The Nature Conservancy

Capturing and Sharing Knowledge for Community-Based Marine Conservation: The Pacific Way

Dedication

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"In 1980, when I went out to Micronesia, I used to strap my guitar over my back and go village to village. That's how I'd meet people. I'd start singing. I was known as the traveling troubadour."

Bill Raynor

This project is dedicated to the memory of Bill Raynor—beloved conservation leader, innovator, partner, mentor, colleague, and friend. As founder and visionary of The Nature Conservancy's Micronesia Program, Bill inspired and nurtured three generations of conservation professionals, programs, and institutions across the Pacific and helped launch a community-based conservation movement around the world. His legacy lives on in the people and places that he cared for so well. Bill's spirit is captured throughout this work, though he passed too early to capture his words.

This project is also dedicated to the global community of local leaders and conservation partners who work together to ensure that the extraordinary richness and beauty of our oceans will continue to be a gift to future generations.

Prepared by The Nature Conservancy, Hawai'i Marine Program, October 2017.

Cover photos: The Nature Conservancy, Nick Hall, John DeMello, Nick Hall, Ian Shive

Executive Summary

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In the early 1990s, marine conservation was a new frontier in the growing global conservation movement. Soon, conservation led by and rooted in communities began to emerge as an effective method to protect natural areas. This community-based approach actually reflected Pacific island traditions and has led to the protection and management of more than 600 marine areas of all sizes and types across the Pacific island region, including Hawai'i[1].

After 25 years, many at the forefront of community-based marine conservation are moving on, taking decades of experience with them. With the generous support of the Acacia Conservation Fund, The Nature Conservancy's Hawai'i marine program launched this pilot project to capture some of their tacit institutional knowledge—knowledge that led to many advances in community-based marine conservation. Our project goal was to:

- Understand the key lessons learned by leaders engaged in community-based marine conservation in Hawai'i and the Pacific over the past 25+ years, and
- Disseminate those lessons to a new generation of conservation professionals and community partners to help catalyze and accelerate conservation efforts across the Pacific.

For this pilot project, we interviewed 20 veteran and emerging community-based marine conservation leaders who shared personal insights and revealed hard-won knowledge about how to build conservation partnerships that deliver lasting results. From these interviews, we extracted powerful, interconnected insights and lessons that captured knowledge so intuitive it is rarely acknowledged or codified. This valuable tacit knowledge is difficult to articulate and capture, yet essential to share with a new generation of conservation professionals if we hope to advance and accelerate conservation across the region. The report is divided into five sections:

- **The Pacific Way** underscores the importance of honoring the culture, history, and tradition of each place, which every leader we interviewed highlighted as essential for success in the region.
- **Getting Started in a New Place** offers insights on thoughtful engagement of leaders, partners, and allies to help ensure efforts are built on a strong foundation.
- **Embarking on a Partnership** highlights principles that are fundamental to successful partnerships, emphasizing the importance of clarity, inclusiveness, and true collaboration.
- **Making it Endure** reflects guidance to help ensure local leaders, communities, and institutions are able to lead robust conservation efforts into the future.
- **Scaling Up** offers insights on how success at sites can be used to achieve impacts at larger scales, and illustrates the incredible value of networking through case studies from Hawai'i, the Solomon Islands, and Micronesia.

The interviews also provided valuable career guidance for young professionals and the pilot project offered lessons in the knowledge capture process. These can be found in Helpful Resources. Background on the pilot project can be found in About the Project.

Our direct outreach is focused on sharing these findings with the colleagues, partners and networks that we work with most closely to increase the likelihood that the knowledge shared will be used and expanded upon. The success of this work will be measured by its value to conservation leaders and teams working with communities in the field across Hawai'i and the Pacific.

This pilot project will fully achieve its goals if it also inspires others to champion this essential work to capture institutional knowledge and commit to actively share such knowledge within and across their teams and networks. Integrating the powerful habit of reflection into a variety of conservation settings will accelerate learning and elicit the often unspoken wisdom and contributions of the diverse people, organizations, and cultures that make lasting conservation possible.

[1]South Pacific Regional Environment Programme 2017 (personal communication)

Acknowledgements

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This pilot project provided a unique and valuable opportunity to capture, distill, and share tacit knowledge that shaped The Nature Conservancy's most effective community-based marine conservation strategies and partnerships across Hawai'i and the Pacific. While typically conveyed only through personal interaction, this valuable knowledge is now compiled and available as a quickly accessible asset to anyone interested in using it. The lessons we learned while conducting this project are also available to help guide our colleagues and partners in similar efforts.

Many people contributed to the success of this pilot. First and foremost, we are deeply grateful to the Acacia Conservation Fund for appreciating the value of this work, for believing in our team, for generously offering guidance and expertise to strengthen our effort, and for funding this pilot project.

We extend our deepest gratitude to the respected conservation leaders who provided their valuable time and knowledge for our interviews. These Conservancy veterans and partners graciously shared their insights and wisdom to bring this project to fruition. Without them, this compendium would not have been possible (see About the Project, The Team).

Many current and former Conservancy staff contributed to this effort. The pilot project came about through the vision and leadership of Hawai'i Marine Program Director Kim Hum. Prompted by the loss of long-time colleagues representing decades of wisdom, Kim felt compelled to capture what we can while we can. Her valuable guidance is reflected in the final products.

Asia-Pacific Senior Marine Conservation Fellow Lynne Hale and Pacific Division Director Trina Leberer joined Kim as advisors on this project. Their belief in the importance of capturing and sharing this valuable knowledge and their endorsement of the pilot instilled confidence in our team, our region, and our organization.

Knowledge Management Senior Advisor Olivia Millard offered valuable advice at the outset that prompted us to adapt our approach, resulting in more effective interviews. She also generously offered guidance and helped identify sources to improve outreach and dissemination. California Executive Director Mike Sweeney offered insights on capturing knowledge in a group setting.

With an unparalleled passion for strengthening leadership and partnership, Community-Based Marine Program Manager Manuel Mejia was enlisted to lead the pilot project, conduct interviews, and share our results with priority networks and partners. Kim Hum, Kristen Maize, Sean Marrs, Trina Leberer, and Olivia Millard also conducted or assisted with select interviews.

Sean Marrs developed the companion website (capturingknowledge.org) and provided essential technical expertise, managing all the audio/visual and digital components of the project and overseeing transcription of the interviews by Marine Fellows Nakoa Goo, Kanoelani Steward, and Bert Weeks. The Fellows also participated in many of the interviews and helped to extract career guidance for young professionals and new leaders from the interviews.

Former Asia-Pacific Senior Conservation Advisor Audrey Newman and Hawai'i Marine Communications Manager Amy Bruno joined Manuel and Sean for the analysis and synthesis of key messages. They also handled report writing and production, and guided development of a companion website and targeted outreach strategy. Their extensive experience in Pacific conservation contributed significantly to this project.

Finally, we are deeply grateful to the many individuals who provided encouragement for this work, along with thoughtful feedback and insights on early drafts. Kristen Maize and Donna Shanefelter were especially generous with their time, guidance, and editing skills, which helped shaped the final products.

This region is rich with committed conservation leaders doing inspiring work with communities. We truly wish we could have interviewed many more. Hopefully, this pilot will provide an example and a platform for us all to build upon together.

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Introduction

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"The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honors the servant and has forgotten the gift."

Albert Einstein

In the conservation world, an ever-present sense of urgency to do more work faster can prevent leaders and teams from taking time to reflect and actively share about what it takes to work effectively. While universities teach the technical skills and tools used in marine conservation, such as mapping, population surveys, planning and more, long-term conservation also requires excellent process, people, and partnering skills. Of course, this tacit, intuitive, and often intangible knowledge can be learned by working with a master or mentor over time. In fact, that is how most great field conservationists learn their craft. However, the global need for effective conservation leadership in remote places is growing rapidly. Many of the original founders of community-based marine conservation are retiring and some have passed on, taking decades of experience with them. The goal of this pilot project is to capture this specialized knowledge before it is gone, and share it with conservationists who can apply, adapt, and add to it.

Marine conservation was a new frontier for the growing global conservation movement in the early 1990s, and community-based conservation was emerging as a "new" and powerfully effective way to protect and restore natural areas across the Pacific.

> *"Four years ago, the 1994-1998 Action Strategy [for Nature Conservation in the Pacific Islands Region] heralded a major new approach to conservation in the Pacific—community-based conservation. After decades of very limited success with other approaches, this "people first" approach went back to the roots of Pacific island traditions and enlisted local leaders and communities in the management and protection of their precious forest and reef resources. It worked. In four years, new community-based conservation areas have been established in almost every Pacific island country, bringing wise stewardship to rainforests, reefs, mangroves, and other valuable island ecosystems."*[2]

In less than 25 years, this approach led to the protection and management of more than 600 marine areas of all sizes and types across the Pacific and helped inspire locally-led conservation around the world.

With the generous support of the Acacia Conservation Fund, The Nature Conservancy's Hawai'i marine program launched this pilot project to capture and share some of the tacit institutional knowledge that led to many of these advances—knowledge that feels so intuitive it is typically not articulated or codified. Our goal was to:

- Understand the key lessons learned by leaders engaged in community-based marine conservation in Hawai'i and the Pacific over the past 25+ years, and
- Disseminate those lessons to a new generation of conservation leaders and community partners to help catalyze and accelerate conservation efforts across the Pacific.

We focused this pilot on the Conservancy's staff and closest partners in Hawai'i and the Pacific, where the opportunity to apply the knowledge in the field and solicit feedback on its value is greatest. We interviewed 20 community-based marine conservation leaders who are working in the field with communities and their partners, all of whom shared personal insights and hard-earned knowledge on how to build conservation partnerships that deliver lasting results (see About the Project, The Team).

[2]SPREP 1999. Action Strategy for Nature Conservation in the Pacific Islands Region: 1999-2002, p ii

Several universal themes emerged from the interviews, which lent structure to the findings.

- **The Pacific Way** reflects core cultural guidance essential for working in this island region.
- **Getting Started in a New Place** provides tips that can help ensure a strong foundation.
- **Embarking on a Partnership** highlights principles fundamental to effective community-based marine conservation partnerships.
- **Making it Endure** provides insights to help ensure local leaders, communities, and organizations are able to lead robust conservation efforts into the future.
- **Scaling Up** offers insights on how success at sites can be used to achieve impacts at larger scales and illustrates the incredible power of networking through case studies from in Hawai'i, the Solomon Islands, and Micronesia.

The Pacific Way

Each of these themes is presented in stand-alone sections that can be quickly skimmed and are available on the companion website (capturingknowledge.org) for browsing or downloading, supplemented by audio clips from the interviews. The key messages are also illustrated through stories that trace the evolution of community-based marine conservation in Micronesia, the Solomon Islands, and Hawai'i (see Scaling Up).

Though this tacit knowledge is not meant to be comprehensive curriculum, it offers a wealth of information beneficial to conservation professionals who are new to the field or the region and facing a steep learning curve. Readers and users can explore these findings to answer their unique questions, address their individual situations, and identify learning opportunities.

The interviews also provided valuable career guidance for young professionals and the pilot project offered lessons in the knowledge capture process, both of which can be found in Helpful Resources. Background on the pilot project can be found in About the Project. We hope others who want to do similar work find this information useful.

Our direct outreach is focused on the colleagues, partners, and networks with whom we work most closely, and for whom we believe the information is particularly relevant. We believe this will increase the likelihood that the knowledge shared will be used and expanded upon. We also believe that adhering to these proven insights and guidance will save time and avoid costly setbacks.

This pilot proposes that reflection, learning, and sharing are essential to increasing impact, training the next generation, and ensuring long-term success. It will be a success if it inspires new champions and broader commitments to actively share knowledge within and across teams and networks. Integrating this practice of formal self-reflection into a variety of settings will accelerate learning and will provide a way to recognize—with the respect that is key to the Pacific Way—the often unspoken contributions of the diverse people, organizations, and cultures that make lasting conservation possible.

The Pacific Way

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Across the culturally diverse and geographically dispersed Pacific islands, seasoned conservation leaders all agree that there is a universal key ingredient to achieving effective conservation—we call it The Pacific Way. This thoughtful and humble approach honors people, places, and cultures, and relies on building strong partnerships with the people who live in and care for these special islands. At the heart of these partnerships is respect for the values, traditions, and knowledge that are rooted in each place. Honoring and building on this wisdom can enrich conservation practices beyond the usual science-based approach, significantly improving the ability of all parties to practice conservation effectively in the long-term.

