palau, 26 – 29 November 2006
- Kiribati, 27 – 28 March 2007 and 3 December 2007 (South Tarawa) and 24 – 25 April 2008 (Kiritimati Island)
- Kosrae, 25 – 26 April 2007
- Marshall Islands, 3 – 4 May 2007
- French Polynesia, 11 – 12 September 2007
- Yap, initial workshop 21 -22 February 2008

The Palau, Pohnpei and Kosrae plans have all received official endorsement, while the others are in their final stages and expected to be submitted in early 2008. The action planning process has been an important tool to strengthen or establish national / state multi-agency invasive species coordination committees. American Samoa, Chuuk state and Fiji have also requested assistance in drafting invasive species strategic action plans.

An informal group formed to give support to and coordinate actions in the invasive species strategic action planning process going on in various countries, and about to start in others. It consists of Bill Raynor and Lucille Apis-Overhof (TNC Pohnpei), Mae Bruton-Adams (MIC coordinator), Anne Marie LaRosa (USFS), Jill Key (PILN), Alan Tye (SPREP), Souad Boudjelas and Bill Nagle (PII). Members of this group have given follow-up to the action planning process to Kosrae, Pohnpei, and the Marshall Islands to date.

### **Capacity building activities**

#### Workshops and training events held

A total of 9 workshops/training events have been held with PILN involvement (organized by the PILN coordinator, organized by a PILN member with a majority of other PILN members participating, partially or fully funded by PILN, or where is PILN is one of the project partners):

- A one day workshop was held in Majuro on 8<sup>th</sup> of November 2006 on invasive species, and a total of 34 participants from 19 agencies participated. Main objectives were:
  - To raise awareness on issues & activities related to invasive species nationally & regionally.
  - To initiate the development of an interim protection plan to prevent new introduction of injurious pests/invasives into the RMI.
  - To facilitate information exchange between agencies to improve coordination for effective invasive species management.
- Experimental eradication of rats from atolls, Pohnpei, January – February 2007, a joint project with Island Conservation, the Pacific Invasives Initiative and the Conservation Society of Pohnpei. A total of 36 participants from 11 countries / states were involved in 2 weeks of field work and a 1 day seminar. Lessons were learned from the project implementation to develop a model of training for trainers to adapt and follow in other technical areas.
- Workshop on marine invasive species, Samoa, March 2007, funded by IUCN Oceania and hosted by the Department of Environment, Samoa. A total of 20 people from 9 countries participated.
- National marine invasive species survey training and first survey, Palau, July 2007, funded by IUCN Oceania.

- National species prioritization and action planning workshop, 9 – 10 August 2007, Samoa. A total of 18 participants from 10 local and regional agencies participated.
- Social marketing workshop, French Polynesia, September 2007, given by Rare for Nature Conservation and hosted by the Government of French Polynesia. A total of 19 participants from 8 countries participated.
- Coordination of invasive species work in Fiji, 2 November 2007. A lunchtime meeting held with the Department of Environment in Fiji to coordinate invasive species work in country. A total of 17 people from 8 local agencies met to share current work and identify opportunities for coordination and collaboration in the context of implementing the Fiji NBSAP. The meeting was hosted and chaired by Environment Division, and lunch was provided by Birdlife International.
- Durrell Wildlife Conservation Trust Island Species-Led Action course, February 4 – 15 2008, Guam. 27 participants from 11 countries / states / territories participated in the 11-day course, on endangered species management. Participants included PILN members from American Samoa, Guam, Fiji, Marshall Islands, Palau and Pohnpei. Members of the Guam PILN team were closely involved in the planning and delivery of the course.
- Second coordination meeting for invasive species work in Fiji, 2 May 2008. A total of 12 people from 8 local agencies participated. Progress was discussed on actions agreed at the last meeting, and new actions agreed. PILN and SPREP were asked to facilitate a workshop to draft an invasive species strategic action plan for Fiji, to be held in the last quarter of 2008. The meeting was hosted and chaired by Environment Division, and lunch was provided by Birdlife International.

#### Exchanges and events realized with PILN support

A total of 14 exchanges and individual training visits involving 28 network members have been financially supported by PILN:

- Visit to the New Zealand Department of Conservation by the Niue PILN team to formulate the Niue weeds plan, 31 May – 2 June 2006.
- Francis Liyeg and Francis Ruegorong of Yap carried out an exchange with Joel Miles and Joe Tiobech of Palau on herbicide application and data management, October 2006.
- Palau representative participated in the first regional invasive ant conference, May 2007.
- Joe Tiobech, Weeds Officer, Palau visited Tavita Togia in American Samoa to share skills on weed management, 15 October 2007.
- Roseo Marquez, Conservation Society of Pohnpei, to participate in the Brown Tree Snake Rapid Response Team training, Guam, March 2008.
- Francis Liyeg, invasive species coordinator and Francis Ruegorong, Forestry Division, Yap to participate in the data management workshop, Palau, April 2008

- Juney Ward, MNRE Samoa, to participate in the Samoan Archipelago Marine Alien Species Workshop, March 18 – 19 2008, American Samoa.
- Lucie Faulquier (French Polynesia), Julien Baudat-Franceschi (New Caledonia), Yalap Yalap (Palau), Elenoa Seniloli (Fiji) and Ibeatabu Katabanin (Kiribati) to participate in rat eradication and planning capacity building, New Zealand, 14 – 24 May 2008.
- Milika Ratu, National Trust of Fiji, to visit ASIST members in American Samoa to share experiences of community conservation.
- As follow-up to the Durrell Wildlife Conservation Trust Island Species-Led Action course, 4 – 16 February 2008, Guam, 4 projects have been approved financial support from PILN:
  - Jone Niukula, National Trust of Fiji & Baravi Thaman, USP: *Leucaena* eradication as part of iguana habitat restoration.
  - Miliana Vukunisiga, Birdlife International: Fiji staff to disseminate lessons learnt at ISLA with New Caledonia partners
  - Invasive species skill share exchange between Olga Munoz of the University of the Philippines and Elizabeth Terk, Conservation Society of Pohnpei.
  - Brian Vanderveldt to carry out a biological survey of Arno atoll, Marshall Islands.
- The Durrell Wildlife Conservation Trust has also approved funding for 1 project for PILN network members:
  - Elizabeth Terk and Roseo Marquez, Conservation Society of Pohnpei: Pohnpei mountain starling survey.

Many of these exchanges are current at the time of writing, May 2008, owing to the availability of funding for exchange support from Fonds Pacifique, and so it is too soon to judge of their success. Of the others, only one is considered to have failed, the visit of the Niue team to New Zealand. This assessment of failure is based on: the New Zealand hosts reported a lack of interest and participation from the Niueans in the visit; it took over a year to get a trip report from the Niue team; and the stated objective, to draft a weed management plan for Niue, was never achieved. However, it must also be noted that Sauni Tongatule, Head of the Department of Environment, reported that the Niue team gave a presentation on their return from the trip and were enthusiastic about their experience. The Niue team did not participate in any other network activities (despite being offered funded places) and are considered an inactive team.

### **Evaluation of Participants' satisfaction**

In November 2006 satisfaction with the network was evaluated by questionnaire, for the 30 PILN team members who had attended the Launch and first network meeting in May 2006. Of the 15 respondents 70% expressed high satisfaction with the network, and 30% medium satisfaction.

