

# **Pohnpei State Strategic Development Plan**

Planning for Pohnpei's Sustainable Future  
as the World Park:

*2023 and Beyond*

*January 29, 2013*



## Governor's Message

My fellow Pohnpeians,

I am honored to present our *Pohnpei State Strategic Development Plan – Planning for Pohnpei's Sustainable Future: 2023 and Beyond*, submitted to me by the planning committees comprised of nearly 200 of our citizens, including government representatives and community leaders. These people have worked diligently over the past two and a half years developing the content for this important plan. Through an act of Pohnpeian self-determination, they and many others have developed a road map forward for developing our State in a sustainable manner utilizing the World Park concept. This act of self-determination is demonstrated by the fact that public voices have been heard as an integral part of the planning process. This is significant and unique in my career in government, at both the national and state levels. So many Pohnpeians have given so much to bring this plan to fruition that my gratitude cannot be measured, yet sincere thanks must be extended to all who have worked so hard in developing it.

I wish to recognize and honor our Pohnpei State Legislature and the mandate they gave to me when I came into office for my first term. This mandate was a call to action to enact their visionary directive to embark upon a World Park planning process. We can now proudly say that, because of their vision, we are unique in the Nation as the FSM State that has thoughtfully prepared a Strategic Development Plan that addresses our many needs and the ongoing decrement in Compact funding, and recognizes the pending end of Compact II in 2023. This plan admittedly is optimistic, but can be implemented if well managed.

In addition, I wish to extend my sincerest respect and thanks to our traditional leaders, who unanimously endorsed the World Park concept in 2005 and, from that time, have been instrumental in supporting the long and challenging planning process we embarked upon nearly three years ago. Our traditional leaders have offered leadership, advice, and support for our efforts to reach out to our people. This resulted in more than 150 public awareness meetings attended by over 4,000 people around the island, on our outer islands, and in our Pohnpeian communities abroad. These meetings provided opportunities to present the World Park concept and to listen to the public voice, which has been reflected throughout the planning process and in this plan. Without traditional leadership support, this plan could not have been created.

Finally, without citizen input, we would not have the living document we have today – one that accurately reflects your needs and our shared vision for the future of all of our families. This is a true demonstration of the last phrase of our Preamble to the FSM Constitution, *“we, who have been wards of other nations, become the proud guardian of our own islands, now and forever.”*

Kalangan,

John Ehsa  
Governor, Pohnpei State



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## Executive Summary

The State of Pohnpei, in its desire to develop a sustainable future, has co-created with its citizens and residents the *Pohnpei Strategic Development Plan – Planning for Pohnpei’s Sustainable Future: 2023 and Beyond* (SDP). This plan is grounded in a bold “World Park” vision that recognizes Pohnpei’s unique needs, builds on its assets, and creates opportunities to enhance the quality of life for all Pohnpeians.

Population growth and economic conditions are similar across the Federated States of Micronesia. Pohnpei shares many of the challenges confronting its sister states and the nation as a whole. Nationally, a wide range of financial and project assistance has been provided to Pohnpei by a variety of governments, international institutions, and non-governmental organizations, resulting in limited success in developing an integrated, self-supporting and sustainable economy for each state and the nation.

The Asian Development Bank, the FSM National Government, and the FSM States all have identified agriculture, fisheries, and tourism as the nation’s potential growth industries. Tourism, in particular, has strong potential for growth because Pohnpei has a number of significant assets that provide opportunities for tourism-based private sector development. These assets include coastal water resources (providing for scuba diving, surfing, and other water-based recreational activities) and diverse land-based natural resources. They also include historical/cultural sites such as Nan Madol, World War II battles sites and artifacts, traditional crafts, and cultural practices and the rhythms of island life of the Pohnpeian people.

Tourism will serve as the focal point for economic development by capitalizing on creation of the World Park, which is designed to celebrate Pohnpei’s rich culture, beautiful natural environment, commitment to sustainable practices, and engaging people. Not only does the World Park concept create a globally unique tourism brand, it serves as an organizing concept for cross-sector sustainable development, whereby development in other sectors contributes to and is enhanced by tourism sector growth. Thus, the strategic development plan based on the World Park concept provides direction for sustainable development decisions and actions and serves as a platform for ongoing cross-sector engagement and decision-making.

The World Park is conceptualized to:

- encompass all of the lands and waters of the State of Pohnpei;
- facilitate planned and managed tourism;
- conserve the natural environment;
- conserve and celebrate traditional culture;
- embrace practices of sustainable living;
- enhance Pohnpeian quality of life; and
- serve as Pohnpei's gift to its people and the global community.

The Pohnpei State Strategic development planning process is grounded in sustainable development principles of citizen and cross-sector engagement. The Pohnpei State Strategic Development Plan (SDP) is a strategic policy document. It is not intended to replace existing sector plans or programs or the Federated States of Micronesia Strategic Development Plan (FSM SDP) adopted in 2004. Rather, the intent of planners has been to organize and integrate those plans into a sustainable development plan designed to meet the needs of Pohnpei's citizens and residents. The intent of the Pohnpei State planning approach is to create a unified vision of Pohnpei's future. To this end, the process used to create the Pohnpei SDP is based on Pohnpeian values, sound principles, public participation, and cross-sector engagement.

Functionally, the Pohnpei SDP is composed of eight sector matrices designed to be similar in format to, but not exactly the same as, the FSM SDP. Each sector matrix contains: a sector mission statement and rationale; strategic goals with associated rationales; outcome statements (broad goals); associated activities designed to achieve those goals; and measurable output statements (measurable objectives) designed to address key issues that can directly or indirectly support tourism, economic, social, and natural resources sustainability. As is the FSM SDP, the Pohnpei State Strategic Development Plan is structured to encourage and facilitate accountability and budgetary foresight.