Ground Conservation in Culture

Though each is unique, Pacific island cultures all share a deep understanding of and appreciation for the natural world that is grounded in the realization that their survival depends upon the health of their resources. Their intimate knowledge of and reverence for nature enabled Pacific island cultures to thrive for centuries in some of the most remote and isolated places on Earth. Many of their traditional management practices—from ancient fishponds that were early forms of aquaculture to restricted seasons and areas that give fish time to reproduce and grow—continue to inspire conservation today

Developing conservation goals, strategies, and plans that honor local conservation ethics, customs, and traditions leads to strong collaboration and the shared commitment required to ensure long-term success. Alternatively, attempting to impose new approaches often alienates potential partners and hinders conservation, as evidenced by the Conservancy's initial attempts to strengthen conservation in Micronesia (see Scaling Up, Micronesia Challenge). Experiences like these have been all too common, but with increasing respect for diverse peoples, communities, and cultures, they can become a thing of the past.

Learn from the History of the Place

Over the past century, colonialism, war, industrialization, and globalization had profound social and economic impacts on island cultures throughout the Pacific. These historical events and subsequent interventions by governments and other organizations continue to shape local perspectives throughout the region. As a result, initiatives driven by outsiders are often suspect and laden with mistrust, whereas community-driven action is viewed as more transparent, trustworthy, and beneficial to the people and the environment. Understanding how events from the past continue to shape the perceptions of people in the communities where you work is essential.

Conservation work in the Pacific is not new. Build on the customs and traditions that are already there. Don't try to replace it with something new.

Noah Idechong, Palau

In the 1980s, conservation was dead in the water in the Pacific because it was largely driven by ex-patriots following the western model of establishing national parks, putting a firewall between the park and the people. In the early 1990s, the first community-based conservation projects were showing early success, and they quickly spread across the region.

Audrey Newman, Pacific

Each place has its own history. Valuable lessons can be learned, and disasters avoided, by engaging local partners and listening to local stories. Perhaps another organization was there before you, but their attempts did not go so well. Now there is baggage to deal with and biases to overcome. The Arnavon Islands Marine Conservation Area in the Solomon Islands (see Scaling Up, Solomon Islands) is one such story with a dramatic lesson about how the best conservation intentions can literally go up in flames because international conservationists failed to include the local community in their process. These kinds of stories don't just show what is possible. They offer lessons and alternative approaches for what may seem impossible until you take the time to engage the community and understand and address their concerns.

Embrace Humility

Humility is a highly-valued virtue and is considered a strength in this island region. Again and again, partners fail to recognize that the perspective or expertise they bring is not the only knowledge that is valuable—and actually may be less valuable, or applicable, to the circumstances they are trying to help improve.

One of the quickest ways to be ignored, ineffective, or booted out of a community or country as *persona non grata* is to try to dictate an outside agenda with little regard for the community's needs and realities. The tragedy is that this type of mistake is completely avoidable. Resist the illusion that you know more than the locals. Remember, before you came along, conservation was being practiced for millennia.

Show Respect, Earn Respect

The Pacific Way deeply values peace and harmony in relationships. Pacific island communities constantly strive for mutual respect and reciprocity. Communities in remote areas are often conflict averse. Rather than vocalize their opposition, they will often say little or nothing directly, and quietly disengage by voting with their feet. Being thoughtful, collaborative, and steady while working in respectful partnership with local leaders and communities sends an unmistakable signal that a partner is earnest and dependable. This becomes all the more important when cultural and social differences have to be transcended. Demonstrate these values and qualities to show respect for The Pacific Way.

R ***Relationships*** *are paramount...and the most important thing to get right from the onset. Invest time in building relationships. Eat, drink, fish, listen. Go through the right channels, whether it be the chief, elder, or government official. Respecting these norms and establishing the proper foundation is crucial.*

E ***Ethics*** *underpin success. They also differ from one place to another. Do your homework. Understand and respect indigenous and traditional worldviews. Work within these standards to pursue shared goals.*

S ***Sincerity*** *is essential to building trust. Be yourself. Be genuine. Show a sincere interest in learning as well as sharing. There is no need to be an expert in everything or to solve everything. Be clear and honest about what you can offer – and what you cannot.*

P ***Patience*** *pays off. Partners should take time to listen before speaking. Explore common ground. Learn from the communities. The time spent listening will help inform solutions down the road.*

E ***Empathy*** *is an asset. Issues are complex, interconnected, and well understood by local communities. The ability to listen—to really understand the community perspective—is fundamental to creating an effective path forward.*

C ***Credibility*** *is crucial...and must be earned. People don't know you, your motivations, or what you bring to the table. Learn the local taxonomy and relevant local practices to foster the exchange of knowledge and help build your credibility.*

T ***Trust*** *takes time. Understand locally-important issues before pursuing your conservation agenda. Be trustworthy. Invest the time to build trust. Do what you say you are going to do. Follow through on your commitments.*

Inexperienced conservationists often think they are exempt from local norms. This privileged thinking signals disregard for local culture and can be perceived as a form of post-colonial superiority or condescension. The simple practice of bringing food and drink and spending time in the village to share stories and celebrate eating together is hugely underestimated.

Manuel Mejia, Hawai'i

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Getting Started in a New Place

©Jez O'Hare

Good intentions are not enough. Across the Pacific, top-down and donor-driven efforts fail again and again. These experiences can erode trust, making local communities wary of collaboration with governments and organizations. The leaders stressed that community-based conservation is a long-term, locally-driven process for which local support is essential. The leaders offered many insights to help conservation professionals get off on the right foot when entering a new place, emphasizing that patience and thoughtful engagement of leaders, partners, and allies pays off in the long run.

Ensure You Are Welcome

If a community expresses interest in collaboration, accept their invitation to collaborate or request one if a formal invitation has not been extended. Just as you wouldn't move into someone's home uninvited, you should not move into a community without their permission. This invitation is an important step that fosters mutual respect and understanding. If overlooked or assumed, it can damage relationships and sabotage the best intentions.

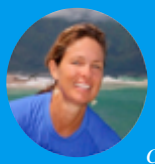
Be Clear on What You Bring—And What You Don't

Outside organizations should not duplicate or compete with local organizations. Rather, they should complement and enhance local partners' capacity to do conservation by channeling resources and leveraging results. Coming in with clarity about what you can offer in assistance is critical. Is it strategic or site planning that you bring? Science? Facilitation? Funding? Capacity-building? Access to other groups doing similar work? International exposure? These are often the most needed and valued services that an outside partner organization can provide. Discuss openly and honestly with potential local partners to understand their most pressing issues or needs and what your organization can and cannot do to assist.

Nurture Relationships and Partnerships

Conservation leaders were unanimous: engaging community is essential, and community partnerships begin—and end—with relationships between individuals. Developing the right relationships at the local level is a prerequisite for effective community-based conservation. Behind most inspiring conservation initiatives, you will find strong personal friendships among people with a shared vision and deep trust.

Though an elder, chief, or government official may not be your primary partner (or close friend), their endorsement may also be key to your success. Understand local hierarchies and go through the appropriate channels. Traditional leaders and influential individuals and organizations can serve as your conduit to local, state, provincial, and national government officials. Enlist their support at the onset to avoid problems down the road.



Make sure people are inviting you in. Don't just assume people want you to come and help them. Have a lot of conversations and when they're ready and they ask you, then formalize that request.

Emily Fielding, Maui Nui

Part of it is to acknowledge what we can do and what we can't. There are a variety of non-ecological issues that communities need and deserve help with. When we're asked to help with those, we decline because it's outside of what we do.

Chad Wiggins, Hawai'i Island

The more important part to get right from the onset is the relationships. Take time to build them. Spend time talking with people. The relationships are really paramount in order to get things moving further down the track. Go through the right channels, whether it be the chief or a provincial or national government official. People don't know you or your motivations. Establishing the proper foundation is crucial.

Rick Hamilton, Melanesia

It pays to be direct in all communications. Be humble, tactful, and diplomatic, certainly, but above all, be clear and direct. This saves time, energy, and resources, and, when delivered graciously, directness is respected and can accelerate conservation efforts immensely. Over time, outside partner organizations can become trusted advisors, called upon to deliver difficult messages that are politically uncomfortable for local leaders to air. This role has risks and must be used cautiously and judiciously.

Identify Committed Influential Community Leaders

Community partners come in all shapes and sizes, but they are not all created equal. Take time to understand which individuals, such as local elders or leaders, are most respected and trusted in the community. Then find out about the issues they care about. Seek them as allies as you move forward.

Also align yourself with groups with influence and sway that are not always included in decision-making processes, such as women, youth, fisherman, and churches. Fishermen are deeply knowledgable about marine resources, know when something is wrong, and often guide marine resource decisions on islands throughout the Pacific. They are frequently the strongest allies and spokespeople for needed change. Alternatively, they might be opponents to change if they are not engaged in finding solutions. Enlist them, and other groups with sway, at the start of any discussions. In this way, through their influence, you can build mutual understanding and shared goals among the broadest group of stakeholders.

Ultimately, success depends on a small handful of capable people committed for the long haul. Look for passionate, inclusive, and influential leaders. People who have witnessed the depletion of resources over time or disproportionate depletion between highly and densely populated areas are often the most passionate advocates for needed change. Those who possess the ability to operate in both Western and traditional cultures can also be particularly effective and compelling conservation leaders, allies, and spokespeople.

Being an American, sometimes you can say things that would necessarily be harder for someone else to say. This happened to Bill Raynor and me. We're comfortable and assimilated enough and everyone knows us and trusts us. Because we're outsiders, we have a special role to truly tell it like it is. Bill did that with the traditional chiefs, who asked him to say the tough things they have a hard time saying. I can see them looking to me like please say the thing we know we won't say, and I will say it because I know that's what I'm supposed to do. Also, speak up when you disagree and do it diplomatically. Don't be afraid to say it.

Trina Leberer, Pacific

In Palau, the fishermen are the first ones to give the signal that something is wrong. They actually lead conservation action. After working with them and the chiefs and villagers to address fishing concerns, we put a bul—traditional closure—on some key spawning sites so fish had time to reproduce and grow.

Noah Idechong, Palau

There is a lady in Nanwap who drives the whole project. She wants to make sure she can continue fishing, and she wants the same thing for her children. She's not a traditional leader, she's just a passionate lady who won't let anybody give up. She's really brought the community in to lead the process and they're doing very well.

Willy Kostka, Micronesia

Establish a Shared Vision

Across the Pacific, partner organizations have entered new places with a preconceived notion of problems, then tried to impose a predetermined solution. This approach typically backfires and can damage an organization's reputation. Successful community-based conservation is a locally-driven process that requires local buy-in and ownership. It is, therefore, essential to work with community partners to develop a shared vision that reflects its aspirations.

Just as a community needs time to understand a potential partner's perspective, partner organizations need time to understand the community's needs and aspirations. Allow time in meetings for people to introduce themselves, connect to place, and share their input and insights. It may seem slow, but creating the space to listen is one of the best practices for learning about the issues, partners, and potential solutions in a place.

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Work Within the Community's Timeframe

Working within the community's timeframe and "meeting them where they are" are critical. Community-based conservation groups primarily act in a voluntary capacity, with many competing demands on their time. In addition, they may lack tools and information to advance their efforts. Partner organizations can accelerate this work by providing the tools and information to help community groups make decisions, and continually preparing them to take the next step. At the same time, it is important to recognize that to enhance ownership, the community groups must drive the process.

The community needs to own the problem and the solution must come from them. We have the expertise and resources to help them manage the resources.

Steven Victor, Micronesia

It does seem to be a really helpful attribute, when engaging in groups that have some cultural dissimilarities, to listen before speaking. Listening, really listening with the intent to understand. Empathy is an important function of that. Understanding that every idea has merit.

Chad Wiggins, Hawai'i Island

The ability to put others first, to put their needs ahead of ours in order to accomplish a larger goal, is essential.

Kim Hum, Hawai'i

Embarking on a Partnership

Though each community-based conservation partnership is unique, all face many of the same challenges and opportunities. The leaders we interviewed offered insights on common missteps and on principles that are fundamental to successful partnerships. They emphasized the importance of clarity, inclusiveness, and true collaboration. Adhering to the guidance offered below can help save time, avoid costly mistakes, and improve overall conservation results. Community-based conservation practitioners can also find a wealth of information at the Conservation Parntership Center.

Agree on Goals and Roles

Articulating and agreeing on goals and roles is an important step and will help manage expectations moving forward. The goals will guide what each partner will do to achieve the shared vision, while the roles specify how the partners work together. Goals and roles can be revisited as partnerships evolve.

Formalize Partnership Agreements

When the time is right, develop a formal partnership agreement. While this may sound too formal in what appears to be an informal partnership, these partnerships often experience both a natural synergy and healthy, creative tension. Truly collaborative planning and problem-solving is key, and developing written agreements will bring many issues to the forefront to be dealt with at the beginning of the relationship.

Build a Diverse Team

Building and managing teams that deliver results is the foundation of conservation success. Just as no one organization can do it alone, no single person can do it all. Navigating local intricacies and truly understanding local needs can take many years. Hiring respected local staff and listening to their guidance can accelerate this learning curve and establish credibility more quickly.