In November 2007 a second questionnaire evaluation of network participants' satisfaction with PILN was carried out. This time a questionnaire was sent out to all 200 names on the

PILN email distribution list. The list includes the PILN team members, national invasive species committee members in participating countries / states / territories, partner representatives, and a variety of others who have requested joining the list over the past 18 months. A total of 31 people responded, of whom 7 were PILN partner representatives and 19 were members of 11 PILN teams. Overall the evaluation was very positive. In total 83% of respondents felt that they had benefited from the network, and 77% felt that it was doing enough, while 64% scored a high level of satisfaction, and 26% medium satisfaction.

## **Coordination**

The network was institutionalized by the adoption of a logo. The first logo was created by the coordinator together with the Partners in early 2006. The logo created by the Palau PILN team for the network launch in May 2006 was very popular with the participants and at their request a second network logo was created following intensive consultation. The canoe was selected as the key emblem, as it links land and sea, communities, islands and countries; a coconut palm (the tree of life) is also shown being rescued from an invasive vine and rats by people in the PILN canoe. This is the logo which has identified PILN since December 2006. The various PILN and meeting logos are shown in Annex 6.

Communication is seen as a key activity and a communication strategy was drafted in January 2006; see Annex 7. Note that this activity has not received any funding throughout the pilot programme.

Communication is done directly, during the country visits, and electronically, through the PILN website, informal email communication and “PILN Soundbites”.

- The PILN website was put on-line in January 2006, and up-dated 7 times, in March, June and September 2006, January, April, September and December 2007.
- PILN Soundbites, an outline of network activities and achievements, has been distributed to the network 11 times, in July, September, and December 2006, March, May, August, September and December 2007, January, April 2008 and May 2008.
- A summary of PILN articles and press releases over the pilot programme is given in Annex 8.

A total of 45 visits to 16 countries, states or territories have been realized by the coordinator, in addition to active involvement in invasive species activities in Samoa; these are summarized in Annex 9.

A complete set of PILN documents (including monthly reports, donor reports, trip reports, activity and event reports) has been left with SPREP Island Ecosystems Programme, together with digital photo collections of PILN activities, Pacific invasive species and Pacific native species, in CD and on the PILN laptop.

## Funding

Securing funding for the 2-year pilot programme has been a challenge over the project period but it has been successfully met by a variety of donors, and in-kind support from PILN Partners and PILN teams.

The pilot programme budget is shown in Annex 10, for funds administered directly by SPREP. In-kind contributions of partners and network members is estimated at around US\$150,000, and additional financial support of US\$110,000 was given by the Ministry of Tourism and Environment, Government of French Polynesia, for the 2007 network meeting. The total cost of the pilot programme is therefore estimated at around US\$832,600.

The main donors are as follows, in order of proportion of budget supplied:

- The Nature Conservancy: core costs (coordinator hire, travel, office expenses), exchanges and other activities.
- Ministry of Tourism and Environment, Government of French Polynesia: 2007 network meeting support.
- National Fish and Wildlife Fund: core costs (coordinator hire, travel, office expenses), 2006 and 2007 network meeting support, exchanges.
- Fonds Pacifique (French funds for the Pacific): exchanges, 2007 network meeting support.
- Critical Ecosystem Partnership Fund, CI: core costs (coordinator hire, travel, office expenses), 2006 network meeting support.
- US Department of State: core costs (coordinator hire, travel, office expenses), 2007 network meeting support.
- Secretariat of the Pacific Regional Environment Programme: core costs (coordinator hire, travel, office expenses).
- Pacific Development and Conservation Trust: core costs (coordinator hire, travel, office expenses).
- Secretariat of the Pacific Community: core costs (coordinator hire, travel, office expenses).
- IUCN Oceania: marine invasive species workshop (March 2007, Samoa) support.
- NZAid Pacific Island Countries Participation Fund: participation in the 2007 network meeting.

Matching funds are requested from participants in the exchanges, and it is PILN policy that only basic expenses are met from PILN funds for participants attending the network meetings and workshop.

A total of 49 reports have been written to donors and PILN Partners. These are summarized in Annex 11.

## **Lessons learned**

### **What's different about PILN?**

PILN...

- Enables multi-sectoral action at a range of levels
- Helps people identify their priorities—the battles they can win—and supports what they want to do
- Simple and very cost-effective
- Action oriented
- Recognises and supports the growing body of expertise within the Pacific
- Catalyses action by fostering and sustaining enthusiasm

### **Start-up**

- Recruit the members of founding teams on the basis of personal commitment and interest, not the technical merits of their projects.
- An effective network has to be marketed, and institutionalizing the network early on in its establishment is vital.
- Baseline data and evaluation criteria need to be defined early on, so that the right questions can be asked from the start.
- Selecting a logo design is a very good way of creating a feeling of involvement and ownership by network members.

### **Financial sustainability**

- Building a network requires a full-time coordinator, with secured core funding.
- Mainstream the network once it is established to ensure sustainability of the coordination post.
- Providing full funding for members to participate in meetings, workshops, etc. is not desirable, always ask for matching funds.
- Be opportunistic in seeking expert exchange possibilities to make the best use of limited funding. Effective expert exchanges can be quite simple.

### **PILN Partner & Team Engagement**

- The Partners are a valuable resource to the network. Their involvement has to be carefully shepherded to maximize the limited time they are able to dedicate to PILN activities.
- The enthusiasm of Partners and members at the launch of the network needs to be maintained by early evidence of concrete actions and forward progress.
- It is important to create a feeling of ownership of the network by the members as early as possible.
- The presence of “champions” makes a critical difference to the success of PILN teams.

- Personal meetings are essential between coordinator and teams in order to understand the issues and specific capacity building needs for the team.
- Putting a group of people around a table does not make them a team, this has to be actively worked at.
- The strategic action planning process provided the “glue” for network engagement.
- Workshops, meetings and training events are part of a process of capacity building and require good preparation and subsequent follow-up to be effective.
- Celebrate achievements and let the participants drive the network.

### **PILN as a model**

- The most important lesson learned from the pilot-programme is that the model works as a capacity building mechanism, and works very well.
- Multi-sector participant teams were found to be an excellent means of addressing invasive species issues, which are cross cutting in nature.
- The intangible benefits of network participation in the network and its meetings are huge and should not be underestimated.
- A proactive full-time coordinator is important to build and establish the network.
- Communication and facilitation are two of the principal activities of the coordinator - recognising and creating awareness of successful projects, showing teams how to follow and supporting them through the process.
- Providing technical advice and support to PILN members was also a key activity for the coordinator, and emphasises the importance of appropriate technical knowledge as an attribute for an effective network coordinator.
- The governance mechanism of the partnership should be defined when the network is established, and partner roles, responsibilities and representatives identified at the appropriate decision making and technical level.
- Participants should be expected to provide matching funds for network activities that are financially supported by PILN.
- Be flexible and responsive to change: plan for periodic internal and external reviews of the network;
- Invasive species are cross cutting and the established multi-sector teams can therefore be used to build capacity in related issues such as climate change, waste management, etc.

### **Discussion and Conclusions**

The most important conclusion is that PILN has proved itself a successful way to build capacity and catalyse action within the Pacific. This recognizes that there is a growing body of expertise and confidence in invasive species management within the Pacific region, and that workers are keen to share their skills and knowledge with each other, as well as to continue to look to traditional sources of expertise such as New Zealand, and to explore new links outside the region. In addition to a number of capacity building actions, the wave of national/state level strategic action planning, the inclusion of marine invasive

species in PILN and national agendas, and capacity building in various aspects of weed management would all probably not have taken place over 2006 – 2008 without the specific support of PILN. The network has in fact moved far faster than anticipated, expanding from the original design of 7 founding teams developing project specific action plans, to the current 13 active teams of which 6 are now engaged in a process of national/state invasive species strategic action planning.