The Pohnpei SDP planning process was designed to be accomplished in two phases. "Phase one" is completion of the Pohnpei State Strategic Development Plan, this document. This plan, the Pohnpei SDP, is designed to provide the foundation for and to be refined through development of a companion document that focuses on key strategic goals, outcomes, activities, and outputs to be accomplished in the near term (approximately five years). This future "phase two" companion document, the World Park Implementation Plan, will address the considerable breadth and depth of the Pohnpei Strategic Development Plan by prioritizing and defining cross-sector linkages that promote tourism development, facilitate economic growth, and initiate creation of the World Park. After the Pohnpei Strategic Development Plan is accepted as the state's economic development plan, work can begin immediately to organize, prioritize, and assign responsibility for specific activities and objectives.

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## Introduction

In response to economic, environmental, and social challenges, and to address the decrement of Compact II funding, the State of Pohnpei, in partnership with its people, has adapted the *Federated States of Micronesia's Strategic Development Plan (2004 – 2023): Achieving Economic Growth and Self-Reliance (FSM SDP)* to create a proactive, state-specific plan to build a desirable and sustainable future (Federated States of Micronesia, 2004a). Pohnpeian citizens and residents representing eight economic sectors joined together to co-create the *Pohnpei State Strategic Development Plan – Planning for Pohnpei's Sustainable Future as the World Park: 2023 and Beyond*. Grounded in a bold vision, the plan both recognizes Pohnpei's unique needs and builds on its assets and new opportunities to create an enhanced quality of life for Pohnpei's citizens and residents.

The bold vision is creation of the “World Park.” Simply stated, the State of Pohnpei will designate its lands and waters as the “World Park.” The “World Park” is not only a geographical designation, but also an organizing concept for future action planning and decision making that is based on a set of guiding principles. The concept utilizes ideals of globally accepted conceptualizations of “park” that recognize and value natural environments, protect those environments, and employ management strategies to sustain the “park” for future generations. In addition to the physical space of a “park,” the “World Park” concept extends the recognition of environmental values, protection, and management to: cultural resources, attributes and traditions; places of historical significance; economic and social development; and quality of life of the people living in the region designated as “World Park.”

Utilizing the *Federated States of Micronesia's Strategic Development Plan (2004 – 2023): Achieving Economic Growth and Self-Reliance* as a template, and embracing many of the guidelines and recommendations for sustainable development described in the *FSM National Assessment Report –Synopsis of Issues, Activities, Needs and Constraints: Sustainable Development 1992 – 2002* (Economic Affairs, 2002), the State of Pohnpei carried out a state-level cross-sector assessment and strategic goal analysis process. This process was based on the assumption that tourism would serve as the focal point for economic development. The “World Park” concept serves as both a unique tourism brand and an organizing concept for cross-sector sustainable development. The resulting *Pohnpei State Strategic Development Plan – Planning for Pohnpei's Sustainable Future as the World Park: 2023 and Beyond* not only provides direction for sustainable development decisions, but also provides a platform for ongoing cross-sector engagement and decision-making.

Challenges and opportunities confronting Pohnpei State demand an extensive array of strategic goals, outcomes (broad goals), associated activities, and accompanying outputs (measurable objectives). To focus the State's energy and resources, and to facilitate implementation, a supporting document is needed that represents a synthesis of the most important tasks that must be completed to advance Pohnpei's economic development as quickly and effectively as possible. This future "phase two" companion document, the World Park Implementation Plan, extends the Pohnpei Strategic Development Plan, addressing its considerable breadth and depth by prioritizing and defining cross-sector linkages that promote tourism development, facilitate economic growth, and initiate creation of the World Park.

## Pohnpei Profile

The State of Pohnpei is one of four autonomous states comprising the sovereign nation of the Federated States of Micronesia (FSM). The nation encompasses 607 small islands and their surrounding waters. The nation is located near the equator about 2,500 miles southwest of the Hawaiian Islands in the Western Pacific Ocean and within the Caroline Islands group (geographic coordinates: 159 - 163 degrees east, 2-8 degrees north). The total land area of the FSM is 270.8 square miles, but national waters occupy more than 1.1 million square miles of the Pacific Ocean. The nation spans more than 1,700 miles from east (Kosrae) to west (Yap). Each state's islands cluster around one or more high islands; all but the State of Kosrae include numerous atolls.

The State of Pohnpei is composed of several islands (the main island of Pohnpei and the outer islands of Mwokilloa, Pingelap, Sapwuafik, Nukuoro, and Kapingamarangi), having a total land area of 133.4 square miles and 151,000 square miles of territorial and exclusive economic zone waters. The main island of Pohnpei is an extinct volcano, with a peak elevation of 2,408 feet above sea level. The main island of Pohnpei's 130 square miles of land area make it one of the largest, highest, and wettest islands in the Federated States of Micronesia.

Kolonia, Pohnpei is the state capitol and largest town in the State of Pohnpei. The capitol of the Federated States of Micronesia, situated in Pohnpei at Palikir, is located just over five miles from Kolonia. The population of the State of Pohnpei, based on 2010 Census Preliminary Counts, is 35,981 (34,574 [96.1%] on Pohnpei and 1,407 [3.9%] on the Outer Islands). This represents approximately 35% of the total population of the Federated States of Micronesia, second to the State of Chuuk (47% of total FSM population). The average annual population growth rate for the entire State of Pohnpei during the period 1985-2010 was .93%, but the pattern varies by island. While the growth rate has been positive in most municipalities on the island of Pohnpei (ranging from -0.07 in Kolonia to 1.94 in Nett), the Outer Islands have experienced an annual population decline of 2.3% during the same time period. (Office of Statistics [SBOC], 2010)

The birth rate in the Federated States of Micronesia, as reported by the 2010 Census, was approximately 3%. The almost flat overall population growth rate is attributed to emigration due to difficult financial conditions across the FSM, particularly in the states of Kosrae and Chuuk. (SBOC, 2010)