Strong teams include people with varying knowledge, expertise, skill sets, networks, and styles. They also include people with different backgrounds, upbringing, and experiences, as this diversity of perspectives will help the team create more robust strategies and handle tough times. A diverse team will also be more effective in engaging the diverse group of partners—including community leaders, landowners, businesses, funders, and government agencies—essential to lasting success. The challenge for many new managers is to have confidence that the team will do the right thing, to publicly give them credit for their successes, and then work with them when setbacks inevitably occur.

Coming together and developing a partnership agreement that outlines what you want to achieve and how you want to do it is an important first step. Always have good data agreements memorializing what you're going to share in a way that is acceptable to both partnies.

Emily Fielding, Maui Nui

It is important to remember that as much as you may wish to assimilate, if you are not born and raised in that place, you will always be an outsider and should be comfortable embracing this role.

Manuel Mejia, Hawai'i

There are essential roles for different people with lots of different skills in any successful conservation project—from scientific expertise, to political and agency relationships, to fundraising ability, to fostering engagement and building partnerships with communities. It takes a team of people that possess each of these skills to have a successful conservation program.

Kim Hum, Hawai'i

Plan Collaboratively

Working together to identify shared goals and then to develop an action plan to achieve them is fundamental to successful partnerships. Knowing and incorporating what matters most to the communities shows genuine respect. There are tools available through The Open Standards for the Practice of Conservation that provide a framework for identifying goals and developing clear conservation plans. There is also extensive technical guidance available to help teams define meaningful measures and create practical monitoring and evaluation plans. However, before turning to technical matters, get to the heart of what matters to your partners.

When identifying resources for protection and management, give special attention to cultural resources that are vitally important to communities, and look for ways to incorporate them along with natural resources into conservation plans. For example, when selecting indicator species to track ecological health, forego the academic urge to choose an obscure species that has no recognized value to the community. Instead, select species that are socio-culturally relevant. Highlighting the protection of a totem or aumakua species or a species that provides food and livelihoods can easily elicit 100% community support of conservation efforts. In some instances, it also results in richer data. For instance, fishers often possess valuable historic knowledge, and ongoing monitoring of relevant species can be integrated into their daily lives.

Think Ridge-to-Reef

What happens on land does not stay on land. Agriculture, logging, and infrastructure development alter terrestrial habitats, often leading to increased run-off of sediments and pollutants that degrade marine habitats. Earth's changing climate exacerbates these threats and poses additional problems, including rising sea levels, sea surface temperatures, and acidification. Transportation infrastructure also allows increased access via new airports, roads, and bridges, which can lead to overuse and over-harvesting. Left unchecked, these pressures pose perpetual threats to marine systems, and must be addressed in marine conservation planning and management.

Marine managed areas (MMAs) are powerful and widely accepted methods for protecting and restoring valuable marine resources in tropical marine ecosystems. But MMAs are not enough. The leaders stressed that marine conservation must also tackle complex land use issues and highly recommended ridge-to-reef management to reduce critical land-based threats that are not addressed with MMAs alone. In many places, traditional management systems—such as Hawai'i's ahupua'a system—recognize this critical land-sea linkage. Effective strategies to address ridge-to-reef management include policies and practices that minimize sedimentation, land-based pollution, nutrification, shoreline hardening, and other impacts on coastal systems.

Deliberately incorporate cultural heritage, which is always priority for communities, to get more bang for your buck. Look to capture biodiversity targets that also show overlap with cultural heritage to increase buy-in for the conservation work. . . . If you get the social and political frameworks for conservation right . . . it's quite easy to move stuff [protected areas] around afterwards if for any reason your science tells you it's not an ideal place.

Rick Hamilton, Melanesia

You can protect all the marine areas you like, but if logging results in the loss of the lagoon nursery habitat, it won't have made one iota of difference. In 20 years, you'd still have no fish.

Rick Hamilton, Melanesia

Engage Local Allies and Opponents

Community-based conservation is an inclusive endeavor that requires ongoing and strategic engagement of diverse interest groups, including people who may be opposed to your efforts. Every step in the process, including meetings and events, is an opportunity to build or weaken relationships and support, so it is essential to continually ensure the right people are included at the right times.


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Almost everyone has a story of an important process, meeting, or event where a critical person or organization was unintentionally left out. These oversights often require relationship repair or even damage control to get back on track, and can be avoided by thoughtful and strategic review of the invitation list before any meeting or event, with input from others with more experience and different perspectives.

In any type of gathering that involves VIPs, pay careful attention to appropriate introductions and protocols. Consider details such as who is coming, who might best introduce them, where it would be wise to seat them, and the order in which would be appropriate for them to speak. Getting these details right comes with knowing the cultural norms of the place and people with whom you are working, and establishing good relationships between people and organizations.

Listening to and learning from people who don't share your goals is also advantageous, especially when it provokes re-evaluation that strengthens your position. Understanding the opposition is particularly beneficial as it may reveal a surprising compromise or unexpected partnership. It is also essential to finding common ground and to effectively counter arguments that may otherwise derail conservation priorities. At times, the opposition may present false dichotomies, provide bad information, or attempt to pit factions against each other. It is absolutely necessary to provide factual and compelling arguments when rebuttals are required.

Ask yourselves, "is this a meeting where we should include members of the opposition so that we can understand the issues and work toward mutual respect and collaborative solutions? Is this the time for diverse perspectives to brainstorm opportunities or the time for clear focus from people who support this project?" Get clear on your objectives and then make sure you have the right people in the room to meet them.

Kim Hum, Hawai'i

It really is a process of trying to identify in advance not just the thought leaders and champions, but who's going to have an opinion. Who is going to be viewed as important, and who is likely to oppose.

Mark Fox, Hawai'i

The strategy for dealing with opposition was always to find out the nature of it, whether there was a counterargument they can make that was aligned with their place, rather than the tactics of how to make that opposition go away or fail. By inviting in contrary viewpoints, the Kaʻūpūlehu Marine Life Advisory Committee were really able to hone their own.

Chad Wiggins, Hawai'i Island

Making It Endure

©Bob Bangerter

Enduring conservation always requires supportive policies and effective management. The leaders emphasized, however, that enduring community-based conservation can only happen if local leaders, communities, and institutions are willing and able to lead—today and into the future. Therefore, they suggested that strengthening local skills and institutions is the best investment partner organizations can make. They noted that local organizations often take on greater leadership roles—helping to strengthen others at the local, national, and regional levels—as their confidence and success grows, allowing partner organizations to redeploy resources. The leaders shared insights on how to achieve this powerful, positive dynamic for long-term and large-scale conservation.

Engage Decision-Makers

Community-based conservation partnerships are always stronger when they have the support of key decision-makers. Understanding who has the ability to approve or deny conservation actions and directing efforts toward these people is key. Depending on the place, it may be important to gain the support of elected officials, senior government officials, and/or high-ranking traditional leaders to change policies, increase funding and staffing, or build enforcement capacity. Many people believe that public education and outreach is the way to influence elected leaders and other decision-makers. However, it is often more effective to secure endorsements from individuals or groups that these decision-makers already trust and respect, which can significantly increase the likelihood of gaining their support.

Keep in mind that cultivating the support of decision-makers is a continuous process that involves two-way communication, including formal and informal briefings and responding to requests for information. This ongoing engagement establishes individuals and organizations as trusted sources of information, and provides vital counterbalance to the competing viewpoints and agendas of any potential opposition. Developing strong working relationships with key staff of elected leaders is also beneficial and can help ensure continuity when elected and appointed officials transition in and out of roles. If a conservation project or plan relies on political support, it is wise to have a dedicated person with strong government relations skills on the team to maintain these critical relationships and to simultaneously work to identify policy and funding opportunities. As is true with any community partnership, trust takes time to develop and credibility is key.

Taking decision-makers on site visits, so they see the resources that need protection and meet the people involved, is an especially effective way to increase understanding of and support for community-based conservation projects. This works best when at least one of the people organizing the site visit already has

They hear from me at the Legislature all the time, and it's particularly important that I deliver credible information and that I can be trusted. Providing bad information even once can tarnish your reputation, and the trust and credibility that took so long to build, can quickly be lost.

Mark Fox, Hawai'i

The best way to gain the support of policy and decision makers is to bring them to your site, let them talk to people, let them see the challenges. Discuss with them on the boat, in the car, what the solutions could be and how they could actually help make a difference. Engage their families.

Rili Djohani, Indonesia

a positive relationship with the decision-maker. Including the decision-maker's staff and/or family in site visits is often a welcome gesture that can be surprisingly beneficial. However, in the case of government decision-makers, it is imperative to understand and comply with ethics standards, which vary between jurisdictions and may preclude them from accepting trips of this nature.

While understanding the case for conservation is essential, it is not enough. Elected leaders and other decision-makers are constantly navigating competing priorities, agendas, and viewpoints advocated by various interests. Understanding their perspectives is crucial. Take the time to listen and learn. Whenever possible, help elected leaders and decision-makers appease multiple constituents by addressing their concerns and finding common ground, thereby making it easier for them to support a conservation effort.

Though there are always exceptions to the rule, finding ways to shine a spotlight on decision-makers and publicly acknowledge their support is typically beneficial to the decision-makers and the conservation project. Elected officials, in particular, value opportunities to look good on issues that are important to them and their constituents. These experiences tend to increase their ownership and commitment to an effort, and often inspire peers and others to become champions.

They see people like President Remengesau, that he is now a global leader because of the environmental work he's doing. Not because of health or education, it's because of the environmental work that he's doing. That's why he's a global figure and that's a very attractive thing to the young people in Micronesia. They're so proud of him, and most of the people want to be in his shoes one day, including me.

Willy Kostka, Micronesia

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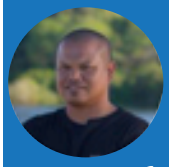
Implement Effective Management

Establishing a new protected area is cause for celebration. It almost always involves years of consultation, science, government process, overcoming unexpected obstacles, and determined collaboration. However, it is crucial to recognize that this joyous occasion is just the beginning of the conservation work for all involved. Indeed, conservation history is full of "paper parks" legally declared and proudly added to maps and international lists without meaningful management or enforcement for the resources "protected" within.

The best time to start planning for the management and enforcement of a new marine protected area is as early as possible, and definitely before it is established. Management and enforcement considerations can influence important design decisions on boundaries, access, allowable uses, staffing, and more. Minority opinions matter and even the most popular conservation area will need to deal with opposition constructively. Experience shows that it is really helpful to hire staff and engage volunteers from the affected communities to



The most important thing that I learned as a conservation planner is truly building a relationship with your stakeholders to ensure that the planning that you do can move forward after you have left.

Steven Victor, Micronesia

educate resource users about the importance of any changes in the protected area and to enforce the new rules over time.

A simple start-up management plan, created as part of the designation process, can bring all the key partners together to develop a clearer agreement about the future. Ideally, it should capture baseline information on marine resources and threats, identify initial management actions, outline preliminary rules and regulations for users, and estimate budget and staffing needed for the first one to two years. Other issues important to consider include potential new threats (site-based and global), impacts of social and political change, and project funding (start-up to long-term). There are different planning tools available through the Open Standards to guide a new team through this process.

Measure What Truly Matters

The leaders stressed the importance of having measures to track progress toward overall goals and as indicators to guide adaptive management over time. Objective monitoring is a critical component of effective long-term resource management, though many projects operate for years without a monitoring plan or one that is incomplete or not fully implemented. Recognizing that community-based conservation is usually constrained by limited resources, leaders stressed that measures do not need to be overly complex. But you must at least identify and monitor the bare minimum to be able to know if something is working or not working.

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Monitoring is another opportunity to strengthen a project by incorporating community priorities. As suggested earlier, focusing conservation efforts on a totem or aumakua species or a species that provides food and livelihoods can easily elicit greater community support, and ongoing monitoring of these types of species can be integrated into the daily lives of fishermen. There is extensive technical guidance available through the Open Standards to help teams define meaningful measures and create practical monitoring and evaluation plans, including in the Conservation Action Planning framework.

Provide Practical Tools and Training

Partner organizations can play a critical role in conservation by providing communities, organizations, and government agencies with tools and training that catalyze change at the local level. These groups often need and value assistance in areas that help them design sound conservation programs (e.g., strategic and site planning), implement monitoring and enforcement plans (e.g., fish abundance and water quality surveys), strengthen their foundation (e.g., organizational effectiveness), and enhance their ability to convene and collaborate (e.g., facilitation).

There are always some sections of the community that support your work and some that don't. One of the things we've done that has been effective at halting the poaching is having rangers based permanently on Sikapo island, the large island that faces the Waghena communities. It wasn't all the communities in Waghena that were poaching, it was really just one community. If you step back and look at it, it was the one community that hadn't been really involved in the ranger work or the Arnavons board.

Rick Hamilton, Melanesia

I think one of the biggest successes of the Micronesia Challenge is the Measures Group. The Challenge has endured, in no small part because we focused really hard on the science, the measures. What is the bare minimum someone has to measure and know it's working or not working? I don't want all the bells and whistles. I want the most critical things measured that give us an answer.