In addition, the network also provides intangible benefits in the form of encouragement, moral support and a sympathetic ear for people working in small, pressure cooker environments. These intangible benefits are impossible to quantify objectively, but should not be underestimated or discounted as they are an important part of what the network provides to members.

Two major failures during the pilot programme concern funding. Firstly, one of the benchmarks for success was that PILN teams would be able to access more project funding as a result of being part of the network, and this was not realized. As funding for activities has been flagged as a priority need by most – all? – PILN members it needs to be addressed. Exactly what the capacity building need is and how best to address it needs to be discussed and identified in order to move forward. Secondly, sustainable long-term funding for network support has not been achieved, despite intensive fund raising on the part of the coordinator and partners. This needs to be addressed as a priority over the next phase of PILN by the partners.

The network was specifically set up with a focus on exchanges and attachments rather than workshops. However, despite this, it proved hard work to promote exchanges, and network members show a clear preference for workshops and training events. This is probably due to a number of factors, including the familiarity of workshops as a means of capacity building, and also to the limited number of funded projects being implemented during the pilot programme and available for exchanges, with the delay in launching of the CEPF, an expected major funder of invasive species projects in the region. This is not to imply that the workshops held were not successful capacity building events, and considerable effort was put into providing follow-up and support for participants to develop and apply lessons learned from them. The workshops are part of a longer term process, not just a one-off activity. Funding for exchanges and other training events only became available in the last 3 months of the pilot programme in the form of the French Funds for the Pacific (Fonds Pacifique), consequently it is not possible to comment on the overall success of the exchanges as a network approach – most are currently underway or in the planning stage at the time of writing.

The network is growing rapidly, around 70 people participated in the 2007 network meeting and more countries/states/territories will join in the near future. As it grows, the dynamics of communication and network meetings will change. There is an inherent weakness in large group networks, and in order to avoid this the next phase of PILN needs to consider this issue very carefully. It is expected that the results of the PILN external review will offer ideas. Also, one possibility agreed at the 2007 network meeting was that of seeking opportunities for thematic, technical meetings. Current technical

topics of concern to the network are rat eradication, weed management, biosecurity, social marketing and marine invasive species. The recent meeting of the Birdlife project Pacific partners working on island rat eradications with the Island Eradication Advisory Group of the Department of Conservation in New Zealand is an example of an opportunity to plan a follow-up Pacific based meeting, focused on planned and ongoing island rat eradications where PILN members can share experience and identify gaps for peer-learning.

Further conclusions on the strengths and weaknesses of the network and functioning of the partnership will be considered by the external review, and are not considered here.

## **Next steps**

Next steps for PILN in the near future (next 3 years) are:

- Implementation of the recommendations of the external review;
- Consolidation of existing teams and support for priority capacity building needs;
- Network expansion to the remaining countries, states and territories in the region;
- Promote thematic technical meetings;
- Institutionalise the coordination role within SPREP, with secured core funding for at least a 3-year period;
- Develop and implement a long-term funding strategy for the network, covering both sustainable core funding for network coordination, and fundraising support for PILN teams. An estimated budget for a 3-year post-pilot programme is presented in Annex 12;
- Follow-up current on-going activities, detailed below.

## **Ongoing activities from the pilot programme**

The following specific activities were initiated during the pilot programme for action during 2008 and 2009:

Specific actions for the PILN Partners:

- External review phase 2: PILN Partners consider the recommendations made by the consultant.
- Integration of PILN and PII partnerships. To be discussed at the PII / PILN Partners meeting in 2008.
- Source funding for PILN 2009 onwards, and recruit new coordinator.

Specific actions for the PILN coordinator:

- Source funding for network activities and PILN 2009 onwards.
- In consultation with the partners, re-draft impact indicators and benchmarks, and incorporate them into the Report Card
- Strategic action planning, and integration of action plans into the regional strategy:

- Yap SAP workshop, scheduled for June / July 2008.
- American Samoa SAP workshop, scheduled for August 2008.
- Fiji SAP workshop, scheduled for the last quarter of 2008.
- Others, on request.
- Network meetings – the next one to be held in 2009
- As part of the SPREP invasive species programme, submit applications for PILN post-pilot to the PDCT, Christensen Fund, and the CEPF when it is launched.

Specific capacity building activities in progress (agreed activities from the 2007 network meeting: PILN funded, or led by specific PILN partners):

- Joint project with the Hawaiian Invasive Species Council, to strengthen biosecurity together with their Pacific Island trading partners (\$30,000 given to PILN).
- Biocontrol workshop, scheduled for August 2008. Led by SPC and USFS.
- Weeds:
  - Construction guidelines workshop. Led by USFS.
  - Weed course (DOC adaptation). Led by SPREP.
  - Data management course – Kosrae. Led by USFS and SPC.
- Follow-up to the French funded exchanges initiated in May /June 2008.
- Marine invasive species project. Led by ISSG, IUCN and SPREP.

## Annex 1. Partners contacts.

Partner	Contact point	Email	Phone
BirdLife International	Don Stewart Steve Cranwell (main contact)	<a href="mailto:Don@birdlifepacifici.org.fj">Don@birdlifepacifici.org.fj</a> <a href="mailto:steve@birdlifepacifici.org.fj">steve@birdlifepacifici.org.fj</a>	+679 331 3492
Conservation International	Francois Martel James Atherton (main contact)	<a href="mailto:f.martel@conservation.org">f.martel@conservation.org</a> <a href="mailto:jatherton@conservation.org">jatherton@conservation.org</a>	+685 21593
Invasive Species Specialist Group	Mick Clout	<a href="mailto:m.clout@auckland.ac.nz">m.clout@auckland.ac.nz</a>	+64 9 3737599 ext. 85281
National Park of American Samoa	Tavita Togia	<a href="mailto:Tavita_Togia@nps.gov">Tavita_Togia@nps.gov</a>	+684 (633) 7082 cell 1 684 252 0289
Palau Office of Environmental Response and Coordination	Joel Miles	<a href="mailto:jmiles@palau-oerc.net">jmiles@palau-oerc.net</a>	+680 488 8681 or 5435.
Pacific Invasives Initiative	Alan Saunders Souad Boudjelas (main contact)	<a href="mailto:a.saunders@auckland.ac.nz">a.saunders@auckland.ac.nz</a> <a href="mailto:s.boudjelas@auckland.ac.nz">s.boudjelas@auckland.ac.nz</a>	+649 3737599 ext 86805 Alan cell 021 77 42 47
Secretariat of the Pacific Community	Warea Orapa	<a href="mailto:wareao@spc.int">wareao@spc.int</a>	+679 3379284
Secretariat of the Pacific Regional Environment Programme	Stuart Chape Alan Tye (main contact) Ana Tiraa	<a href="mailto:stuart@sprep.org">stuart@sprep.org</a> <a href="mailto:alant@sprep.org">alant@sprep.org</a> <a href="mailto:anat@sprep.org">anat@sprep.org</a>	Ext 209 Ext 270 Ext 276
The Nature Conservancy	Audrey Newman	<a href="mailto:anewman@tnc.org">anewman@tnc.org</a>	1 808 567 6834 cell: +1 808 372 4179
United States Forestry Service	Anne Marie LaRosa	<a href="mailto:alarosa@fs.fed.us">alarosa@fs.fed.us</a>	1 808-933-8121 ext. 115. Home – 1 808 985 8687
University of the South Pacific	Randy Thaman	<a href="mailto:thaman_r@usp.ac.fj">thaman_r@usp.ac.fj</a>	+679 323 xxxx