## **Economic Challenges**

Governments in the Federated States of Micronesia play a key role in the economy as recipients and administrators of Amended Compact of Free Association funds, received from the United States of America. The National and State governments account for over one-half of the nation's employment and 38% of its GDP. Natural resources available for economic purposes are limited to timber, marine products, deep-seabed minerals, and phosphate. Commercial fishing is an important source of revenue through licensing fees and exportation of fish. Agriculture is primarily subsistence farming, but exportation of betel nut has been increasing. The FSM National Government, the four FSM states, the Asian Development Bank, and other institutions and technical experts have identified tourism as one of the nation's potential growth industries. Tourism assets include coastal and marine resources, diverse land-based natural resources, globally significant historical/cultural sites, cultural practices and rhythms of island life of the Pohnpeian people, and traditional crafts. The continuing challenge for Pohnpei and each of the other states is to increase private sector contributions to the economy. (Central Intelligence Agency, et al., 2012)

Economic conditions are similar across the nation, with the State of Pohnpei sharing many of the challenges confronting its sister states and the nation as a whole. Nationally, a wide range of financial and project assistance has been provided through a variety of governments, international institutions, and non-governmental organizations, resulting in limited success in developing an integrated, self-supporting, and sustainable economy for the Nation. Since its inception in 1979, when it formed its own constitutional government, the FSM has worked with the United States government to achieve self-sufficiency through its primary source of assistance, the Compact of Free Association (1986-2003) and the subsequent Compact II (2004-2023). The Asian Development Bank (ADB) estimates the average annual economic growth of the nation during Compact I to be 1.8%, with a 2.3% contraction in 2006 (Asian Development Bank, 2008a). Economic predictions by the ADB indicated that the FSM economy was not expected to rebound during subsequent years (Asian Development Bank, 2008a).

Economic decline in the FSM has been attributed to:

- reduced public expenditures in response to the adoption of Compact II;
- under-spending of grants; and
- inability of the national and state governments to meet requirements for obtaining Compact II development and capacity-building funds." (Asian Development Bank, 2008a)

Additionally, the physical isolation of the country as well as the distance between the states and between islands within states pose particular development challenges (Asian Development Bank, 2008a).

FSM national and state governments took steps to address challenges to economic growth through the 3<sup>rd</sup> Economic Summit held in Palikir, Pohnpei in April 2004. Participants representing nine sectors supported a high growth strategy that focused on reforms necessary to accomplish economic growth. They identified three sectors believed to have growth potential: tourism, fisheries, and agriculture. The 3<sup>rd</sup> Economic Summit, in response to the Compact II structure, requirements, and mandate for annual decrements to funding received from United States and to be terminated by 2023, generated a sector-based Strategic Development Plan (SDP) for the FSM.

Based upon its relationship with the FSM since 1991, the Asian Development Bank believes that the foundation for long-term development is two-fold: public sector reform and infrastructure development (Asian Development Bank, 2012). In response, the State of Pohnpei is actively pursuing policies and programs to encourage private sector-based sustainable economic development and effective public sector financial management that includes a focus on infrastructure development. Achieving sustainability will require policy reforms that will enable development of new private sector initiatives. Sectors that continue to be viewed as having the best potential for economic development are tourism and fisheries (Asian Development Bank, 2008b).

Difficulty in effectively pursuing the high growth strategy (Papanek, 2004) and addressing barriers to successful economic development, coupled with concern by some that a “high growth strategy” might negatively impact other resources and cultural values in the process of generating economic growth, have resulted from lack of a unifying vision that galvanizes state and national governments into effective action. A strong potential alternative is to develop a unique tourism strategy consistent with Pohnpeian values that would serve as a catalyst for multi-sector sustainable economic development.

## **Need and Context for an Economic Development Vision**

In the era of Compact II (2004-2023), Pohnpei State and each of the other three states of the Federated States of Micronesia (FSM) are at a critical point in their development. In a relatively short time frame, each FSM State is challenged not only to continue developing a self-sufficient economy, but also to modernize without sacrificing valued cultural traditions and natural resource assets.

Foreseeing the potential for growth in the tourism sector, at the 3rd FSM Economic Summit in 2004, a consultant recommended that FSM embrace a “high growth” mass tourism development approach as a way to “solve” the nation’s economic challenges (Papanek, 2004). Despite some support for this approach, others in the FSM expressed significant concern about the probable resulting negative impacts to FSM’s environmental, social, cultural, and other heritage resources. Yet persisting were the need to grow the FSM’s economy within the context of decreasing US Compact funding, the desire of FSM citizens for self-sufficiency, FSM’s increasing interactions with a globalized political and economic world, and inevitable impacts of and desires to embrace a modernizing lifestyle.

Nearly a decade after the 3<sup>rd</sup> FSM Economic Summit, economic conditions have improved only slightly (Asian Development Bank, 2012). The same challenges and opportunities exist across the FSM; agriculture, fisheries, and tourism are still viewed as the only resources deemed viable for significant economic development; and Compact II funding continues to decline, as scheduled. In response to the need to develop a proactive economic development strategy, the State of Pohnpei has adopted an approach to work toward self-sufficiency that utilizes principles of sustainability. Recognizing the potential for growth in agriculture, fisheries, and tourism, and the significant reciprocal contributions that can be made among these and the other economic sectors, the State of Pohnpei has examined and adapted the FSM SDP for state application by utilizing a unique and bold vision, World Park, to meet its long-term needs.