Trina Leberer, Pacific

We tend to invest a lot in science, a lot in policy. But at the end of the day, building the skills of local leaders—in the community, the government, and local organizations—is what makes conservation happen. You can have all the money in the world, all the science, but if you don't have local people who can actually do the work and help preserve their own resources, conservation won't be successful.

Rili Djohani, Indonesia

Accelerate Learning Through Peer Networks and Exchanges

Learning exchanges and other events that expose conservation professionals to one another and to tangible examples of conservation successes and failures are powerful tools that provide both immediate and long term benefits. Well-designed and executed exchanges accelerate learning and provide participants with experiences that have diverse, profound, and lasting effects on people and conservation programs.

Peer learning networks are especially powerful tools to accelerate learning, sharing, and action at all scales, and they facilitate continuity for long-term conservation. For examples of the many ways networks are used, see Scaling Up: Networks Amplify Impact and the three case studies. A partial list of effective peer learning networks serving the Pacific is also provided in Helpful Resources.

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Tailor Solutions to Scale

There is no one-size-fits-all approach to strengthening local leadership and institutional capacity. These efforts are most effective when they are tailored to local situations, are demand-driven, and emphasize learning by doing. For example, in the large, populous, multi-lingual Coral Triangle, an area comprised of six southeast Asian and Pacific island nations, The Nature Conservancy served as an incubator for the now independent Coral Triangle Center, which provides classroom and on-site training to community-based and government marine resource managers. This regional hub has served nearly 2,500 people in its first five years, and actively promotes peer learning networks to foster the ongoing exchange of knowledge and best practices.

At the local level, traditional groups or other established social infrastructure can be effective mechanisms to strengthen conservation efforts. This is demonstrated most clearly by the tribal networks in the Solomon Islands and Papua New Guinea (see Scaling Up, Solomon Islands) and the networks of community groups and leaders in Hawai'i (see Scaling Up, Hawai'i). Though each network is unique, they all offer valuable platforms for enhancing skills and advancing specialized knowledge. In Hawai'i, for example, the networks coalesced around reviving traditional management practices to restore the ecological health of areas from ridge-to-reef, including fishponds. The benefits extend to the hundreds of volunteers involved in restoration efforts, some of whom may evolve to be tomorrow's leaders.

Adapting existing approaches and institutions to changing circumstances can also provide effective solutions. For example, the Micronesia Conservation Trust (MCT), founded to deliver long-term funding and capacity-building, initially served one country. As a result of increasing demand prompted by the Micronesia Challenge, the MCT was later expanded to serve three independent nations: the Federated States of Micronesia, Republic of the Marshall Islands, and Republic of Palau; and two US trust territories: the Territory of Guam and Commonwealth of the Northern Marianas Islands.

To reduce pressure on reef fish populations, a well-intentioned government official considered importing goats as an alternate source of protein. After visiting Hawai'i where he saw the devastating impacts non-native goats have on island ecosystems, he immediately abandoned the plan.

Manuel Mejia, Hawai'i

By building local institutions, we really help build up society. Non-government organizations really can play a role building the capacity of local communities. Our niche, compared to international NGOs and universities, is that we can make things very practical, very basic, very interactive. We also experiment with more interactive approaches to make it fun rather than a very formal training.

Rili Djohani, Indonesia

Invest in the Next Generation

Sustainable conservation across the Pacific requires an adequate pipeline of future leaders. Today's leaders are helping to build that pipeline through a combination of initiatives that provide intensive mentoring and hands-on experience to promising youth. For example, the Palauan government offers internships to college graduates, the Micronesia Conservation Trust offers scholarships to college students, and the Conservancy's Hawai'i marine program offers fellowships to college graduates. Through these efforts, promising youth and young conservation professionals begin to acquire the education, skills, real-world experience, and confidence to become effective leaders. After 25 years of marine conservation, the legacy of these educational opportunities is evident, with alumni shaping new initiatives, leading major conservation programs, and guiding policy.

All the leaders emphasized the importance of successfully preparing tomorrow's conservation leaders as essential to ensuring continuity over the generations and to conservation success over time.

We need people who can actually go deep, who are capable of resolving real issues. I have always provided opportunity for internship for our young Palauan students, so they know that there is a need and they will be properly guided. When I was in Congress, we established a formal training program. Now, most of the lawmakers you see are young well-educated, well versed, and well connected Palauans.

Noah Idechong, Palau

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Scaling Up

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Successful community-based conservation projects stand as beacons for neighboring communities who are inspired to replicate their success. Though the first successful community-based marine conservation projects took years to establish, the Pacific island region has now reached an exciting tipping point, where the community-based approach is spreading rapidly. The leaders suggest that one of the best ways to amplify and rapidly generate more local successes is to connect proven and potential leaders through learning and leadership networks to directly share successes, challenges, enthusiasm, and lessons learned.

Leverage Success at Sites to Achieve Impacts at Scale

The Micronesia, Solomon Islands, and Hawai'i examples demonstrate how early investments in community-based marine conservation at scattered sites can result in solid successes that can then be scaled up through strategic networks of communities, leaders, and protected areas. In the case of the Micronesia Challenge, these island leaders influenced conservation in the Coral Triangle, Indian Ocean, Caribbean, and beyond.

The approach is financially prudent for partner organizations. In fact, it was revealed in *Micronesians in Island Conservation, Lessons Learned from a Conservation Leaders Learning Network: 2000-2010* that The Nature Conservancy's cost to engage and influence was significantly reduced across the board by investing in strengthening local people and institutions. Data showed a cost reduction of 60% per jurisdiction, 69% per partner, and 97% per site.

Amplify Impact Through Networks

Peer networks have proven to be an especially powerful tool to accelerate learning, sharing, and action at all scales across the vast and dispersed Pacific region—from collaboration among partners on a single island to collaboration across many island nations. Perhaps due to the strong oral traditions of the region, many Pacific leaders actively participate in peer networks to get and give "just-in-time, demand-driven, learning by doing" assistance, along with others who are pursuing similar goals with diverse strengths, skills, and experiences. Based on the value of their peer learning experiences, these leaders often support peer network participation by their staff and partners as well.

Every conservation network needs to be designed with and for the people, places, and resources that are intended to be protected. Depending on the desired purpose, network members can be individuals, organizations, communities, government agencies, sites, and/or protected areas. Regardless of membership, the success of these networks requires common goals, transparency, and healthy self-direction. International partner organizations can play valuable supporting

We made a deliberate effort to work with a women's network in the Solomon Islands and Papua New Guinea. In a very short time, these women have done amazing things. With only a few resources and just some support from the Conservancy, they have raised awareness across the whole province, they have increased the number of protected areas by 45 in just a few years.

Robyn James, Melanesia

roles, but the members must direct and propel the network to serve their priorities and strengthen their self-reliance over time.

The leaders strongly advocate the network approach, which has amplified conservation impacts at local, regional, and global scales. This approach has also proven to work at all levels—from bottom-up with communities and middle-out with conservation organizations and agencies, to top-down with elected officials who leverage and expand the efforts through policy and financial incentives. All the leaders were clear that none of the sites is perfectly protected and all face the reality of continuing pressures from growing populations and Earth's changing climate. Nevertheless, a few inspiring community-based sites in Hawai'i, the Solomon Islands, and Micronesia have given rise to a multitude of successes across the planet and are helping to drive action for ocean conservation today.


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Connecting Communities in Hawai‘i

The Nature Conservancy's Hawai'i marine program was launched in 2001, a decade after the organization's efforts in the Pacific. Applying what was learned through those experiences, the program embarked on local conservation partnerships with communities at a handful of sites on the islands of Maui and Hawai'i. The robust partnerships became the foundation for peer networks that are now accelerating learning and action across Maui Nui (Maui, Moloka'i, Lāna'i, and Kaho'olawe) and West Hawai'i.

Addressing Local Priorities

In its first decade, The Nature Conservancy's Hawai'i marine program supported individual community groups working to restore abundance to coral reefs, nearshore fisheries, intertidal systems, and fishponds. The groups were working to revive and apply native Hawaiian cultural practices to restore health to these systems. Conservancy teams provided additional tools, guidance, data, and expertise to help them develop science-based conservation plans that are also culturally appropriate.

Building Broader Community Support

To build support and skills across the broader community—which is vital to the success of these efforts— Conservancy staff also worked with partners to design a variety of monitoring programs and trained community volunteers to monitor water quality, coral bleaching, and fish and 'opihi abundance so that management actions can be developed, assessed, and adapted based on both local observation and scientific assessment.

Connecting Local Leaders

Though some of the groups had been working to improve management of marine resources for decades, they were all working in isolation. To strengthen their efforts, the Conservancy introduced local leaders in Maui Nui to leaders from Fiji's Locally Managed Marine Areas (LMMA) network. The LMMA leaders, whose network has grown to include 450+ sites, provided an example of how the network approach can accelerate community-based management through peer learning and increase the influence of its members through their collective voice.

Evolving from Sites to Scale

As a result, community groups working to restore and protect six sites across the three populated islands of Maui Nui formed the Maui Nui Makai Network to accelerate their progress, amplify their voices, and inspire other communities to action. The network established decision-making and governance processes at the onset to ensure focus and provide a clear mechanism for the network to grow.

Hearing these stories was a turning point. The Hawai'i communities embraced the network model as a way to lead and influence management in the places they were working to protect.

Emily Fielding, Maui Nui

Since its establishment, all six network members have completed conservation plans and robust monitoring programs, two have established a voluntary no-take area for the culturally important limpet known locally as ‘opihi, and several are seeking revised State Administrative Rules to improve management. Together, the network has engaged more than 5,000 community volunteers and citizen scientists in restoration and monitoring efforts, and has developed a Community-Managed Makai Area How-to-Guide as a resource for other community groups undertaking similar efforts. The guide outlines the process to effectively engage in collaborative management with the State and other partners and will be available on the network’s website, currently under development.

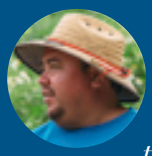
The Maui Nui Makai Network inspired the launch of two other peer learning networks on the west coast of Hawai‘i Island. The Kai Kuleana Network links 11 communities working to restore abundance to coral reefs, nearshore fisheries, and intertidal systems; and the Hui Loko Network links 10 communities working to restore and protect traditional fishponds and anchialine pools. Network members actively support each other’s efforts through joint work days and sharing equipment, supplies, and staff, quickly learning together what works and what doesn’t. All three networks are committed to perpetuating Hawaiian culture, traditions, and values, beginning with the responsibility and privilege of caring for a place, and serve as a source of inspiration and encouragement for each other.


©Nancy Erger

The Conservancy, U.S. National Park Service, Hawai‘i’s Division of Aquatic Resources, Maui Nui Resources Council, Kua‘āina Ulu ‘Auamo (KUA) and other partners advise and support these networks. KUA also convenes E Alu Pū, a statewide group of community leaders that promotes community-based conservation. The Kai Kuleana, Hui Loko, and Maui Nui Makai Networks are members of E Alu Pū, strengthening the collective voice for community-based conservation across the state.

It’s a shift from relying on the state to take care of our marine resources, to communities taking the lead and providing solutions.

Manuel Mejia, Hawai‘i



In Hawai‘i, community-based conservation is led by the communities themselves. Our role is to support them, to provide tools and help them build a context to do their work better. One of those tools is the E Alu Pū Network - a place where communities can learn from, empower and support each other.

Kevin Chang, Hawai‘i

Solomon Islands Lighthouse Shines

©Bridget Besaw

"Our different communities often view each other with suspicion but we have shown that we are all people and can all work together for a shared mission."

Samao Nalei, KAWAKI Coordinator

Understanding that the fate of his people rested on the increasingly degraded natural resources of the Arnavon Islands, Chief Leslie Boseto looked for a way to reverse this trajectory. His search resulted in a community-based conservation project that attracted national, regional and global attention, and illustrates the ripple effect of a targeted investment in a site and in local leadership and institutions.

The Backdrop

The Arnavon Islands were once a haven for hawksbill sea turtles, but with the arrival of Westerners In the mid 19th century, the turtles became highly-prized commodity and their populations were increasingly exploited. The resettlement of Micronesian communities to the Solomon Islands in the mid 20th century exacerbated the problem, depleting resources their Melanesian neighbors had long relied on for sustenance.

In response, the Solomon Islands' government declared the Arnavon Islands a hawksbill sanctuary, and the communities that long relied on the area's marine resources no longer had access to resources vital to their health, livelihoods, and well being. In protest, someone from one of the communities set fire to the government's ranger station, prompting the government to abandon the sanctuary, and the exploitation continued.