## Annex 2. PILN team contacts.

Country	Name(s)	Agency(ies)	Email	Telephone
American Samoa	Tavita Togia	National Park of American Samoa	<a href="mailto:Tavita_Togia@nps.gov">Tavita_Togia@nps.gov</a>	684 633 7082
Fiji	Eleni Tokaduadua	Department of Environment	<a href="mailto:etokaduadua@govnet.gov.fj">etokaduadua@govnet.gov.fj</a>	
French Polynesia	Jean-Yves Meyer	Délégué à la Recherche, Délégation à la Recherche, Tahiti, French Polynesia.	<a href="mailto:jean-yves.meyer@recherche.gov.pf">jean-yves.meyer@recherche.gov.pf</a>	689 47 25 60
	Claude Serra	Head of Biodiversity Management and Protection group, DIREN	<a href="mailto:claudeserra@environnement.gov.pf">claudeserra@environnement.gov.pf</a>	689 78 59 71
Federated States of Micronesia	Konrad Englberger	SPC: works in all 4 states.	<a href="mailto:ppmicronesia@mail.fm">ppmicronesia@mail.fm</a>	691 320 7523.
	Engly Ioanis - Pohnpei	Coordinator, Pohnpei Invasive Species Taskforce.	<a href="mailto:englyioanis@comfsm.fm">englyioanis@comfsm.fm</a>	
	Robert Jackson - Kosrae	Public Awareness officer, Kosrae Island Resource Management Authority.	<a href="mailto:rhjackson82@hotmail.com">rhjackson82@hotmail.com</a>	691 370 2076 or 3646
	Francis Ruegorong and Francis Liyeg - Yap	Coordinator, Yap Urban and Community Forestry Program, Division of Agriculture and Forestry; Yap Terrestrial Invasive Species Coordinator, Division of Agriculture and Forestry	<a href="mailto:ucfyap@mail.fm">ucfyap@mail.fm</a>	691 350 2183
Guam	GISAC: Diane Vice	Wildlife Biologist Guam Department of Agriculture - Division of Aquatic & Wildlife Resources	<a href="mailto:dianevice@gmail.com">dianevice@gmail.com</a>	671 735-3990
Hawai'i	Anne Marie LaRosa	Forest Health Coordinator, Institute of Pacific Islands Forestry, USDA Forest Service	<a href="mailto:alarosa@fs.fed.us">alarosa@fs.fed.us</a>	1 808 933 8121 ext 115
	Chris Buddenhagen	Hawaii Invasive Species Council, Oahu.	<a href="mailto:Christopher.E.Buddenhagen@hawaii.gov">Christopher.E.Buddenhagen@hawaii.gov</a>	1 808 587 4154
Kiribati	Nenenteiti Teariki.	Environment and Conservation Division.	<a href="mailto:nrtitaake@yahoo.com.au">nrtitaake@yahoo.com.au</a>	686 28000 / 28507
Marshall Islands	Deborah Barker	Assistant Director, Office of Environmental Planning & Policy Coordination	<a href="mailto:oeppc@ntamar.net">oeppc@ntamar.net</a>	692 625 7944
	Lowell Alik	Assistant Director, Office of Environmental Planning & Policy Coordination	<a href="mailto:l_alik@hotmail.com">l_alik@hotmail.com</a>	692 625 7944
New Caledonia	Anne Claire Gourant	Environnement, Province Sud	<a href="mailto:acgoarant@yahoo.fr">acgoarant@yahoo.fr</a>	687 24 32 68
Niue	Gaylene Tasmania	Department of Environment	<a href="mailto:dsapniue@mail.gov.nu">dsapniue@mail.gov.nu</a>	683 4032

Palau	Joel Miles	National Invasive Species Coordinator, Office of Environmental Response and Coordination	<a href="mailto:jmiles@palau-oerc.net">jmiles@palau-oerc.net</a>	680 488 6950 ext 243
Papua New Guinea	James Sabi	Department of Environment	<a href="mailto:biodiv@daltron.com.pg">biodiv@daltron.com.pg</a>	
Samoa	Susau Siolo	Environment and Conservation Division	<a href="mailto:susau.siolo@mnre.gov.ws">susau.siolo@mnre.gov.ws</a>	685 30100, 31198
Solomon Islands				
Tokelau	Mose Pelasio	DEDE	<a href="mailto:mose.pelasio@clear.net.nz">mose.pelasio@clear.net.nz</a>	
Vanuatu	Touasi Tiwok	Department of Environment	<a href="mailto:rtiwok@gmail.com">rtiwok@gmail.com</a>	

### Annex 3. Benchmarks for success

Progress on the benchmarks for success from the PILN Partnership memorandum of understanding.

Benchmark	Status	Notes
<b>YEAR 1 (2004)</b>		
Funds are obtained to appoint a start-up consultant	ACHIEVED	
Country interest in the network is gauged by a questionnaire-based survey and follow-up visits	ACHIEVED	
Key regional agencies are recruited to join PILN as partners	ACHIEVED	There are 8 initial partners. Birdlife International joined in 2007.
<b>YEAR 2 (2005)</b>		
The interagency partnership to launch PILN is formally established through an MOU with strong support from government and non-government agencies throughout the Pacific	ACHIEVED	
Funding is secured or pledged for the first two years of PILN activities (2006 - 2007).	ACHIEVED	Multiple donors.
A coordinator is appointed and a Secretariat is established at SPREP	ACHIEVED	Started work November 2005.
Founding teams are recruited, including at least one multi-agency team from Polynesia, Melanesia and Micronesia with a committed team leader and at least two core members that meet the PILN team criteria. More than 50% of PILN team participants are indigenous Pacific islanders.	ACHIEVED	Of the 6 initial founding teams 67.5% are indigenous Pacific islanders. When membership of the new teams has been established in all, the new proportion will be calculated.
<b>YEAR 3 (2006)</b>		
The Network is officially launched and holds its first meeting.	ACHIEVED	Held 22 – 26 May 2006, in Palau.
At least one “demonstration project” has been initiated or strengthened by each team aimed at developing national (and/or regional) IAS management capacity for individuals and agencies, as well as achieving declared conservation outcomes.	ACHIEVED	Each founding team identified a priority project and drafted an Action Plan. PII demonstration projects are also included in the network.
Measures of success for the PILN are identified and the baseline is set for early indicators.	ACHIEVED	At the first annual meeting it was agreed that these benchmarks are appropriate measures of

		success.
<b>YEAR 4 (2007)</b>		
At least 50% of active PILN members report satisfaction and specific benefits in dealing with IAS tasks from participating in the initiative	ACHIEVED	70% of founding team participants expressed high satisfaction of network benefits 6 months after the launch, November 2006. 64% of all network members expressed a high level of satisfaction in November 2007.
At least 50% of PILN teams have made measurable progress on one of their priority projects.	ACHIEVED	63% of the SMART objectives in the plans produced by the 6 initial founding teams at the 2006 annual meeting had been achieved by December 2007.
At least 50% of PILN teams have secured additional funds for IAS management projects as a result of being in the PILN.	NOT ACHIEVED	Support for funding is still flagged as a high priority for network support, but is clearly not being adequately addressed.
PILN teams identify at least one regional IAS issue that they want to collaborate to address.	ACHIEVED	Marine invasive species were flagged as of regional concern at the launch in May 2006. A workshop was held in March 2007, a survey training event in Palau July 2007, and a regional project proposal drafted after the 2007 annual meeting.
At least 50% of PILN teams report improved collaboration (nationally or regionally) as a result of their involvement with the Network	ACHIEVED	58% of PILN team members included in the November 2007 evaluation noted benefiting from some aspect of collaboration. Note that this question was not specifically asked.
Demand for continuation and expansion of PILN network is determined by founding PILN teams.	ACHIEVED	The network has expanded from 6 to 13 active teams, with requests from a further 3 to join.
<b>YEAR 5 (2008)</b>		