## **Unique Framework & Vision for Pohnpei Strategic Plan Development**

To address the current long-standing challenges and to foster growth that will serve future generations, the State of Pohnpei has thoughtfully designed a plan that respects the work of the 3rd FSM Economic Summit and charts a dramatic long-term course for the implementation of new, bold initiatives. The Pohnpei SDP is organized to facilitate creation and implementation of the “World Park” through cross-sector sustainability initiatives. This bold vision is based on an organizing concept that establishes all the lands and waters of Pohnpei as a living park that emphasizes and builds upon its unique qualities. Such designation of the State of Pohnpei as a protected area is intended to serve as a catalyst for fostering the growth of tourism and, concurrently, the rest of the Pohnpeian economy; invigorating Pohnpeian agriculture; and enhancing inshore and open ocean fisheries. Systemic foundational support for these three economic sectors (Agriculture, Fisheries, and Tourism) will be provided through linkages with education, health care, environment, infrastructure, and the productive sectors. This park is conceptualized to:

- encompass all of the lands and waters of the State of Pohnpei;
- facilitate planned and managed tourism;
- conserve the natural environment;
- conserve and celebrate traditional culture;
- embrace practices of sustainable living;
- enhance Pohnpeian quality of life; and
- serve as Pohnpei’s gift to its people and the global community.

This approach reflects the structure of many other parks around the world that include residents and private lands within park boundaries. Examples of such a “living park” model have been utilized globally to address goals of economic development, resource conservation, maintenance of cultural traditions, and environmental stewardship.

### **A Special Type of Park**

Although the World Park framework embodies some characteristics of national parks, biosphere reserves, and world heritage sites, this framework is expanded to incorporate “living park” principles and values in its effort to establish Pohnpei as a unique tourism destination. The “living park” concept implies well-managed natural environments that maintain their ecosystem integrity while supporting appropriate development, are aesthetically attractive, and are areas where people maintain ownership of their land and continue to live their daily lives. Associated resources include an array of historic attractions, cultural experiences, outdoor recreation opportunities, and other leisure and interpretive experiences serving citizens and

visitors while citizens living within the park maintain control of their future outcomes and lead wholesome, prosperous lives.

Examples of existing living parks throughout the world include: Galapagos Islands, Ecuador; Adirondack Park, USA; Three Rivers, China; Great Bear Rainforest, Canada; and numerous parks in the United Kingdom. Such "living parks" can be viewed not only as "physical places," but also as representing a "management strategy" that allows planners and citizens to be thoughtful stewards of their current and future natural, social/cultural, and economic resources while also enhancing their economic conditions. Such living parks can be effective economic development generators as well as protectors of local resources and values for the communities they serve.

## Tourism as an Entrée to Integrated Cross-sector Development

Contributions as well as negative impacts of tourism to sustainable economic and social development are widely recognized. To maximize benefits and minimize negative impacts, especially in small island developing states such as Pohnpei, an integrated planning model having strong policy support that goes well beyond simple promotion of tourism development is essential. (Scheyvens & Momsen, 2008)

The Pohnpei Strategic Development Plan, with its focus on tourism development that capitalizes on cross-sector synergies and utilizes the World Park concept, is structured and designed to incorporate these important dimensions to enhance development of a sustainable tourism industry that will provide benefits across all economic sectors.

As stated previously, tourism was identified in 2000 as one of three economic sectors to be cultivated for the sustainable economic development of the Federated States of Micronesia. Specifically, the *FSM Planning Framework 1999-2002* stated that the goal for tourism in the FSM sustainable economic development strategy is: “[t]o create a sustainable tourism industry as a significant contributor to the nation’s development, coordinated with other sectors of the economy, based on the FSM’s particular natural and cultural resources” (FSM Government Report, 2000b, as cited In Economic Affairs, 2002, p. 19). The State of Pohnpei supports this sustainable development goal and is utilizing it as a central component of its sustainable development strategy. In summary, what has been learned from many decades and diverse applications of economic development approaches utilizing tourism is that, if tourism is to benefit the economy in both the short and long terms, the industry must be linked closely with all other sectors of the economy; it must have strong policy support; it should deliberately design policies, capacity-building opportunities, and incentives to benefit local citizens; and it must be developed in concert with social, cultural, and environmental values.

## Pohnpei Strategic Development Planning Process

This Pohnpei State Strategic Development Plan is a strategic policy document. It is not intended to replace existing sector plans or programs, or the *Federated States of Micronesia's Strategic Development Plan (2004 – 2023): Achieving Economic Growth and Self-Reliance*. Rather, it is intended to organize and integrate those plans into a strategic plan designed to meet the unique needs of Pohnpeian citizens and residents and to present a unified vision of Pohnpei's future (Federated States of Micronesia, 2004b). The process used to create the Pohnpei Strategic Development Plan is based on clear values, principles, public participation, and cross-sector engagement.

### Values and Principles of Planning

Participants in the Pohnpei strategic planning process were guided by and adhered to eleven important values and principles, as presented in the planning proposal. These values and principles were developed by Pohnpeians and other Micronesian citizens.

1. The planning process and resulting strategic development plan will be driven by State economic sectors and guided by needs and desires of Pohnpeian citizens and stakeholders.
2. The planning process and resulting plan will be consistent with Pohnpeian values.
3. Decision making will be consistent with Pohnpei-specific customs and traditions.
4. Decision makers from all sectors will be engaged throughout the planning and implementation processes.
5. Pohnpeians must own and be fully invested in the process of developing the Pohnpei State Strategic Development Plan and take ownership of the strategic goals, outcomes, activities and outputs.
6. The strategic development plan will be outcome-, output- and accountability-oriented.
7. The strategic development plan will be designed for both short- and long-term goal achievement.
8. The strategic development plan will create opportunities for continuous evaluation and longitudinal assessment.
9. The process of strategic development planning will focus on developing local capacity.
10. Sustainability, stewardship, quality of Micronesian life, and environmental quality will serve as key philosophical and operating principles to be infused into the strategic plan.
11. Coupled and consistent with established Pohnpeian "best practices," global best practices drawn from sustainable development efforts will be utilized to direct planning, development, implementation, and decision-making.