Honoring People, Place, and Culture

Hoping to halt the resource depletion, Chief Leslie enlisted the help of The Nature Conservancy in the early 1990s. Peter Thomas, a veteran of conservation in the Pacific who was familiar with the failed sanctuary, accepted the invitation, and he and Chief Leslie embarked on a much more inclusive conservation effort. They started by engaging the communities from Choiseul and Santa Isabel Provinces who rely on the marine resources of the Arnavon Islands. Ultimately, representatives from all the communities worked together to establish and develop a management plan for the Arnavon Community Marine Conservation Area (ACMCA). They also built a ranger station for Community Conservation Officers who promote compliance with ACMCA guidelines, including fishing and harvesting restrictions, through monitoring and enforcement. In fact, the fire-starter was a founding member of the new community-based project, demonstrating the powerful effect of engaging the community and understanding and addressing their concerns.

Supporting Local Priorities

The Conservancy supported the community effort, providing technical assistance, nurturing the development of sustainable livelihoods, and helping to secure funding for long-term management. A decade after the ACMCA was established, biological surveys showed the area thriving again with an abundance of giant clams, trochus, sea cucumbers, and blacklip and goldlip pearl oysters. Hawksbill turtle populations are also recovering. After two decades, surveys confirm a 200 percent increase in the number of hawksbill nests laid in the Arnavon Islands.

Socio-economic surveys showed ACMCA communities had more diverse and nutritional diets, since fishing and harvesting restrictions prompted an increase in vegetable farming, and twice the cash incomes of neighboring communities, which provided for better housing and a greater percentage of children attending school. Community members also reported improved governance and social cohesion, leading to an increase in intercommunity activities and a greater sense of belonging and safety—a notable achievement given the significant physical and cultural distance between the ACMCA's Melanesian and Micronesian communities. In recognition of its achievements, the ACMCA was awarded an Equator Prize in 2008.

The Ripple Effect

Chief Leslie shared this experience with the Lauru Land Conference of Tribal Community, an organization he founded decades earlier which convenes Lauru (Choiseul Province) clans and tribal institutions. Seeing the biological and socio-economic benefits of this community-based approach, more than 100 chiefs unanimously supported establishment of a community-based network of protected areas stretching from their forests to their coral reefs in 2009, including at least one marine and one terrestrial protected area within each ward.

The Lauru plan was so well-received it prompted a national Protected Area Act and a request for Conservancy assistance in developing the Solomon Islands National Biodiversity Strategy and Action Plan. The national plan, presented at the UN Convention on Biological Diversity meeting in 2010, reflects the Solomon Islands' commitment to global conservation goals and its contribution to the Coral Triangle Initiative (CTI) on Coral Reefs, Fisheries and Food Security, a regional collaboration to protect the rich coastal resources of Indonesia, Malaysia, the Philippines, Papua New Guinea, the Solomon Islands, and Timor Leste.

A Testament to Tribal Networks

The Lauru approach is a testament to the power of networks built on cultural and tribal connections, such as clans and languages. These tribal networks have many intrinsic factors that make them much more likely to be successful than those created around arbitrary government boundaries. Inspired by his experiences with the Lauru tribal network, the Conservancy's Manuai Matawai introduced the concept in Papua New Guinea, where communities are the traditional owners of more than 95 percent of the nation's natural resources. He then worked with Dr. Pongie Kitchawen, a fellow native of Manus Province, to establish the Mwanus E Ndras Asi Tribal Network. The network links eight tribal areas whose Titan communities all share a common language, religion, and ethnic identity. The communities have customary tenure over 2.4 million hectares, most of which is in the sea, and have developed a management plan for the entire area. Following their example, the north coast of Manus has started to establish a similar tribal network.

The Arnavon Islands illustrates the value of long-term investment. There are now more than 50 protected areas across Isabel and Choiseul provinces that can be traced back to the Arnavon Islands, and a case study showcasing the project is part of the secondary school curriculum. One of the Arnavon Islands Conservation Officers always refers to it as a lighthouse since it has inspired conservation efforts to a much broader scope across and beyond the Solomon Islands.

Rick Hamilton, Melanesia

By establishing a tribal network in Papua New Guinea, Manuai and Dr. Pongie have transformed the prospects for conservation across the archipelago and for coastal communities across Manus that rely heavily on natural resources for food and shelter. The network already established a 200-square mile marine protected area (MPA) and established a fishing cooperative to generate income for the MPA and for their communities.

Trina Leberer, Pacific

The Micronesia Challenge

©Emre Turak

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

Margaret Mead

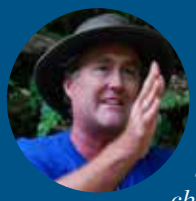
When five visionary island government leaders launched the Micronesia Challenge—committing to conserve at least 30% of their near-shore marine resources and 20% of their terrestrial resources by 2020—they demonstrated a bold new approach that quickly inspired similar regional efforts around the world. The landmark collaboration also illustrated the power and promise of a relatively small, targeted investment designed to build local leadership and institutions.

Finding the Pacific Way

The Micronesia Challenge was built on groundwork laid over the previous decade. With a goal of strengthening conservation in the Pacific, The Nature Conservancy's Chuck Cook—a highly successful state program director from the US—initiated projects at a handful of sites in the island country of Palau in 1990. Soon he realized this approach was not sufficient or effective. As he pondered what to do next, Noah Idechong, then chief of Palau's Division of Marine Resources, took Chuck fishing and helped him understand that imposing Western models on Pacific islands and people was not going to work. He would get further faster by building on what was there (see The Pacific Way).

This wise counsel prompted Chuck to change his approach. He partnered with Noah and began to actively engage and mobilize Palau leaders and communities in conservation efforts. For example, after extensive consultation with chiefs and villagers, Palau enacted a national law based on the recommendations of fishermen that placed a bul, or traditional closure, on key spawning sites so fish had time to grow and reproduce, and communities set aside and managed marine areas. Chuck and Noah also brought together Palau leaders from the public and private sectors to create the Palau Conservation Society (PCS), the first non-government conservation organization in the country.

In Pohnpei, one of four states in the Federated States of Micronesia (FSM), Chuck recruited Bill Raynor to build a community-based watershed conservation program for this diverse forested island. Bill was an American citizen with deep roots and respect in Pohnpei, who had learned the importance of working with communities and culture during a well-meaning US Forest Service project that resulted in him and his team getting chased by angry villagers with machetes. Inspired and coached by the PCS, Bill and Willy Kostka—a promising young Pohnpeian leader—and others created the Conservation Society of Pohnpei (CSP).



The face of conservation in Micronesia has changed dramatically—an energetic and motivated non-profit conservation sector is working in all islands to strengthen local conservation action and leadership, resources available for conservation work continue to grow, and the region's leadership has committed to visionary conservation goals through the Micronesia Challenge.

Bill Raynor, Pacific

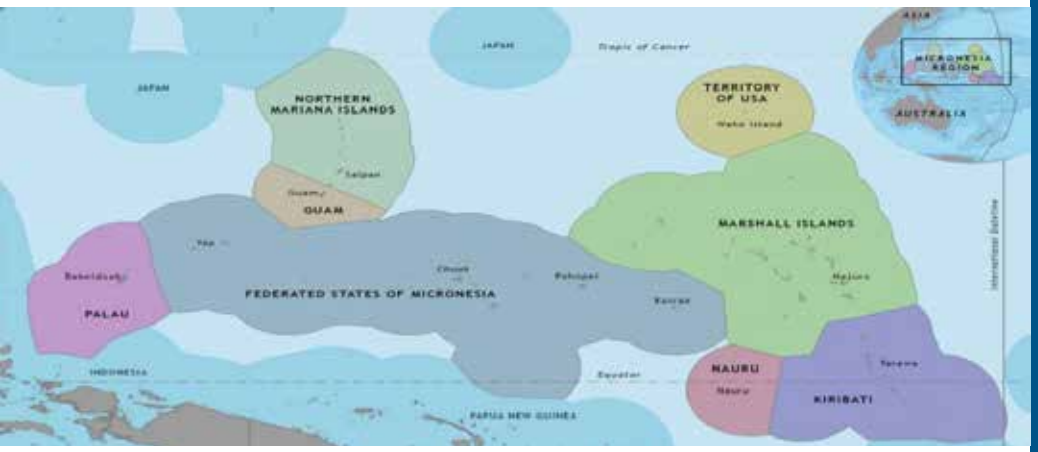
In embracing The Pacific Way and building a foundation on people and culture, these leaders and their organizations found the way forward and the efforts they pursued quickly gained traction.

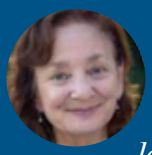
Networking Leaders for Large-Scale Impact

Understanding that enduring conservation will only succeed if local communities, partner organizations, and government agencies are willing and able to lead, the Conservancy invested in strengthening local leadership and institutional capacity. Initially, this focused on helping catalyze and coach two local conservation organizations, PCS and CSP. Both organizations conducted successful social marketing "Pride Campaigns" in partnership with RARE to build community awareness and support. They also engaged with willing communities to establish or strengthen marine resource management. In just a few years, the success and reputation of both PCS and CSP spread and inspired local conservation groups to form on other island states in the FSM.

By 2001, Bill Raynor was the Conservancy's Micronesia Program Director and seeking an effective way to engage for broader impact across the region. With help from Audrey Newman, Senior Conservation Advisor to the Conservancy's Asia-Pacific Region, they piloted a new "catalytic capacity-building" model in Micronesia to accelerate and expand conservation using peer leadership networks. In 2002, they launched Micronesians in Island Conservation (MIC), the region's first peer learning network, founded by respected conservation leaders from government agencies and non-government organizations.

Since its establishment, MIC has helped strengthen the skills of more than 30 leaders, whose organizations oversee conservation at 160+ sites across Micronesia. In addition to building their own skills, these network members identified critical institutional and training gaps across the region and together established and helped fund the Micronesia Conservation Trust (MCT). MCT, a non-profit trust fund that provides grants to support biodiversity conservation and related sustainable development, has grown from a small, national trust to an internationally recognized regional leader in conservation funding. MCT also provides tools and training to strengthen local leaders and institutions, and provides a forum where stakeholders share experiences and best practices to collectively address the challenges of natural resource management across the region.





We started MIC, which is focused on leaders of conservation organizations and agencies across Micronesia, beginning with FSM and Palau. The first outreach was to the other states in FSM. We were really thoughtful about the founders because we knew that the first cohort was going to define how that network was seen in Micronesia and how successful it was going to be. We did a feasibility study before we started to get input from the people the network was going to serve. That is key, you don't create it for them, you co-create it. For those founders, they had their boss—whether it was the minister of their agency or chair of their board—sign off on their participation in the network. From the very beginning we were crystal clear that we were investing in them so that they would invest in others, so they would strengthen their organizations.

Audrey Newman, Pacific

MIC and MCT had a ripple effect across the region, inspiring Micronesia's island nations to work together to develop a shared vision and national strategies and plans that support conservation and sustainable use of natural resources. Together, they partnered with Hawai'i and US government agencies to establish the Pacific Islands Managed and Protected Areas Community, a learning network for staff responsible for leading site-based marine conservation in the field.

Micronesian leaders also initiated internships, scholarships, and fellowships that provide intensive mentoring and hands-on experience to help emerging conservation champions acquire the education, skills, and confidence to become effective leaders.

Leading by Example

The success of these institutions gave the elected chief executives of Palau, FSM, the Marshall Islands, Guam, and the Northern Mariana Islands the confidence and courage to launch the Micronesia Challenge in 2006—a bold, ambitious, and unprecedented regional commitment to secure the natural resource base that supports their island economies, people, and cultures. Together, these governments oversee an ocean area nearly the size of the continental United States, which helps sustain the livelihoods of 650,000 people spanning 2.5 million square miles.

The top-down, high level nature of the Micronesia Challenge sparked serious concerns and resistance in some areas, but strong partner relationships found a way forward together. Shortly after the Micronesia Challenge was announced, MIC members met to develop clear, shared definitions and measures to collectively track progress on the landmark initiative and to create the Micronesia Challenge Regional Support Team to ensure its success. Over time, the Micronesia Challenge partners collaborated on integrated regional initiatives on invasive species, conservation finance, climate change, and other emerging issues. Palau enacted a visitor "green fee" to generate more than $2 million annually to support enforcement and community conservation areas, and their Micronesia Challenge neighbors are exploring other sustainable funding mechanisms.

The Micronesia Challenge is now a standing agenda item at the Micronesia Chief Executives meeting each year, ensuring continuing high-level political support and the opportunity for adaptive management. As a result, the Micronesia Challenge has endured beyond election cycles, with each new President and Governor adopting and adapting this shared regional commitment.

Sparking a Global Movement

These strategic investments in people and institutions have had profound impacts, both within and beyond Micronesia. The pioneering and collaborative approach of the Micronesia Challenge was a cornerstone of the Global Island Partnership, and inspired similar high-level commitments in the Pacific, the Caribbean, the eastern Indian Ocean, the Indo-Pacific's Coral Triangle, and the European Overseas Territories.

In addition, the success of MIC sparked a request from the Secretariat of the Pacific Regional Environment Programme (SPREP) to help launch a peer learning network focused on invasive species. The Pacific Invasives Learning Network launched in 2006 with six founding multi-agency teams, each representing a different government, and has grown to include 24 teams across Oceania.