80% of founding PILN teams report measurable progress on at least one of their priority projects		To be evaluated in all 13 active teams, in the second half of 2008.
More PILN teams have secured additional funds for IAS management projects as a result of being in the PILN.	NOT ACHIEVED	No additional progress has been made on this benchmark from Year 4.
PILN teams are working together on at least one regional IAS issue. The PILN baseline is set for all indicators.	IN PROGRESS	A proposal for a regional project on marine invasive species has been drafted and funding is being sought.
First “report card” of PILN indicators is prepared and circulated widely. Evaluation of PILN effectiveness and lessons learned is completed	IN PROGRESS	Report card presented May 2008. An external review of PILN initiated in April 2008.
PILN members and partners co-design future network activities, secure funding and recruit new teams, if appropriate.	IN PROGRESS	Post-pilot phase, awaiting funding.

#### Annex 4. PILN Report Card.

Indicator	Nov-05	Jun-06	Dec-06	Jun-07	Dec-07	May-08	Notes
Number of partners	8	8	8	8	8	8	Original number
Cumulative number of collaboration agreements signed	0	1	1	2	2	2	PII, Birdlife International
Number partners / collaborators funding PILN activities	0	6	5	5	6	5	Variable, depending on activities.
Total number active teams	0	6	9	10	13	13	Niue is not active
% pacific islanders in teams	0	67.5	77	68	58	58	The decrease is due to the French and US territories joining
Cumulative number teams forming	0	4	6	8	12	12	7 are now teams / groups. Tokelau, Solomons, PNG, Vanuatu and Chuuk remain.
Cumulative number of groups	0	2	2	2	2	2	Hawaii and Fiji
Cumulative number of exchanges / activities directly supported by PILN	0	1	5	9	12	25	Not # of people, but activities (workshops, events, exchanges, etc). The big increase in last semester is due to funding being available.
Cumulative number successful exchanges / activities	0	0	4	8	11		Too soon to tell if current ones are successful
Cumulative number PILN team meetings	0	1	1	1	2	2	Palau and French Polynesia.

% PILN participants receiving benefits from the network	0		93		83		From the 2 evaluations
% participant satisfaction	0	0	100		90		From the 2 evaluations: high and medium satisfaction.
Cumulative number of IS action plans produced	0	6	12	19	24	24	Originally the project action plans; data now includes those in the SAPs
Cumulative number of national or state invasive species strategic action plans (SAPs) drafted, facilitated by PILN	0	0	2	5	6	6	This is a new indicator. The Yap process has begun.
Percentage of SMART goals achieved in action plans	0	0	55	63			Data from the original project plans. Too soon to tell for the SAPs which are longer term.
Cumulative number of teams securing additional funding with PILN involvement	0	0	0				Teams? Or activities being run by partners? This indicator to be re-drafted.
Total number of people on the PILN email distribution list	0	60	160	200	200	265	
<b>Impact indicators:</b>							
Cumulative number of species under active management, with PILN involvement		9	15	28	28	28	Data from SAPs
Cumulative number of species provisionally eradicated or eliminated		1	2	2	2	2	Tilapia (Palau), rats (Fiji and Pohnpei)
Cumulative number of projects on invasive species management with PILN involvement		9	13	16	17	18	Data from SAPs
Cumulative number of islands being managed with PILN involvement		7	9	17	18	21	Data from SAPs

Cumulative number of islands with successful eradications		1	3	6	6	6	Tilapia (Palau), rats (Fiji and Pohnpei)
Staff employed in invasive species work				38.13			Average Full Time Equivalent staff number for 9 PILN teams (excluding Hawaii)
Amount spent on invasive species management in the region							Hard to get accurate figures.
Number of multi-agency projects facilitated by PILN							"Facilitated"? This indicator to be redrafted.
Number of multi-agency projects achieving their goals							Hard to estimate as this is long term.
Number of successful interventions of target quarantine pests							Hard to get accurate figures.

## **Annex 5. Terms of reference for the external review of PILN**

### **Background to PILN**

The Pacific Invasives Learning Network (PILN) was established in 2005 by eight partners: The Nature Conservancy, the IUCN Invasive Species Specialist Group, Conservation International, the Palau Office of Environmental Response and Coordination, University of the South Pacific, US Forest Service, and the Secretariat of the Pacific Community, and the Secretariat of the Pacific Regional Environment Programme. Three close collaborators are also recognised: BirdLife International, the National Park of American Samoa, and the Pacific Invasives Initiative. A full time coordinator was appointed in November 2005 and the network formally launched in May 2006 by the Honorable Elias Camsek Chin, Vice President of the Republic of Palau. Six initial founding teams were recruited at the launch, and this has now expanded to 13 active multi-sector PILN teams.

The mission of the PILN is “to empower effective invasive species management through a participant driven network that meets priority needs, rapidly shares skills and resources, provides links to technical expertise, increases information exchange and accelerates on-the-ground action.”

### **Purpose of the assignment**

The external review is the first part of a two-step process: it will examine what the network has achieved during the pilot programme, and its results will contribute to the next step, discussions among the partners on how the network should move ahead post-pilot.

PILN is in the second year of a 2-year pilot programme, during which the main activity has been to build the network. PILN is at a critical point in its development and it is an appropriate time to examine the networks successes and failures, in order to:

- Determine whether PILN has been successful and outline what aspects of PILN should be replicated in establishing other learning networks in the Pacific region;
- Define the role of PILN in relation to that of SPREP, SPC and the PII partnership within the framework of the Regional Invasive Species Strategy;
- Source funding for the post-pilot phase, where the network is expected to focus on expansion and consolidation.

### **Review objective:**

- Determine if PILN is fulfilling its mission for the participants, for the partners and for close collaborators.
- Determine if the PILN structure is a good model
- Determine what elements of PILN are replicable for other capacity building activities.