## **Planning Process**

Governor John Ehsa appointed an Economic Planning Steering Committee in 2009 to develop a planning process. Their first task was to plan the 2010 May Economic Summit, during which a decision was made to adopt the World Park concept as the planning framework for economic development. Additionally, the Pohnpei Strategic Development Plan planning approach would rely on public participation and cross-sector engagement throughout a five-stage process: Preparation to Plan, Training and Capacity-building, Public Education and Engagement, Analysis and Strategic Plan Development, and Plan Approval.

**Preparation to Plan.** Creation of the Pohnpei Strategic Development Plan, with tourism as the entrée point and utilizing the World Park concept as the organizing vision, was the work of Pohnpeian citizens. To facilitate effective citizen and stakeholder engagement, preparation on many fronts was needed before planning activities could begin. Major components included:

- designing the planning structure and procedures in cooperation with traditional, elected, and community leaders;
- identifying existing community, NGO, and other organizations already working in Pohnpei that are doing work consistent with World Park principles, and creating a process for their engagement in planning, and helping them understand the role of World Park principles for integration into their ongoing efforts;
- developing information and education materials to facilitate citizen engagement;
- identifying and beginning implementation of pilot projects that represent World Park principles and serve as visible demonstrations of potential benefits of the World Park;
- preparing draft materials for Planning Committee review and acceptance; and
- continuing fundraising/development activities.

**Training and Capacity-building.** The planning process began with orienting the Pohnpei State Strategic Development Planning Committees for the tasks with which they had been charged. Discussion topics included collaborative decision-making; orientation to and history of development of the World Park vision, development principles, and planning process; communication protocols; and community engagement strategies.

This component of the planning process developed the foundation for a process that would ensure incorporation of Pohnpei-specific values, beliefs, concepts, and preferred methods of education and engagement. Deliberations considered principles, policies, structures, and management approaches of conceptualizations such as national park, biosphere reserve,

world heritage site, and other protected area classifications that incorporate concepts of sustainability, stewardship, and best practices.

These values and conceptualizations were integrated with the World Park vision, which is reflected in the World Park definition and planning principles, developed in 2006 by representatives of all four FSM states. Together, and adapted to Pohnpei State, they have served as the philosophical foundation for the planning process and all subsequent decision-making as a representation of the essence of the World Park.

**World Park Definition:**

The World Park is the Federated States of Micronesia, a nation that engages its people and utilizes its resources in a continuous strategic process of development and management of its lands, waters and heritage, to fulfill the needs and aspirations of its people, today and for future generations.

**World Park Planning Principles:**

- To utilize existing FSM State and National biodiversity, strategic development and other relevant plans in an inclusive and unified manner.
- To foster national unity.
- To enhance environmental stewardship.
- To enhance culture, heritage and language stewardship.
- To use a shared process of planning, development and management.
- To improve quality of life through respect of our diverse cultures.
- To approach sustainable development in a prioritized, coordinated, and efficient manner.
- To engage leaders, traditional leaders, citizens and communities and foster ownership at all levels.
- To be culturally and traditionally sensitive.
- To enhance economic opportunities.
- To build capacity across economic sectors.
- To use strategic management for the benefit of citizens.
- To seek and welcome international interest and assistance.

**Public Education and Engagement.** To effectively engage all citizens, residents, and stakeholders, it was necessary to first familiarize them with the need, concept, and proposed planning process. Thus, a comprehensive public education program was created and implemented to provide information on the World Park concept, the rationale for pursuing this integrated and sustainable economic development strategy, elements of the planning process, and roles of citizens in that process. The public education program relied on the support of traditional leadership and utilized a variety of media, presented in both the Pohnpeian language and English. The program targeted stakeholder groups throughout Pohnpei. Media formats included orientation brochures, bumper stickers, radio broadcasts, PowerPoint presentations to diverse community groups (high school students, religious groups, civic organizations, and others), and an orientation video that was used at public meetings and broadcast regularly over many months via the local television station. Public education occurred prior to and continuously throughout the planning process, both to provide maximum preparation for those who would participate in the planning process and to maintain and reinforce awareness and support. Additionally, the process was intended to provide opportunities for stakeholders to ask questions and contribute ideas and opinions about their concerns and desires for the future of Pohnpei. Communication methods and media (including personal interactions and/or community meetings, as appropriate) were selected based on traditional values and effectiveness of specific protocols for community information and education.

During this process, Planning Committee members (and others, as needed) conducted a series of more than 150 community public awareness meetings on Pohnpei proper, on the outer islands, and in Pohnpeian communities abroad to engage and solicit input from citizens and residents. Engagement of youth during this process was important, as they are the future of Pohnpei. These community meetings provided opportunities for participants to share their thoughts about resources, traditions, values and issues deemed important to them, and to express their opinions about tourism development. Records of these community-based public meetings are held and accessible at the Governor's office.

**Analysis and Strategic Plan Development.** The FSM Strategic Development Plan (SDP), established at the 3<sup>rd</sup> Economic Summit in March 2004, served as the foundational needs assessment for Pohnpei State's strategic development planning process. More recent and Pohnpei-specific needs assessment information was gathered from the proceedings of the Pohnpei Leadership Conference, held in May 2010. Each FSM SDP Strategic Goal, Outcome, Activity, and Output within each sector was analyzed by sector representatives for each respective sector, using the lens of the World Park vision and assessing them for relevance to the Pohnpei context.

More specifically, utilizing the World Park definition and principles as practical representations of the vision, the goals, activities, and objectives for each sector matrix was reviewed to determine relevance to Pohnpei, the relationship and significance to World Park development, and the relevance for and potential links with tourism.

Additionally, existing planning documents, projects, and research related to each sector was assessed for relationships and linkages to World Park development. Representatives of each sector made recommendations for adjusting the FSM SDP content to meet the needs of the sector within the Pohnpei context.

Final plan production was a collaborative effort involving sector representatives, Pohnpei State government staff, and technical advisors. Pohnpeians provided the content and rationales presented in the sector matrices. Editing done by technical advisors focused solely on clarity, readability, understandability, and usability of the document. Content, ideas, emphasis, intent, and purposes brought to the planning process were honored in final editing of the Pohnpei Strategic Plan document. This plan can be used as the foundation and catalyst for ongoing economic development discussions across sectors.