When they [international NGOs] leave, the work continues. We are now providing internships, scholarships, and mentors to support young people. We have a Micronesia Challenge Young Champion who became a lawyer. She is now in charge of the conservation laws.

Willy Kostka, Micronesia

The biggest success for the Micronesia Challenge is the partnership that has been created in Micronesia. It's not the huge endowment or the 20%/30% target. But it has been able to bring everybody together as a region to talk about conservation and innovation in conservation. That's a huge success that we'll continue to leverage as we move towards achieving those targets.

Steven Victor, Micronesia

Taking on New Challenges

Today there is a durable and flexible foundation for locally-led conservation across Micronesia that continues to take on new roles and challenges. Over the years, Micronesia earned a track record for success built on understanding and respect for The Pacific Way. This reputation continues to attract support and partnership opportunities from a growing group of diverse international organizations, from US foundations and non-profits to major multilateral and bilateral agencies. This previously little-known region is now often asked to pilot innovations and help chart a course for global issues—from climate change adaptation to more sustainable pelagic fisheries—all built on the solid foundation of community-based leadership and collaboration for conservation.

It has created a commitment of resources beyond what we expected. The US government loves the Micronesia Challenge. NOAA, Department of Interior, and Forest Service have provided higher levels of support to the region because of the Micronesia Challenge. Department of Interior and Forest Service love the Micronesia Challenge. It has been an organizing, umbrella framework. It has pulled in Guam and CNMI much more than they ever were into regional conservation efforts. They were not originally part of the MIC, they were sort of outliers. Now there's this core partnership, this group of people, and whether it's still called Micronesia Challenge after 2020, there is enough momentum and foundation.

Trina Leberer, Pacific

The Team

Ricky Carl, *Conservation Leader* rcarl@tnc.org

Ricky was born and raised in Pohnpei, Federated States of Micronesia, where he served as Special Assistant to the Pohnpei State Attorney General managing marine conservation and enforcement for the state of Pohnpei. In 2006, he joined the Conservancy's Micronesia Program as Conservation Policy and Finance Advisor. In his current role as the Program's Director of External Affairs, Ricky handles government relations and advises partner organizations across the region on conservation and climate change policy. Ricky also supports the organization's Pacific Tuna Electronic Monitoring project, which is working to address tuna management issues in both Micronesia and Melanesia. (Interviewed by Kim Hum, September 2016.)

Kevin Chang, *Conservation Leader*

Kevin has been a strong advocate for environmental justice and stewardship for over two decades. He co-founded the Coalition Against Environmental Racism (CAER), a student organization at the University of Oregon, while earning his J.D. Upon returning to his native Hawai'i, Kevin served as a Land Manager for the Office of Hawaiian Affairs and a Field Representative for the Trust for Public Lands. Currently, Kevin serves as Executive Director of Kua'āina Ulu 'Auamo (KUA), formerly known as the Hawai'i Community Stewardship Network and Community Conservation Network (CCN). KUA is growing a grassroots statewide movement that supports creative and collective community-based solutions to problems stemming from environmental degradation in Hawai'i. (Group interview, July, 2016.)

Moira Dasipio, *Conservation Leader*

Originally from Kia and grandmother to seven, Moira believes helping Solomon Islands women speak up and be heard is one of her greatest achievements. Her work focuses on engaging women to participate in governance and decision-making at both the provincial and national levels. As Vice President of Ysabel Mothers Union, Moira promotes resilient communities and the environment. Her efforts have resulted in a groundswell of interest in community-based conservation and sustainable natural resource management. The six-nation Coral Triangle Initiative bestowed a leadership award on Moira in recognition of her instrumental role in the development of the provincial Isabel Ridges-to-Reefs Conservation Plan, a process that engaged approximately 3000 people. (Interviewed by Manuel Mejia, September 2016.).

Rili Djohani, *Conservation Leader* rdjohani@coraltrianglecenter.org

Rili has worked to improve management of marine protected areas in Southeast Asia for more than two decades. She joined The Nature Conservancy in 1995 to help establish a coastal and marine program in Indonesia. Recognizing the need for collaborative management across this vast island region, Rili pursued collaborative community-based management, including traditional governance, tested an innovative financing approach to help Komodo National Park achieve financial self-sufficiency from tourism revenues, and launched the Coral Triangle Center to serve neighboring countries. Rili currently leads the now independent Center, which works to strengthen the network of marine protected areas across the Coral Triangle through public-private partnerships, technical assistance, and practical training. (Interviewed by Manuel Mejia, June 2016.)

Emily Fielding, *Conservation Leader* efielding@tnc.org

Emily's conservation career spans the Hawaiian archipelago. In the Northwest Hawaiian Islands' Papahānaumokuākea Marine National Monument, she handled management planning and partner relationships. Since joining The Nature Conservancy in 2007, Emily leads multi-site planning for community and State partners and works with community groups to strengthen community-based marine management. Emily helped launch the Maui Nui Makai Network and, in her current role as Maui Marine Program Director, works with its members to build effective models for locally-based management of near-shore waters and intertidal areas across the islands of Maui, Moloka'i, and Lāna'i. (Interviewed by Manuel Mejia, June 2016.)

Mark Fox, *Conservation Leader* mfox@tnc.org

Mark practiced law in Hawai'i for five years before joining the Washington, DC office of U.S. Senator Daniel K. Inouye, where he handled issues related to agriculture and the environment. Mark joined The Nature Conservancy in 2000 and serves as Hawai'i's Director of External Affairs. As the program's primary government relations liaison, Mark works closely with policy and decision-makers to develop policies and secure funding in support of conservation. He has helped to increase state funding for conservation to more than $20 million annually and secure federal funds to add more than 100,000 acres to Hawai'i's network of protected areas. (Interviewed by Kim Hum, October 2016.)

Rick Hamilton, *Conservation Leader* rhamilton@tnc.org

Rick's reputation and career have been built on his commitment to conservation in the Solomon Islands and Papua New Guinea, where he was raised. Since joining the Conservancy in 2005, Rick pursued a variety of ambitious research projects, including using genetic fingerprinting to track the dispersal of larvae produced by iconic coral reef fishes. In his current role as Melanesia Program Director, Rick pursues a ridge-to-reef collaborative approach to protecting the biological resources vital to everyday life and to healthy functioning ecosystems. Partnerships with governments and other institutions and extensive engagement and collaboration with local communities make these conservation and research efforts possible. (Interviewed by Manuel Mejia, June 2016 and Trina Leberer, October 2016.)

Kim Hum, *Conservation Leader, Project Advisor* khum@tnc.org

Kim assumed leadership of the nascent Hawai'i marine program in 2002 and steered it to become a highly sought-after partner in marine conservation. As Hawai'i Marine Program Director, Kim pursued innovative partnerships, including the first community-based ahupua'a (ridge-to-reef) project and a $3.4 million American Recovery and Reinvestment Act "Stimulus" project. Grounded in science, the program conducts statewide monitoring and cooperative research in coordination with state, federal, academic, and community partners, and has helped more than a dozen partners develop and implement Conservation Action Plans to guide management and secure protection for important marine habitat, including establishment of Hawai'i's first community-led Marine Managed Area on Hawai'i Island. (Interviewed by Manuel Mejia, August 2016.)

Noah Idechong, *Conservation Leader* noah.idechong@tnc.org

Noah's distinguished career in marine conservation spans three decades. As chief of Palau's Division of Marine Resources, he helped draft the nation's first marine conservation legislation. As Founding Director of the Palau Conservation Society, he helped revive traditional conservation practices. As a member of Palau's House of Delegates, he helped enact Palau's Protected Areas Network, the Micronesia Challenge, and the world's first Shark Sanctuary. In recognition of his achievements linking marine science, fisheries, and political reform, Noah was awarded the Goldman Environmental Prize. He currently serves as The Nature Conservancy's Regional Pacific Islands Tuna Program Director. (Interviewed by Manuel Mejia, June 2016.)

Robyn James, *Conservation Leader* rjames@tnc.org

Robyn is committed to building and sharing knowledge to strengthen conservation. She gained broad expertise conducting research with the Centre for International Forestry Research in Indonesia, teaching natural resource management at the University of Queensland, participating in global research projects on conservation and protected areas, and leading the development of conservation management plans with the Australian Government. Since joining The Nature Conservancy in 2010, Robyn led the development of protected area networks and managed several successful community-based conservation projects in the Solomon Islands and Papua New Guinea. Robyn currently serves as Melanesia Conservation Director and is focused on working with women to strengthen their role in natural resource decisions and management. (Interviewed by Manuel Mejia, September 2016.)

Willy Kostka, *Conservation Leader* mctdirector@mail.fm

Willy's career reflects his passion and commitment to the people and islands of Micronesia. Willy founded and led the Conservation Society of Pohnpei and was instrumental in Compact negotiations with the US, helping to secure $2 million annually for environmental protection and sustainable development in the Federated States of Micronesia. Willy co-founded and serves as Executive Director of the Micronesia Conservation Trust, an organization that supports biodiversity conservation and sustainable development across Micronesia. In recognition of his achievements, Willy was awarded a Pew Fellowship and used his grant to launch the Micronesia Challenge Young Champions Internship Program, providing scholarships and leadership to prepare

the next generation of Micronesia's conservation "Champions." (Interviewed by Manuel Mejia, June 2016 and Trina Leberer, October 2016.)

Leonie Kanawi, *Conservation Leader*

Leonie is a highly regarded filmmaker who has focused on documenting cultural events, traditional customs, and ceremonial rituals over three decades for the Papua New Guinea government and in the news department of a local television station. Through her work with the National Cultural Commission's Institute of Papua New Guinea Studies, she helps to raise awareness of climate effects and other environment issues through film. Leonie currently serves as General Secretary for the Women's (Pihi) Environment Development Program in Manus Province, Papua New Guinea, and as a Deputy President (Pihi representative) of Urban local government in her Ward. (Interviewed by Manuel Mejia, September 2016.)

Anastasia Kaue, *Conservation Leader*

Anastasia promotes conservation in Papua New Guinea's West New Britain province, where she focuses on organizing women to be involved in conservation and food security initiatives. A native of Bali Witu Island, she serves as Chairperson for the Bali Women in Agriculture and Fisheries. Anastasia established Papua New Guinea's "Women in Nature" network, the national Women's Leadership Forum of the six-nation Coral Triangle Initiative on Coral Reefs, Fisheries, and Food Security. (Interviewed by Manuel Mejia, September 2016.)

Trina Leberer, *Conservation Leader, Project Advisor* tleberer@tnc.org

Trina has been working to advance conservation in the Pacific for two decades. With a background in science, she initially applied her talents as a biologist, fisheries supervisor, and acting chief at the Guam Department of Agriculture's Division of Aquatic and Wildlife Resources. Since joining The Nature Conservancy in 2004, Trina assisted Micronesia Program partners in all aspects of their marine conservation efforts. She also led the Conservancy's initiatives to advance regional science-based management, organizational capacity building, sustainable financing, and supportive policy. As Pacific Division Director, Trina currently leads innovative fisheries reform, integrated ridge-to-reef planning and management, climate change resilience and ecosystem-based adaptation across Micronesia and Melanesia. (Interviewed by Kim Hum, September 2016.)

Manuel Mejia, *Conservation Leader, Project Lead: Capturing and Sharing Knowledge* mmejia@tnc.org

Manuel spent the last two decades leading biodiversity conservation projects throughout the Asia-Pacific region, including growing the Locally-Managed Marine Areas Network across seven countries in the Pacific. Since joining The Nature Conservancy in 2006, Manuel helped launch the Hawai'i Marine Conservation Fellowship Program, which provides dedicated young conservationists with professional development and growth opportunities in Hawai'i, and The Great Huki, a community-based conservation project at O'ahu's Maunalua Bay. As Hawai'i's Community-Based Program Manager, Manuel serves as primary liaison to community-based marine conservation partners and played a key role in launching this pilot project to capture and share tacit knowledge to strengthen and accelerate effective community-based conservation across the Pacific. (Interviewed by Sean Marrs, May 2016.)

Audrey Newman, *Conservation Leader, Project Co-Lead: Analysis and Report Production* audnewman@gmail.com

Over the past three decades, Audrey has helped spearhead collaborative island conservation in Hawai'i, across the Pacific, and around the world. During 25 years with The Nature Conservancy, she launched and directed a variety of initiatives and partnerships, including peer learning networks to address priority conservation challenges in the Pacific, and worked with island partners to develop the Island Biodiversity Programme of Work under the UN Convention for Biological Diversity. Audrey helped launch the Global Island Partnership and Hawai'i Green Growth—a multi-sector collaboration to bring together leaders from clean energy, local food, natural resource management, green jobs and education, waste reduction, and smart sustainable communities to achieve the Aloha+ Challenge, Hawai'i's statewide 2030 sustainability goals. She currently serves as Senior Advisor to both initiatives. (Interviewed by Kim Hum, October 2016.)