## Tasks

Recommendations for the functioning of the PILN network and partnership will be presented, based on the following 5 thematic areas:

1. Assess the effectiveness of the networks strategies in terms of the goals
  - Progress against PILN goals & milestones
  - Were the goals & objectives of the pilot phase appropriate?
  - Were the goals & objectives of the pilot phase achieved?
  - What was the level of satisfaction of key stakeholders?
    - PILN team members
    - Other stakeholders in-country (eg, members of national invasive species committees)
    - Partners and donors
    - How did this differ for members of the initial founding teams and the new teams?
    - Do participants feel that they drive the network?
  - Did the PILN help accelerate conservation?
    - Peer learning (learning exchanges)
    - Bringing the right people together periodically (annual meetings)
    - Workshops
    - Coordinator activities
  - Relationship with other institutions and groups:
    - How has PILN progressed invasive species action in the region along with other institutions and groups working on invasive species?
    - Is the current relationship appropriate and productive and how could it be improved?
    - Does the PILN network adequately transfer skills between these groups and PILN teams?
  - Have lessons learned in invasive species management been successfully applied at a wider scale or to new areas (outscaling)?
  - Have lessons learned been successfully transferred from field level to decision-making level (upscaling)?
  - Did the activities lead to the outcomes expected?
  - What are the strengths & weaknesses of PILN?
2. Has PILN had “leverage”?
  - What follow-on activities, projects or programs have resulted from PILN?
  - What influence has PILN had on the use of peer learning networks for conservation?
    - In the Pacific
    - Elsewhere
3. Assess the adequacy of the PILN secretariat
  - The coordinators role
  - Staffing

- The partners roles
    - Are the right partners present?
    - Are the right representatives of the partners involved?
  - Institutional structure
  - Effectiveness of the location of the coordinator at SPREP, and role there.
  - Effectiveness of the steering committee
4. Continuity & Expansion strategy
- What should be the criteria for PILN membership? – individuals, teams, organizations, geographic extent
  - What should be the expectations/commitments of PILN members? (e.g. frequency of retreats, progress on self-identified goals, self-assessments, exchanges, site monitoring, other?)
  - What priority issues has PILN helped with in the past?
  - What are the priority issues that PILN should help with in the future (can be more of the same or different)?
  - What priority issues is PILN not well-placed to help with, and what issues should it pass to other invasive species initiatives?
5. Identify specific lessons that can be learned from this project
- What worked well and PILN should do again?
  - What should PILN do differently?

The consultant will also be expected to determine what elements of PILN are replicable for other similar capacity building initiatives.

### **Timeline and deliverables**

The following milestones and deliverables will be used to track progress on this contract.

#### By Early May 2008:

- Background literature and familiarisation complete.
- Programme of work agreed with supervisory team, including 3 country visits and telephone and email consultations with PILN partners and teams.
- Consultations with PILN Partners completed
- Consultations with PILN teams completed
- Country visits initiated
- Final consultations
- Country visits completed
- Draft report presented to supervisory team
- Final report completed.

## **Skills and experience needed**

- Proven track record in project evaluation and reviews
- Professional experience in the Pacific islands region
- Demonstrated ability to analyse information and write concise, meaningful reports
- Understanding of invasive species issues in relation to biodiversity conservation and livelihoods
- familiarity with networks and capacity building initiatives
- Proven ability to work independently and collaboratively and in a multidisciplinary and multicultural environment
- Excellent organizational skills
- Demonstrated strategic ability
- Consistent drive for tangible results.

## **Quote**

Applicants must submit a quote for the work in its entirety to SPREP as part of this application. One third of the payment will be paid on initial engagement, with installment payments upon completion of milestones throughout the consultancy.

## **Application**

Application letters should be accompanied by the consultancy quotation, a detailed curriculum vitae summarizing your experience and qualifications relevant for this consultation, including an outline of approach to meet tender requirements, personal details, address and full contact information of three professional referees who are prepared to provide testimonials. Applicants should be able to start as soon as possible if successful.

The application must be addressed to:

The Director

SPREP Telephone: (685) 21 929

PO Box 240 Fax: (685) 20 231

Apia, Samoa E-mail: [SPREP@sprep.org](mailto:SPREP@sprep.org)

Closing Date: Wednesday, **2nd April 2008.**

For further information please contact Jill Key ([jillk@sprep.org](mailto:jillk@sprep.org)) by phone 685 21929 ext 280.

## Annex 6. PILN logos.

1. The initial PILN logo, created by the coordinator and PILN partners:



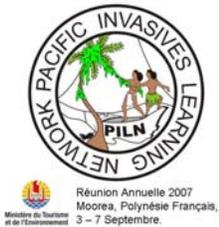
2. The final PILN logo, agreed by PILN participants:



3. PILN launch, Palau, May 2006



4. PILN annual meeting, French Polynesia, September 2007.



## **Annex 7. The PILN communication strategy.**

This strategy has two components, that of communicating within the network to and among partners and members, and that of communication PILN externally to the wider public (“marketing”).

### **Objective:**

Throughout the 2-year pilot programme the activities and achievements of the Pacific Invasives Learning Network will be communicated to PILN Partners, members and the general public (as appropriate according to the nature of the material), in English and French, promptly, on a regular basis and in non-technical language.

### **Strategy**

The partnership (TNC, SPREP, ISSG, CI, SPC, USP, OERC and USFS) will be known as the “Pacific Invasives Learning Network” or “PILN” and have a common logo.

All communications on PILN made by network partners, members or the coordinator will:

- Make clear the three main messages in the PILN mission:
  - To empower effective invasive species management in the Pacific region;
  - PILN is driven by its members, who identify their priority needs;
  - Members use PILN to share skills and resources, link to technical expertise and accelerate on-the-ground action.
- Systematically use the PILN name and logo. Where appropriate, the names and logos of each partner will also be shown, in the established order (TNC, SPREP, ISSG, CI, SPC, USP, OERC, USFS) and of comparable size;
- The names and logos of the PILN close collaborators (NPAS and PII) will also appear, where appropriate, after and of comparable size to that of the Partners.
- Cite PILN in oral communications on activities which have PILN involvement;
- Acknowledge PILN in all scientific publications which have received direct support.

Communication campaigns will be held at least annually, during which the coordinator will provide material on PILN activities and achievements for regional dissemination to PILN Partners, members and the media.

- There are three identified audiences:
  - PILN partners
  - PILN participants
  - The wider community and general public in the Pacific region

### ***Protocol***

General:

- Partners are encouraged to independently communicate the activities and achievements of PILN, and are responsible for informing the coordinator and other partners of any such communications and publications made.

- The coordinator will provide partners with briefs on a regular basis for press releases, website spots, etc.
- Briefs will be provided in English and French.
- The Partners will inform the coordinator of opportunities to communicate PILN and request specific briefs, reports or presentations, as appropriate.
- The PILN web site will be kept up to date, with information on the main PILN activities and achievements. Website information will be in English and French.
- Members and partners will publicly acknowledge PILN involvement and support in projects and other activities.
- Partners have the right to create or continue private partnerships and to carry out communication actions on PILN related activities with them. These private partnerships must be clearly identified as separate from the PILN partnership.

Contact between the coordinator and partners:

- Normal contact between the coordinator and the partners will be by email.
- The coordinator will keep the partners informed of PILN activities and achievements by means of brief monthly activity reports and more detailed quarterly reports.
- Quarterly reports will also be distributed to the list of PILN Friends.
- Partner meetings will be held by teleconference on a monthly basis.
- Partner meetings will also be held at the Annual Meetings.

Contact between the coordinator and members:

- Normal contact between the coordinator and members will be by email, fax, letter or telephone, as appropriate for the facilities in the island / country / territory.
- Members will be sent copies of press releases, briefs, activity reports and presentations by the coordinator, via the internet, CD and / or hardcopy, as appropriate.
- Members are responsible for informing the coordinator of relevant activities and achievements for distribution to the rest of the network.
- Further actions will be decided together with the members at the first meeting, scheduled for May 2006.

The logo:

- The PILN logo will appear on all PILN reports and written communications wherever appropriate.
- PILN branded items will be distributed to members and partners at the annual meetings. Members and partners will receive a t-shirt and / or bag carrying the PILN logo.
- Members and partners are encouraged to use and / or display the PILN branded items as much as possible.
- PILN branded items (for example stickers, baseball caps) will be distributed to the wider membership, as funding permits.