**Plan Approval.** The Pohnpei State Strategic Development Plan is to be transmitted to the Pohnpei State Legislature for consideration as the adopted approach to economic development.

### **Next Steps**

This plan, the Pohnpei SDP, is designed to provide the foundation for and to be refined through development of a companion document that focuses on key strategic goals, outcomes, activities, and outputs to be accomplished in the near term (approximately five years). This future “phase two” companion document, the World Park Implementation Plan, will prioritize and define cross-sector linkages that promote tourism development, facilitate economic growth, and initiate creation of the World Park. After the Pohnpei Strategic Development Plan is accepted as the state’s economic development plan, work can begin immediately to organize, prioritize, and assign responsibility for specific activities and objectives. The World Park Implementation Plan is intended to develop and regularize an integrated, cross-sector decision-making process, focus on near-term outcomes and activities that are high priority and critical to building the foundation for the World Park, prepare Pohnpei for World Park designation, and begin building capacity for continuing development, refinement, and implementation of the Pohnpei SDP long into the future.

## Pohnpei Strategic Development Plan Structure

Structurally, the Pohnpei Strategic Development Plan is organized by discrete economic sectors (Agriculture, Education, Environment, Fisheries, Health, Infrastructure, Public, and Tourism) and presented in the form of matrices. The matrices are organized using a behavioral goals/objectives structure. It is believed that, by using this straight forward and commonly used approach, those who are responsible for implementing the Pohnpei Strategic Development Plan will have a clear understanding of what is to be achieved and by when it is to be achieved. It is expected that members of the various sectors will be able to interpret, manage, discuss, and implement the system of strategic goals, outcomes (broad operational goals), activities, and outputs (measurable objectives). It is expected that, through this approach, Pohnpei State will be able to achieve the desired results of fiscal responsibility and economic improvement.

Each set of sector matrices is introduced by a sector Mission Statement that presents the long-term strategic direction to be pursued through specific sector actions. Each Mission Statement is followed by a Sector Rationale statement that provides the reasoning for the strategic direction adopted by that sector. The combination of long-term strategic intentions of all sectors is intended to facilitate achievement of economic sustainability.

Each sector Mission Statement is supported by Strategic Goals and their associated Outcomes, Activities, and Outputs. The set of strategic goals for each sector is designed collectively to operationalize the mission. For each sector, there are multiple Strategic Goals supporting the Mission Statement, and which address the depth and breadth of what needs to be accomplished to support sustainable economic growth and other desired outcomes within the sector.

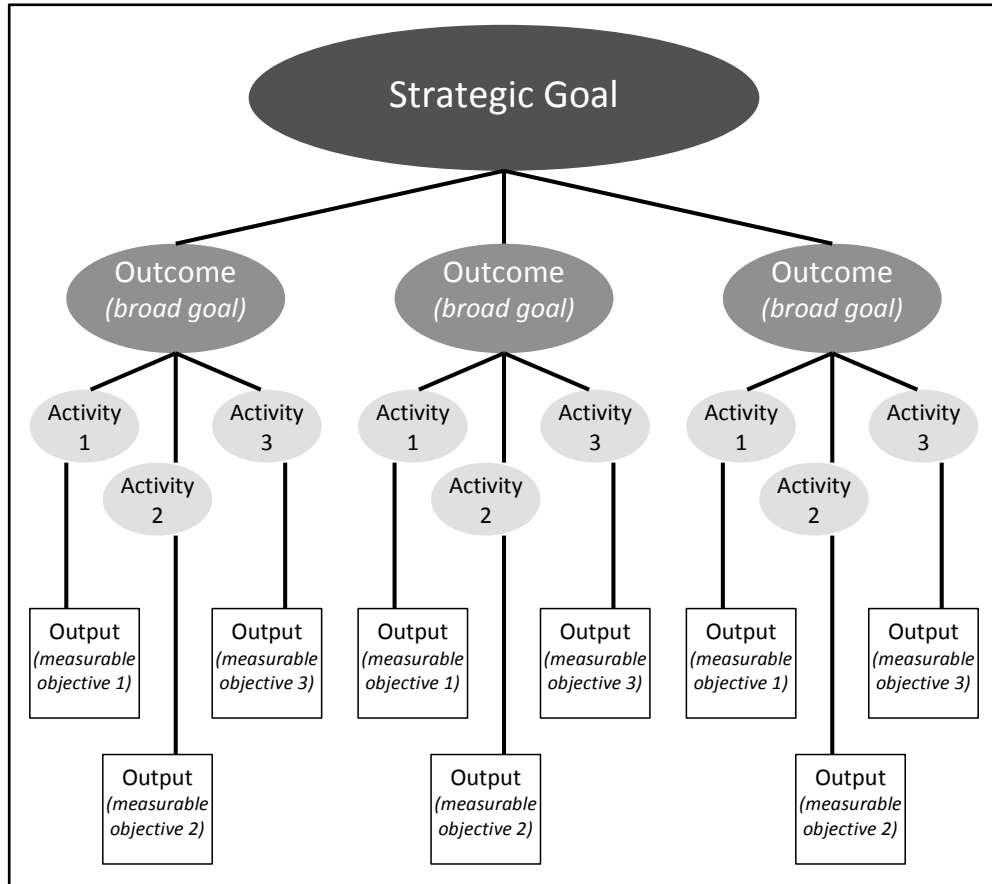
Each Strategic Goal within a sector has multiple Outcome statements (broad operational goals) that, collectively, help to achieve the Strategic Goal.

Each Outcome has one or more Activities that are to be undertaken to accomplish the Outcome. Activities are specific actions that require identification and allocation of human resources, budget allocations, and other resources and funding for implementation. Activities often are presented as incremental process steps needed to accomplish a specific Outcome.