Loretta Soaki, *Conservation Leader*

Loretta's career is a reflection of her commitment to strengthening family and community. Her early work focused on improving prospects for children as a Kindergarten Teacher, Inclusive Community Trainer, and Project Officer for Save the Children. She now supports the larger community as Women's Desk Officer in the Isabel Province Community Affairs Department where she works with communities to identify, analyze, and solve problems related to their environment, living conditions, gender roles, and decision-making. Solomon Islands. (Interviewed by Manuel Mejia, September 2016.)

Steven Victor, *Conservation Leader* svictor@tnc.org

Steven's early career focused on marine science and research in Palau, his home. He was a researcher with the Palau International Coral Reef Center before serving as the head of its Research Department. Steven joined The Nature Conservancy's Micronesia Program in 2009 as a Conservation Planner and worked with partners across the region to implement the Micronesia Challenge. As Deputy Director for the Conservancy's Micronesia Program, Steven now plays a leading role helping to shape a regional fisheries effort, design marine protected area networks, increase management effectiveness, and facilitate learning exchanges to accelerate the transfer of knowledge between fishermen and conservation practitioners across Micronesia. (Interviewed by Kim Hum, September 2016.)

Chad Wiggins, *Conservation Leader* cwiggins@tnc.org

Chad worked in the tourism and commercial boating industry before finding his calling in marine conservation. Since joining The Nature Conservancy in 2008, Chad implemented research projects to better understand the impacts of invasive fish and plants, cesspools, landscaping, erosion, ocean warming, sea level rise, and fishing on coastal and marine life. As the Hawai'i Island Marine Program Director, he leads participatory planning processes to improve fishery policy, land management, and coastal infrastructure, and helps strengthen collective knowledge and expertise by supporting community networks representing more than a dozen communities. (Interviewed by Kristen Maize, August 2016.)

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The Approach

Methods

While there are many ways to capture knowledge, our team identified one-on-one and small group interviews as the most efficient way to gather and understand the tacit knowledge behind successful community-based conservation. The team consulted colleagues and veterans of the Conservancy's Asia-Pacific Program to identify the slate of 20 conservation leaders who were interviewed using this approach (see About the Project, The Team). Interviewees included 13 current or former Conservancy staff and seven close partners from Hawai'i, Micronesia, and Melanesia, as well as a partner and former founding member of the Asia-Pacific marine program from Indonesia. Their positions ranged from managing conservation projects in the field to leading regional, country, and statewide conservation programs.

Guided by research on knowledge capture and interviewing techniques, an initial set of framing questions for the interviews were developed. Interviewees were briefed on the purpose and substance of the interviews in advance via telephone or email.

For each interview, our team identified areas of tacit knowledge upon which to focus, based on the skill sets and areas of expertise of each interviewee. Two group interviews were conducted with Pacific colleagues who tend to be more humble and less outspoken, pairing them with familiar and respected Western peers, both to enhance the dialogue and to assess the effectiveness of knowledge capture via a group setting. The group dynamic worked well, fostering candid discussion and eliciting important information that may otherwise have been missed.

All interviews were recorded with audio and/or video. Audio quality varied widely based on ambient noise. Though all were sufficient for transcription and archival purposes, some interviews were insufficient for use in podcasts or social media.

Interviews were transcribed by The Nature Conservancy of Hawai'i's Marine Fellows, young professionals who also assisted with the analysis of the information. The interview transcripts were then sent to interviewees for clarification, if necessary, and approval to use excerpts for the website and report.

Team members analyzed all interviews to identify common themes, key messages, universal truths, and other valuable individual insights, which were compiled and organized through a facilitated group discussion. The quotes used throughout this report were edited for clarity, including occasionally combining different parts of the interview for brevity. Where quality allows, audio or video clips of cited quotes are posted on the website.

Key Audiences

Our team identified two sets of priority audiences for knowledge sharing:

- Primary Audience: Pacific-based Marine Conservation Teams
  This work has the greatest potential value to marine conservation teams working with communities in Hawai'i and across the Pacific. These teams comprise front-line conservation managers and the professionals that work with them, including interns and others beginning their careers. While this project targets marine teams, much of the information would also be relevant to terrestrial teams working with communities in this island region.

- Secondary Audience: Key Conservancy Leadership
  Other priority audiences are key internal and external leaders, including decision-makers and funders. As an early foray into formally capturing and sharing knowledge at the Conservancy, this pilot seeks to catalyze important discussions and decisions about the value of this work among the organization's leadership, knowledge-sharing community, and key funders. The project will be actively shared with these influential target groups.

While our hope is that the global marine conservation community will benefit from this effort, our small Hawai'i team lacks the network and resources to reach the global community effectively. Therefore, outreach to this community will depend on action by members of the primary and secondary audiences, rather than direct engagement by the core Hawai'i-based team.

Learning Together

Our direct outreach will focus on the colleagues, partners, and networks that we work with most closely—and for whom the information is particularly relevant. We believe this approach will increase the likelihood that the knowledge shared will be used and expanded upon. In addition, because social network research shows key connectors are the most effective means of spreading information, we will enlist these individuals from our priority audiences to share the information and champion early adoption among their networks.

Across Hawai'i, our top priority is sharing and building upon these findings with the Maui Nui Makai Network, Hawai'i Island's Kai Kuleana and Hui Loko networks, and the statewide E Alu Pū network. We will also promote shared learning through the Hawai'i Conservation Alliance (HCA), a statewide network that has become a principal repository of local wisdom and expertise during its 25+ year history. We will also work with HCA's Next Generation program to integrate these findings in the diverse programs serving young conservation professionals in Hawai'i.

Our primary means for sharing findings beyond Hawai'i is through our Conservancy colleagues in the Pacific and the project website and webinars. Initial webinars will be offered to the organization's global networks, including Conservation in Partnership with Indigenous Peoples and Local Communities, Community of Practice supporting Communities of Practice, and Reef Resilience Network.

Guidance for Young Professionals

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Conservation relies on young, idealistic and passionate people to get important work done, especially in communities and remote places. In turn, each new generation relies on those who came before them, people with decades of field and life experience, to provide proper grounding and sound advice to help them grow and succeed in their chosen careers.

While the insights shared in other sections of this report apply to conservation practitioners of every age, the leaders offered a wealth of guidance specifically for young professionals.

Exploring Career Pathways

There are roles for people with many different skills in community-based marine conservation. The perfect opportunity is one that helps you learn, grow your network, and overcome real challenges.

Early career development provides the time and space to discover special talents and interests, while learning about real world challenges and building the diverse skill sets required for long-term success. Be flexible when thinking about your career direction, because you may very well end up in a place completely different than you ever expected. For example, you may start as a marine scientist or field biologist and end up running a program or new organization. Take the time to listen and learn all you can from those around you, so you are prepared for the unexpected twists, turns, and opportunities a career in conservation may present.

My whole career has been in conservation. Starting off as a field officer, a wildlife ranger in Australia, I've always been in the minority. I've always been the only woman in the field. There's never been a lot of women in conservation in the field. It's really important as I get older to help more women get involved in conservation if they want to, and to also show an example to them that we can make it to leadership positions too if we want to. To me it's really important that women like us do step up, if we can, to show younger people that we can do it.

Robyn James, Melanesia

I think it took about thirty years, going forward incrementally. I changed my life from a government resource manager to head of an NGO to a member of Palau's national Congress. I moved around to where I saw the need, and accomplished what I wanted to. I'm now focused on the tuna fishery because that's where we have a big challenge.

Noah Idechong, Palau

Finding Your Passion

While it's no surprise that conservation leaders revealed a deep and enduring personal passion for the natural world, they also embodied a strong personal connection and commitment to the places where they worked—whether it is their place of birth or an island, state, country or region they adopted as their home. These leaders also had an appetite for hard work, long hours, facing challenges, and achieving results, which fueled their stellar careers.

Some leaders recommend specializing in science and technical fields through the highest education possible. Others place the highest value on critical communication, collaboration and leadership skills that make change happen. Many other fields also contribute to successful conservation, including business, finance, and social marketing. Several leaders recommended conservation planning as a great way to learn early in your career while contributing significantly. Regardless, all agree on the importance of "going deep," seeking excellence and building expertise that leads to solutions.

Those who are working in conservation are living the work themselves. It's not something they're doing 8-5, it's something that they're living. It's a 24-7, 365-day thing that you are living. You don't stop being a conservationist at 5 o'clock. It's part of your life.

Willy Kostka, Micronesia

When Palauans finish school, they work one or two years in Palau to really identify their interests. Once they know their interests and the issues, they go back for graduate school. Otherwise, they may not have the connection in Palau, they may not connect to the real issue, and they may not be able to contribute, so my advice would be find a way to work your way up and know that when you finish you are already connected to a place where you can work.

Noah Idechong, Palau

Enlisting a Mentor

Working with a respected mentor is a powerful way to realize your potential—cultivating leadership, relationships, insights and opportunities that build skills and self-confidence. How do you find a mentor? Many mentor relationships are informal. If there is someone you admire, spend time with them and learn what you can by closely watching how they interact with people, make decisions, and lead projects and programs. If you want a more formal mentoring relationship, reach out to the person you admire, and be clear about your goals and what you hope to learn from them. Remember, you are asking for their time, so you need to demonstrate your commitment to learning from the relationship.

Pairing younger colleagues with seasoned professionals is also an excellent way to transfer organizational culture, institutional history, tacit knowledge, and technical expertise. It can also increase job satisfaction and commitment by young professionals, decreasing high turnover rates in conservation.

Many of the conservation leaders interviewed reflected on the importance of mentor(s) in their careers, people who inspired, encouraged, and stretched their understanding of what they could do. Several noted they continued to benefit

My mentors taught me that you can never work too hard, that you can always work harder and faster and smarter if you're going to make a difference in the world. Find your way through any hardship, any obstacle you have. If you can't go around it, you go over it. If you can't go over it, you go through it. Find your way to the next step. Sometimes you may have to go backwards or sideways, but there's always a way to accomplish your goal if you work hard enough.

Kim Hum, Hawai'i

from mentors throughout their careers, long after they were successful leaders themselves.

While most mentors are older than their protégés, that's not a rule. Mentors can be peers or people with deep expertise or experience, regardless of relative age. It is also widely recognized that the mentor can benefit and learn from their relationship with a less experienced colleague.

Cultivating Essential and "Super" Skills

There are essential skill sets that everyone needs in the field of community-based marine conservation. These include listening, effective teamwork, compelling communications, cultural adaptability, critical strategic thinking, and the ability to use an integrated approach. The ability to work in a team may be the most important of all. Practitioners without these core skills will struggle unless they recognize and compensate for gaps by working effectively with people who have complementary skills.

Facilitation, and the ability to walk in different worlds are highly valuable "super skills." Many leaders spoke passionately about the power of listening, observation, and facilitation to chart the course forward or transform conflict into resolution.

Facilitation is key to the success of group meetings regardless of size or composition, whether small teams of three or four staff, complex multi-sector partnerships, or large community meetings with hundreds of participants. Every conservation practitioner and program benefits from applying basic facilitation skills and tools in their work, from clear agendas, advance meeting preparation, and timely action items, to knowing how to brainstorm and prioritize. There are extensive training opportunities and literature to learn facilitation, and that's a great place to start. However, most highly skilled facilitators learn most from mentors, peers, and experiences.

Community-based marine conservation takes place in remote and rural areas, but the resources and policies that support these efforts emanate from individuals, governments, foundations, and other institutions in global centers of power and wealth. Conservation professionals who are the most influential in the long run can straddle these different worlds, multiple cultures and work settings, from remote villages to board rooms and international summits. These individuals tend to be more effective at securing the policies and resources that underpin successful conservation and better able to leverage success.

Paradoxically, walking in different worlds does not mean being a chameleon. On the contrary, in all these different settings, it is important to act consistently and in alignment with your mission and core values regardless of setting or audience. This consistency makes you trustworthy in each setting with each audience.

Find the people who you really look up to and seek to emulate them. Spend time learning their skills, motivations, and character to build your own unique way of working in the world.

Emily Fielding, Maui Nui

I think it's so much more about passion really. I'm not looking for the best technical skills, but actually more social skills. I'm looking for people that can make bridges, help engage people. It's about social skills, passion, commitment, people who can liaise and have empathy with different target groups rather than the best scientific skills. You cannot just look at the nature part, but also very much at the human part.

Rili Djohani, Indonesia

You really need to have facilitation skills to be able to take a group, no matter small or large, and guide them through some sort of process. There is almost nothing we do in conservation that doesn't have to do with people. People need structure and people need confidence in how things are going to be run and they're looking for transparent processes. It helps build trust.

Emily Fielding, Maui Nui

And wherever you are in your life, be yourself. I become a government person, but I'm still Noah. I become an NGO person, but I'm still Noah. I become a congressman, a speaker, but I remain Noah. As long as people know who you are and who you're going to be tomorrow, next year, ten years, thirty years, they'll begin to trust you.