## Annex 8. Summary of PILN in the media

- First annual meeting, 2006, broadcast on Palau TV at least twice, on the local radio at least once more, and an interview broadcast on NZ international radio. Press release drafted on the meeting distributed to all meeting participants and local articles and interviews given by them in many cases (but not further detailed).
- Pacific Conservation Biology. An article on the PILN launch, co-authored with Craig Morley. June 2006.
- PILN 2006 meeting announced in GISP newsletter, and Aliens-L, July 2006.
- PILN lessons learned was featured on the CEPF web site, [www.cepf.net](http://www.cepf.net) with the comments from CEPF that “feedback received thus far is that this is one of the best lessons to be featured in a long time.” October 2006.
- SPREP Annual Report 2006. Launching the Pacific Invasives Learning Network.
- SPREP media release. 17 March 2007. Pacific lessons to help rid our environments of invasive species. *Learning from each other with the Pacific Invasives Learning Network*
- Media package prepared with the Minister of Tourism and Environment, government of French Polynesia for the 2007 annual meeting, with interviews and presentations to local radio and media. Press release on the meeting distributed to all meeting participants and local articles and interviews given by them in many cases (but not further detailed).
- SPREP media release. 10 September 2007. *Pacific Invasives Learning Network. Encouraged by success stories of the Pacific.*
- SPREP Highlights. September 2007. *Pacific Invasives Learning Network hold 2<sup>nd</sup> regional meeting.*
- Press release, October 2007. *Climate change and Invasive Species*
- SPREP Annual Report 2007. Turning Words into Action: Capacity Building through the Pacific Invasives Learning Network
- SPREP Highlights. February 2008. *PILN at the Island Species-led Action Course*
- Article on PILN in the Islands Biodiversity Newsletter, April 2008.
- Numerous other articles sent out from the PILN teams about the annual meetings, and other events.

## Annex 9. Summary of country visits by the PILN coordinator.

Country	Dates	Purpose
<b>2005</b>		
American Samoa	23 Nov 2005	Briefing visit with Dave Butler
<b>2006</b>		
New Zealand	28 January 2006	Realize a first meeting with the PILN partner ISSG and also with the close collaborator, the PII, to discuss the PILN work programme and explore synergies with their programmes.
New Caledonia	30 January – 3 February 2006	Meet the Caledonia invasive species group and discuss their participation in PILN, as they have previously expressed a strong interest.
Fiji	27 – 28 February 2006	To meet with Craig Morley of the USP, also a PILN Partner, principally to discuss inclusion of Fiji in PILN; To meet with Joel Miles of OERC, Palau.
Niue	21 – 25 March 2006	To meet the Niue founding team, discuss their invasive species issues and visit the field project.
USA: Texas & Hawaii	30 March – 9 April 2006	To present PILN at the The Nature Conservancy 2006 Conservation Strategies conference in Austin, Texas; To meet Audrey Newman and others of the Hawaii Chapter of The Nature Conservancy, and Anne Marie LaRosa of the US Forestry Service to discuss PILN progress, future plans and the first meeting; To meet the Hawaii PILN team and discuss their participation in the network.
American Samoa	21 – 26 April 2006	Familiarization with the American Samoa PILN team and preparation for their participation in the first annual meeting.
Guam	12 -15 May 2006	Familiarization with the Guam and Palau PILN teams and preparation for their participation in the first annual meeting.
Palau	15 – 28 May 2006	Preparation and realization of the First Annual Meeting in Palau and official launch of the network.
FSM: Pohnpei	30 May – 2 June 2006	Familiarization of the Pohnpei PILN team and feedback from their participation in the first annual meeting.
American Samoa	13 July 2006	Follow-up on the PILN first annual meeting and preliminary discussions with Tavita Togia, coordinator of the ASIST team on the organization of the second annual PILN meeting in August 2007.
Fiji	17 – 28 July 2006	Meet the members of the proposed PILN founding team, 17 – 18 July.
Ecuador	15 August – 8 September 2006	Assist in the delivery of the 2006 Durrell Wildlife Conservation Trust Island Species-Led Action (ISLA) training course, to be held in Galapagos, Ecuador; Plan the next two ISLA courses, to be held in the Pacific region in collaboration with PILN.
Papua New Guinea	4 – 9 October 2006	Participate in the TNC Conservation Partnerships and Learning (CPAL) retreat in Madang, PNG.
USA: Hawaii	30 October – 2 November 2006, and 1 December 2006	To meet with PILN team members for the first time and visit their field projects in order to understand the invasive species issues in their countries or states, and so provide appropriate support; To discuss team involvement in PILN activities and

		future meetings, with particular reference to the meeting planned for February 2007 for the second group of founding teams; To discuss with PILN teams how they will measure the success of their various activities
Marshall Islands	4 – 9 November 2006	To meet with PILN team members for the first time and visit their field projects in order to understand the invasive species issues in their countries or states
FSM: Kosrae	9 – 14 November 2006	To meet with PILN team members for the first time and visit their field projects in order to understand the invasive species issues in their countries or states
FSM: Pohnpei	14 – 18 November 2006	To carry out follow-up on the priority project Action Plans produced during the first annual meeting in May 2006; To spend time with PILN teams and visit field projects in order to understand the invasive species issues in their countries, and so provide appropriate support; To discuss with PILN teams how they will measure the success of their various activities.
Guam	18 – 22 November 2006	To carry out follow-up on the priority project Action Plans produced during the first annual meeting in May 2006; To spend time with PILN teams and visit field projects in order to understand the invasive species issues in their countries, and so provide appropriate support; To discuss with PILN teams how they will measure the success of their various activities.
Palau	26 November – 1 December 2006	To carry out follow-up on the priority project Action Plans produced during the first annual meeting in May 2006; To spend time with PILN teams and visit field projects in order to understand the invasive species issues in their countries, and so provide appropriate support; To discuss with PILN teams how they will measure the success of their various activities.
American Samoa	4 – 7 December 2006	To carry out follow-up on the priority project Action Plans produced during the first annual meeting in May 2006; To spend time with PILN teams and visit field projects in order to understand the invasive species issues in their countries, and so provide appropriate support; To discuss with PILN teams how they will measure the success of their various activities.
<b>2007</b>		
French Polynesia	12 – 15 February 2007	To finalise the PILN application of the French Polynesia team; To discuss the offer to host the PILN 2007 annual meeting with the new government.
FSM: Pohnpei	26 – 28 February 2007	Participate in the seminar on rodent eradication on tropical islands, as the concluding activity of an RNHP funded project to eradicate rats from 6 atolls in Pohnpei.
Fiji	21 March 2007	Meet with PILN partners SPC and Birdlife