Associated with each Activity is at least one Output that is presented as a measurable objective, having both a specific target completion date and clear, measurable target outcome. This structure provides the mechanism for measuring success and assuring accountability. Effective achievement of Outputs contributes to Mission, Strategic Goal, and Outcome achievement as well as to sound budget management.

The relationships among these various elements, and an explanation of the structure and layout of the matrices, are presented in the following diagrams.

### Relationships among Sector Strategic Goals, Outcomes, Activities and Outputs



## Layout of Matrices, Explanation of Each Element, and Guidelines for Format

<p><b>Strategic Goal:</b> Each strategic goal states a desired broad, overarching goal associated with its respective sector.</p> <p><b>Rationale:</b> The rationale explains why the strategic goal is important and how it addresses a specific need or condition in Pohnpei. It explains the goal’s link to the sector, how it contributes to Pohnpei, the World Park, and economic development of that sector.</p>		
<p><b>Outcomes</b> (Broad Goals)</p>	<p><b>Activities</b> (Specific Actions or Projects)</p>	<p><b>Outputs</b> (Measurable Objectives – Specific to Each Activity)</p>
<p>To <i>(enhance, improve, increase . . . whatever verb is appropriate)</i></p>	<p>Activity description or label</p>	<p>To <i>(measurable verb, with target number [or %] and date for completion)</i></p>

**NOTE: Rationale** statements have been provided for each Output, as associated with specific Activities, in the matrices (see the Appendices). Each rationale statement explains the reason for why the Activity and Output is needed, provides a basis for the target # or % indicated in the Output, and explains the reasoning for selection of the target date.

A numbering system employed within the matrices links all elements (see actual matrices). In the example:

### “Output 1.2.3.a”

- the “1” refers to the associated Strategic Goal;
- the “2” refers to the associated Outcome (broad goal);
- the “3” refers to the associated Activity; and
- the “a” refers to the specific Output (measurable objective).

Strategic Goals in each sector matrix are not prioritized, nor are the Outcome, Activity, or Output statements arranged in a prioritized manner other than any indirect indication based on target dates for completion expressed within Output statements. Prioritization and assignment of responsible parties for completion of activities still are necessary to organize the actions for effectively addressing economic challenges. Therefore, it is necessary that a companion “phase two” World Park Implementation Plan be prepared to identify priorities, clarify and operationalize cross-sector linkages, assign responsibility, and identify collaborative opportunities to be addressed in the near term.



## **Missions & Strategic Goals for All Sectors**



## AGRICULTURE SECTOR

### MISSION STATEMENT

To provide food security, facilitate sustainable agricultural development by promoting best practices, promote cultural uses of foods, and improve nutrition and health as supported by a well resourced state agriculture office and a stable, consistent policy framework.\*

### Sector Rationale:

Organizing and enhancing existing local agriculture as a key sector in the Pohnpeian economic system through coordinated research, education, implementation, and public awareness will enable citizens to develop a more secure food system and derive maximum benefit from Pohnpeian agricultural resources. Systemic benefits (e.g., expanded economy, improved health, healthy environment, and cultural maintenance) will result from the integrated application of traditional techniques, innovative methods, and best practices for agricultural management. A deliberately developed and linked agricultural value chain can enhance multiple benefits to the people of Pohnpei as well as actively support the tourism industry.

### **STRATEGIC GOAL 1: To develop a sustainable local agriculture system.**

**Rationale:** Limited agricultural resources coupled with a fragile natural environment require thoughtful solutions to enhancing local subsistence and commercial agriculture by integrating traditional and science-based agricultural practices. Increasing production, improving quality, and stabilizing availability of crop and livestock will provide a solid foundation for agriculture value chain management, protection of the environment, and increased economic benefits.

### **STRATEGIC GOAL 2: To develop local product-based agri-business.**

**Rationale:** New commercial opportunities connected to local, tourism, and global markets will enable citizens to expand local agricultural production. Agricultural economic viability will require a focus on creatively developing the commercial agriculture value chain.

### **STRATEGIC GOAL 3: To improve public understanding of the values and benefits of agriculture and associated business opportunities.**

**Rationale:** Pohnpeians have the potential to benefit from diverse business and economic opportunities associated with local agriculture, agricultural products, and agriculture-based tourism experiences. Additionally, expanded diversity, availability, and use of local foods can improve the long-term health of Pohnpeians by replacing the current diet composed primarily of highly processed, imported foods that contribute to high incidents of NCDs. Currently, the diversity, availability, and use of local foods is limited due in part to Pohnpeian consumers' financial constraints. Additional issues include convenience of and current preferences for "convenience and processed foods," combined with limited knowledge of the economic and health benefits associated with eating locally grown and unprocessed foods.

**STRATEGIC GOAL 4: To use integrated research, extension, and educational opportunities to promote sustainable agricultural production technologies and practices.**

**Rationale:** Pohnpeian agriculture, both subsistence and commercial, has decreased over time, resulting in loss of traditional agricultural knowledge, decrease in total agricultural production, an increase in NCDs, and loss of the cultural significance of food production and consumption. An integrated program of local agriculture research, extension, and education is needed to identify agricultural production methods best suited to Pohnpei. New knowledge gained through agricultural research that is integrated with traditional techniques, innovative methods, and best practices can be extended to (shared with) subsistence and commercial farmers to improve the quality, quantity, and sustainability of their agricultural production.

## EDUCATION SECTOR

### MISSION STATEMENT

To recognize and strengthen the shared commitment of parents, extended family, and community to enable students to develop social, emotional, physical, intellectual, and vocational skills; to master languages in both oral and written forms; to engage in traditional cultural practices; and to prepare all students to contribute to their communities in meaningful and positive ways.