Noah Idechong, Palau

General Career Advice

Some wise advice offered about humility, making mistakes, understanding your partners and organization, and enjoying your work is not specific to a conservation career but still worthy of sharing.

Checking our egos is much harder to do, but absolutely vital to work in a team setting on a really complicated project with a certain goal for a long period of time.

Chad Wiggins, Hawai'i Island

If you can think and you can write, you can do anything. Those are the two most important skills to have. And always, always do your best. Give people your best product and don't give up until it's done.

Kim Hum, Hawai'i

Young people are allowed to make mistakes, but they need to learn from their mistakes.

Steven Victor, Micronesia

I think American millennials are like, "I have a lot of knowledge, I'm smart, I want to say this." I think they may have to modulate down a little. It's learning how to read a room. Micronesians or quieter people might have to modulate up and maybe show a little more. At the World Conservation Congress women's knowledge café, the other women were really quiet and I saw Robin whisper to Myra (from TNC-Melanesia), and then Myra spoke out as loud as she could. I think Robin said to her, can you please help and show leadership.

Trina Leberer, Pacific

Recommendations for Capturing Knowledge

This pilot project was designed to capture and share tacit knowledge gained during The Nature Conservancy's first 25+ years of community-based marine conservation in the Pacific before it is lost to the organization and broader conservation community. The project used unstructured and semi-structured individual and small group interviews—an effective means for capturing a critical backlog of knowledge at this key inflection point. However, the method is resource intensive, requires specialized skills, and captures only a fraction of accumulated knowledge, so it must be complemented by routine systematic processes, such as performance reviews, orientation, or after-action reviews that facilitate knowledge transfer in a more timely manner. Organizational meetings, active and diverse communities of practice, and accessible and interactive digital systems can also be effective means of timely knowledge transfer.

Following is a brief outline of the key steps and timeline for conducting an interview-based knowledge capture project for those who want to pursue this approach.

Key Activities and Suggested Timeline for Capturing Knowledge Via Interviews

- **Define goals (Month 1).** Identify the purpose and target audience(s) for the knowledge you seek to capture and share. Be as specific as possible, as your goals and audience will inform all other factors and decisions, including interviewees and questions asked.

- **Convene team (Month 1).** Assemble team with a mix of strengths—including field practitioners well-versed in the conservation topic—to collect, analyze, synthesize, and summarize information. Roles may overlap but, at minimum, the team should include a skilled and knowledgeable interviewer who can extract relevant information, technical expertise to ensure audio/visual recording is of sufficient quality, report writer(s) to summarize findings, and a project manager to ensure all the moving parts are on track. Consider forming an 'advisory group' who can provide complementary expertise, including experience with knowledge management initiatives for guidance in project design and implementation. Assign roles and responsibilities.

- **Develop plan and initiate outreach (Month 2+).** Develop plan and timeline for knowledge capture and outreach. Identify priority products, focusing on how this information will be shared and used. Develop project brief (overview and framing questions) to use in outreach. Select interviewees with consideration of geography, expertise, age, and other diversity characteristics. Pair interviewers with interviewees. Identify and engage additional sources of knowledge (e.g. literature, model projects), audience representatives, and other potential champions to build ownership and provide feedback on project design, product clarity, and usefulness. Review and prioritize target audiences and venues, giving careful consideration to reach and interest.

- **Prepare for and conduct interviews (Month 3-4, potentially longer if extensive travel is required).** Outline the scope of knowledge you seek to acquire from each interviewee. Conduct background research to prepare for and tailor interview questions and guide conversation. Brief interviewee and provide questions in advance to 'break the ice' and help them prepare. Consider group interviews (i.e., multiple interviewees from a team or significant project) to enhance the quality of information by providing multiple perspectives on the same topic and catalyzing observations and questions from each other. Also consider multiple interviewers. For example, it can be effective to pair a peer with a target audience representative, such as next generation leader, who is invested in the outcome and would approach the discussion from a different perspective. See Helpful Resources for additional information on interviewing and keep these Quick Tips in mind.

- **Finalize transcripts as interviews are completed (Month 3-5).** Transcribe interview quickly and request immediate review by interviewee, when information is still fresh. Ask them to delete anything that they consider sensitive. Include follow up questions and/or clarifications, as appropriate. Conduct follow-up interview, if needed. Finalize transcript, including interviewee sign-off on any desired permissions, such as to use quotes and excerpts or to share the entire interview. Decide who will have authority to share the full transcript, if requested.

- **Analyze and synthesize information (Month 6).** Most interviews require qualitative analysis and the synthesis is subjective. Convening a strong team with a mix of experiences and perspectives is key and will result in a richer and more nuanced analysis. Including representatives of the target audience(s) is highly recommended. Provide transcripts for the team to review and analyze individually, identifying key messages, themes, and universal truths. Convene group with skilled facilitator to brainstorm and cluster key ideas and synthesize into an initial coherent structure. Individuals responsible for summarizing findings, product development, and dissemination should participate in the analysis and synthesis.

- **Summarize findings (Month 7-8).** It takes time to draft and refine findings. Use an iterative process, testing and refining the key messages and structure, until the information is clear and compelling. "Sticky" phrases for headings will facilitate learning and retention. Recognize that tacit knowledge is holistic and highly interconnected, and people will approach this information very differently.

- **Review and finalize (Month 9 -10).** Distribute for internal (team) review, including interviewees and trusted audience representatives. Incorporate feedback and develop product(s). Distribute for external review to flag gaps or concerns and to engage external partners in outreach, adaptation, and improvement of the findings in preparation for application. Incorporate feedback.

- **Finalize priority products (Month 10-11).** Depending on goals and target audience, products may include website, presentations/webinars, videos, podcasts, and written materials (with QR code, as appropriate). Producing quality products is time-intensive, so focus on a few products and reserve time for critical outreach to ensure they are used. Before undertaking broad dissemination, share all final products with interviewees, reviewers, donors, and anyone else who contributed to the effort. Adapt products, as appropriate, to reflect feedback and/or additional knowledge acquired through ongoing outreach.

Quick Tips: Interviewing

Preparation

With adequate preparation, interviews can be an especially effective tool for capturing tacit knowledge. First and foremost, it is essential to approach an interview with absolute clarity on the specific information you seek. Conducting background research is critical to understanding your subject's unique experiences and expertise and to developing a narrative to guide the interview/questions. Look at resumes, biographies, and bodies of work. Talk to colleagues and associates. This preparation is key to asking the pointed questions necessary to elicit tacit knowledge—knowledge that feels so intuitive it is often not articulated without targeted probing.

It is equally important to help your interviewee prepare. Brief them on the purpose of the interview and provide questions in advance. Do a pre-interview check in.

Sample Questions

Warming Up

Warm up questions are easy, general questions to help build rapport and give the interviewee time to get comfortable. Be sure to recognize important accomplishments. People tend to feel more comfortable talking about themselves, and this investment at the beginning of the interview will pay off later.

- Where did you grow up?
- Where did you go to school?
- How did you get started in conservation work?
- What do you consider the high point of your career?
  - What was the biggest challenge in that?
  - How did you overcome it?
- You're also recognized for [specific accomplishment]. Can you share any insights or aha moments from that experience to help others doing similar work?
  - Why was that important?
  - How did you discover that?

Of course, not everyone is comfortable talking about themselves. If this is the case, it could be helpful to ask less direct questions that don't put them on center stage up front. For example, "what's the most valuable piece of conservation advice you received along the way?" "Why was it important?"

Drilling Down

These are more specific questions aimed at getting to the specific information you seek to capture. While these sample questions are a good starting point, latching on to the responses and probing for specifics is vital to eliciting tacit knowledge. Be persistent. Ask how, why, what do you mean until you get to the root of the issue.

1) What were your 2-3 biggest successes?
   - Why was it a success?
   - Who made it a success?
   - How did that person become involved?
   - What other factors were key to success?
   - What was the biggest roadblock?
     - When did you realize how important that was?
     - How did you overcome it?

2) What were your 2-3 biggest disappointments?
   - What went wrong?
   - How/why did that happen?
   - How did you deal with it?
   - If you could do it over, what would you do differently?

3) Can you tell me how you cultivate and nurture effective relationships?
    - How do you repair a relationship that has gone off track?

4) What 2-3 things have you learned over your career that would have been most useful to know at the onset?
    - Did you discover that on your own? If so, how? If not, who did you learn it form and what was the situation?
    - How do you cultivate that knowledge/ability in others?

5) What do you see as the biggest blind spot for people coming into community-based conservation?
    - What do you do to help people overcome that?

Wrapping Up
These questions allow the interviewee to summarize their main points.

- What advice would you give to a younger you?
- What advice would you give to your successor?
- What haven't we discussed that you feel would be most helpful to others working in this field?

Conducting Interviews

- Don't wing it. Use a cheat sheet with tailored questions written down. But be flexible and follow the interesting and relevant story lines to the what, the why, and the how.
- Be inquisitive, but keep questions short and ask only one question at a time.
- Get reluctant story tellers talking about subjects with which they are comfortable.
- Keep them talking – about anything – until the relevant stories and insights emerge.
- Start with open-ended questions. If you jump into specific too quickly, you may miss the bigger picture.
- Don't ask leading questions. When you try to lead your subject, you risk alienating them, or missing the key point they want to make.
- Consider doing interviews without a camera for people who may be inhibited when they are being filmed.

Selected Bibliography for Capturing Knowledge

Bednar, C. "Effective Ways to Capture Knowledge: How to extract information through different interview techniques." Knowledge Management Review. March/April 1999.
The writer specializes in record and information management and he shares his perspective and advice on using different methods to capture and share knowledge. The most effective methods of capturing and disseminating knowledge include: interviewing face-to-face, writing a compelling story on the interview, creating videos of the knowledge captured, and sharing the end-products through meetings and seminars.

Dixon, Katrina Pugh Nancy M. "Don't Just Capture Knowledge-Put It to Work." Harvard Business Review. 31 July 2014. Web. 09 June 2017.
Knowledge harvest, the approach to capture lessons from after-action reviews from Intel Solution Services. Intel's marketing department recounted the project process to a facilitator, then the facilitator conducted follow up interviews with knowledge seekers with accompanying source documents. Knowledge seekers discovered key technology that was utilized, how the Intel team structured its work with clients, and how it helped the marketing department.

Duguid, John Seely Brown Paul. "Balancing Act: How to Capture Knowledge Without Killing It." Harvard Business Review. 31 July 2014. Web. 09 June 2017.
For managers, there is a delicate balance between process, the way matters are formally organized, and practice, the way things actually get done. This article documents how Xerox corporation found a balance to foster best practice then circulated their expertise using organizational support that process can provide. Service reps relied upon social time just as much as standard protocol to keep updated in their necessary skills and share experiences, emphasising the importance of storytelling as a means to convey tacit knowledge. Xerox initiated the Eureka project to oversee knowledge dissemination which, while supplied by the company, relied upon the input of the reps and engineers to supply and vet the tips for servicing machines, and allow the most useful reps to gain social capital and reputation among the company resulting in $100 million in savings.

Greenes, K. "10-Step Guide to Knowledge Capture." Greenes Consulting Knowledge Management. June 2010.
A step-by-step guide to the entire capturing knowledge process that also includes advice, technical considerations, and common pitfalls. This paper also highlights "filtering" as part of the process, extracting major themes and key learnings, and removing redundancies (after transcribing interviews) for better publishing of the knowledge gained.

Inter-American Development Bank. "Knowledge Capture Interview: Learning After Doing." Knowledge and Learning Sector (KNL) Technical Notes. June 2012.
This paper shares methodological tools that the bank personnel and regional stakeholders use to help identify, capture, and share their knowledge for re-use by others. The methods focus on the individual and collective experience in every phase of bank projects - learning before, during, and after. They interviewed personnel that worked on projects, events, or any other organizational processes and focused on gaining multiple perspectives on the same topic.

Kingston, John KC. "Tacit knowledge: capture, sharing, and unwritten assumptions." Journal of Knowledge Management Practice 13.3 (2012).
There are several debates in the knowledge management community that affect authors' underlying assumptions about tacit knowledge, but authors of papers often fail to make clear their position on these various debates. The debates include whether tacit knowledge includes all knowledge that is not explicit; whether tacit knowledge is unrecordable or simply unrecorded; whether knowledge can be owned by groups as well as individuals; and whether the capture of partial knowledge is a necessary step in knowledge sharing, or a waste of effort.

Schings, Stephany. "Capturing the Knowledge: Federal Agencies Work to Retain Baby Boomers' Wisdom." SIOP.org. Science for a Smarter Workplace, 2017. Web. 09 June 2017.
Many businesses have come to ICF international to implement knowledge capture techniques on the soon-retired baby boomer workforce. The templates capture knowledge such as meetings, responsibilites, important contact and chain of command, but also tacit knowledge such as how to speak with certain people and the unwritten codes of conduct, by imagining giving instructions to their successor.