		International Pacific Division, and also the National Trust of Fiji and the IUCN Oceania office.
Kiribati – Tarawa	22 – 29 March 2007	Meet with the Kiribati PILN team and define their future involvement in the network; Facilitate a 2-day workshop to prioritise invasive species for action and draft a simple and realistic action plan for their management.
New Zealand	22 April 2007	Meet with PII to discuss the design of the PILN report card, and opportunities for synergy in the work.
FSM: Kosrae	24 – 28 April 2007	Assist Lucille Apis-Overhof of the TNC to facilitate 2-day workshops to prioritise invasive species for action and draft simple and realistic action plans in Kosrae.
Marshall Islands	29 – April – 5 May 2007	Assist Lucille Apis-Overhof of the TNC to facilitate 2-day workshops to prioritise invasive species for action and draft simple and realistic action plans in the Marshall Islands.
USA: Hawaii	4 – 6 May 2007	Meet with PILN Partners the TNC and USFS, and also with Hawaii invasive species committee and USFW Division, to discuss support for PILN activities.
American Samoa	7 May 2007	Meet with members of the PILN team to review progress and discuss network support.
New Zealand	4 – 6 July 2007	Attend the Pacific Invasives Initiative (PII) Partners meeting in Auckland, 4 – 6 July 2007.
New Zealand	26 – 27 July 2007	To discuss how the Pacific Invasives Initiative, PILN and SPREP can most effectively support each other in regional invasive species activities.
French Polynesia	27 July – 3 August 2007	To plan the 2007 PILN annual meeting, to be held in French Polynesia from 3 to 7 September 2007.
French Polynesia	25 August – 15 September 2007	Realise the PILN Partners annual face to face meeting; Realise the PILN 2007 annual meeting.
Papua New Guinea	17 – 29 October 2007	Assist with the preparation and delivery of the 8 <sup>th</sup> Pacific Islands Conference on Nature Conservation
Fiji	1 - 3 November 2007	Share information of current invasive species activities in Fiji and celebrate successes; Identify opportunities for coordination and collaboration between agencies; Identify shared challenges and opportunities for PILN and SPREP support.
Kiribati - Tarawa	29 November – 6 December 2007	To take the newly formed Kiribati invasive species committee through the next step in their invasive species strategic planning process; Participate in the visit by John Allan of the central Science Laboratory, UK, as part of the scoping award for the Darwin Initiative project on myna bird management.
Fiji	7 December 2007	Provide follow-up in Fiji to the multi-agency meeting held on 2 November to coordinate invasive species work nationally.
<b>2008</b>		
Guam	26 January – 16	Assist in the planning and delivery of the 2008

	February 2008	Durrell Wildlife Conservation Trust Island Species-Led Action (ISLA) course, 4 – 15 February 2008, Guam.
FSM: Yap	16 – 22 February 2008	Meet the Yap PILN team and other invasive species workers in Yap state, to become familiar with current invasive species issues and projects in order to identify appropriate opportunities to build capacity through the network; facilitate the first step in the strategic planning process.
American Samoa	25 February 2008	Plan the American Samoa invasive species strategic action-planning workshop with Tavita Togia of the American Samoa PILN team.
Fiji	16- 22 April 2008; 1-2 May 2008	Follow-up to the November 2007 first coordination meeting was held for invasive species workers in Fiji; follow-up visits to PILN Partners BirdLife International and USP, and to the PILN members who have been involved in network activities to date.
Kiribati – Kiritimati Island	22 – 30 April 2008	Prepare for and facilitate the third and final stage of the invasive species strategic action planning process for Kiribati
New Zealand	10 – 23 May 2008	Participate in a 2-week training event in New Zealand developed by the PILN Partners BirdLife International and the Pacific Invasives Initiative.

Note: as the PILN secretariat is based at SPREP in Samoa specific visits are not listed to Samoa itself. However, the PILN coordinator is a member of the Samoa National Invasives Task Team (SNITT) and has been actively involved in various SNITT activities since early 2006.

## Annex 10. Summary of PILN pilot programme budget, 2005 - 2007

This budget only covers funds administered directly by SPREP.

Details of expenditure :	Nov 2005-Dec 2005 USD	2006 USD	2007 USD	Jan 2008-April 2008 USD	Expected May 2008 USD	Total USD
Coordinator's fees	9,988.85	61,603.12	59,200.00	34,300.00	6,200.00	171,291.97
Relocation	3,395.59					3,395.59
Coordinator's Travel	181.70	30,637.51	30,521.18	14,057.07	7,287.71	94,098.57
Capacity building and network meeting support		67,994.18	116,676.22	18,701.11	45,666.73	244,090.28
Equipment	2,932.28					2,932.28
Communications & Office Expenses	2,135.67	4,254.26	5,036.74	993.66	500	12,420.33
Administrative fees		16,448.91	21,132.37	6,830.08	5,965.44	44,411.36
	<b>18,634.09</b>	<b>180,937.98</b>	<b>232,566.51</b>	<b>74,881.92</b>	<b>65,619.88</b>	<b>572,640.38</b>

**Annex 11. Summary of reports written to donors and PILN Partners.**

<b>Donor</b>	<b>Date</b>	<b>Report</b>
TNC subaward #1	January 2006	Quarterly report
TNC subaward #1	February 2006	Interim report
TNC subaward #1	April 2006	Quarterly report
SPREP	June 2006	6-monthly activity
CEPF	July 2006	Final report
TNC subaward #1	August 2006	Final report – to NFWF funds got by TNC
SPREP	December 2006	6-monthly activity
SPREP	December 2006	End of year report
TNC subaward #2	January 2007	6-monthly technical and financial report
IUCN Oceania	April 2007	Final report
PDCT	May 2007	6-monthly progress report
SPREP	June 2006	6-monthly activity
TNC subaward #2	August 2007	6-monthly technical and financial report
NFWF	October 2007	Annual report
NZAid PIC	November 2007	Final report
PDCT	December 2007	Final report
SPC	December 2007	Final report
NFWF	January 2008	Phase 1 report for activities to end December 2007
TNC subaward #3 (DOS)	January 2008	6-monthly technical and financial report for work to end December 07. Contact: Heidi
TNC subaward #2 (NFWF)	February 2008	Final report, technical and financial. Contact: Angela
SPREP	March 2008	PMER activity report
PILN Partners	May 2008	Final summary report
NFWF	June 2008	Phase 2 report for activities to end May 2008
TNC subaward #3 (DOS)	June 2008	Final technical and financial report for work to end May 08. Contact: Heidi.
NFWF	August 2008	Final Programmatic and financial report.
PILN Partners	Monthly, November 2005 – May 2008	Total: 23 (note: in some cases two months were presented together)

**Annex 12. Estimated budget for a 3-year post-pilot PILN project.**

<i>Expenses</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>TOTAL</i>
<b>Minimum core costs</b>				
Network Coordinator salary (including benefits)	80,000	85,000	90,000	255,000
Coordinator relocation	0	0	10,000	10,000
Office Expenses (includes rent, telephone, supplies, equipment)	10,000	6,000	6,000	22,000
Travel for coordinator	45,000	45,000	45,000	135,000
SPREP programme support (10% of expenses)	13,500	13,600	15,100	42,200
<i>Sub total</i>	<i>148,500</i>	<i>149,600</i>	<i>166,100</i>	<i>464,200</i>
<b>Key network activities</b>				
Technical exchanges and skill share	40,000	40,000	40,000	120,000
Travel for participants to workshops and network meetings	50,000	75,000	50,000	175,000
Communication campaign	20,000	5,000	5,000	30,000
SPREP programme support (10% of expenses)	11,000	12,000	9,500	32,500
<i>Sub total</i>	<i>110,000</i>	<i>120,000</i>	<i>95,000</i>	<i>325,000</i>
<b>Recommended additional technical support</b>				
Strategic planning adviser salary	25,000	55,000	60,000	140,000
Funding adviser salary	0	55,000	60,000	115,000
Travel for planning adviser	15,000	30,000	30,000	75,000
Travel for funding adviser	0	20,000	20,000	40,000
Office expenses (includes telephone, supplies, equipment)	12,000	6,000	6,000	24,000
SPREP programme support (10% of expenses)	5,200	16,600	17,600	39,400
<i>Sub total</i>	<i>57,200</i>	<i>182,600</i>	<i>193,600</i>	<i>433,400</i>
<b>Grand Total</b>	<b>315,700</b>	<b>452,200</b>	<b>454,700</b>	<b>1,222,600</b>