### Sector Rationale:

Education is the foundation for building the capacity of all Pohnpei citizens to meet the challenges of systemic development and the demands of self-determination. Both formal and informal educational strategies are needed to prepare citizens to undertake the demands of providing each economic sector with the skilled and knowledgeable human resources (leaders and workers). The Education Sector is positioned to provide high quality curricula, education, and training that nurture traditional values and knowledge, cultivate intellectual curiosity, prepare skilled workers, foster life-long learning, and improve the quality of Pohnpeian life.

### **STRATEGIC GOAL 1: To improve the quality of instructional services for early childhood, elementary, and secondary education.**

**Rationale:** Fundamental and long-term capacity building begins with enhancing the capacity of instructional staff at all grade levels. Enhanced teaching skills and educational expectations, supported by quality learning environments (SG5 ), will underlay the human resources capacity for all sectors as Pohnpei's economic strategy evolves.

### **STRATEGIC GOAL 2: To improve the quality of postsecondary education, matching the needs of economic and social development of the State in Pohnpei.**

**Rationale:** Post-secondary education engagement with all sectors is essential to prepare Pohnpeians with knowledge and skills specific to each sector, to entrepreneurial development, and to governmental and human services support functions. High levels of leadership and worker capacity are necessary to achieve personal, community, and state success.

### **STRATEGIC GOAL 3: To increase opportunities for successful completion of postsecondary education.**

**Rationale:** Capacity building will require not only strong early childhood through high school education and training, but also higher level skills and knowledge to support specific areas of development in all sectors of the Pohnpeian economy. To effectively meet the missions and strategic goals of all sectors of the Pohnpeian economy, Education Sector leadership must identify needed capacity, identify and develop a network of post-secondary education providers, and facilitate the preparation for, application and admission to, and successful completion of post-secondary education across diverse fields serving all sectors of the economy.

### **STRATEGIC GOAL 4: To improve existing and create new life-long learning opportunities.**

**Rationale:** Strengthening the capacities of the Pohnpeian work force through targeted training programs will provide essential support to the growth of all economic sectors as stakeholders in each pursue the achievement of each Strategic Goal.

**STRATEGIC GOAL 5: To improve the effectiveness of education support services and programs.**

**Rationale:** In combination with instructional services and expanded training opportunities, educational infrastructure and human resources provide and maintain safe, clean and hazard-free environments that foster learning. High quality learning environments will contribute to enhanced learning and capacity growth within all sectors.

## ENVIRONMENT SECTOR

### MISSION STATEMENT

To develop and implement a community-based stewardship approach for protecting Pohnpei's natural and cultural resources, to maintain ecosystem functions necessary for all life, and to facilitate livelihoods based on traditional knowledge and modern, environmentally sustainable development practices.

### Sector Rationale:

Addressing environmental health comprehensively through engagement of all stakeholders will enable development of sustainable management policies and practices. Utilizing a systemic process to address environmental stewardship will provide opportunities for all Pohnpeian citizens and economic sectors to support and benefit from a high quality natural environment. Sound environmental health provides the foundation for sustainable economic growth, the expression of traditional values and practices, and natural resource management.

## FISHERIES SECTOR

### MISSION STATEMENT

To promote the conservation and sustainable management of our marine resources, employing leading edge technologies while incorporating traditional Pohnpeian knowledge and practices.

#### Sector Rationale:

Fisheries is an important productive sector for Pohnpei, both in the short and long term, from economic, cultural, environmental and local food systems perspectives. Already under stress from environmental and over-fishing pressures, Pohnpei's fish stocks and marine ecosystems would benefit from implementation of sustainable management practices that can promote long term viability of the inshore and offshore fish stocks while creating economic benefit for Pohnpeians. Viable fisheries resources rely on a healthy marine ecosystem managed through a mix of science-based and traditional practices designed to rejuvenate the long-term capacity of the inshore and offshore stocks. Proactive fisheries policies can guide implementation of programs and operations that contribute to long-term health of the reef, lagoon, and ocean ecosystems of Pohnpei State, that provide long-term supplies of seafood for Pohnpei, and that enable Pohnpei to be successful in the global fisheries industry while meeting Pohnpei's goals for a sustainable future.

#### **STRATEGIC GOAL 1: To improve the health of the offshore marine ecosystem within Pohnpei's Exclusive Economic Zone for sustainable environmental and economic benefits.**

**Rationale:** Ensuring the long-term health of the ocean can lead to sustainable economic benefit for future generations. Sustainability achieved through balanced conservation and economic benefit policies will ensure a more vibrant and productive fisheries sector.

#### **STRATEGIC GOAL 2: To improve the health of the inshore marine ecosystem.**

**Rationale:** Enacting and implementing sustainable inshore fisheries policies and minimizing negative impacts of land-based activities on lagoons and reefs are essential for the health of the inshore fishery and the ecosystem upon which it relies. Awareness and training programs can help Pohnpeians and fisheries workers gain the knowledge, understanding, and skills to take responsibility for the health of the inshore marine ecosystem.

#### **STRATEGIC GOAL 3: To strengthen and improve Pohnpei State's fisheries management policies, programs, and operations.**

**Rationale:** Long-term ocean and lagoon health depend on prioritizing policies that will lead to sustainable long- and short-term fisheries management programs and operations. Capacity building throughout the fishing operations and fisheries management systems is crucial to successful long-term implementation and enforcement of fisheries policies.

#### **STRATEGIC GOAL 4: To increase aquaculture activities in a sustainable manner.**

**Rationale:** Sustainably operated aquaculture businesses can provide supplemental revenue-producing opportunities and related employment for Pohnpeians. Creation of alternative fisheries-based economic opportunities, balanced with conservation practices, will contribute to the diversity of Pohnpei's fisheries economy.

## HEALTH SECTOR

### MISSION STATEMENT

To provide a holistic, integrated system of health care that optimizes quality of life for Pohnpeian citizens, residents and visitors through effective health promotion/disease prevention efforts and quality health care services.

### Sector Rationale:

Good personal and public health are essential for a high quality of life, educational success, and a strong economy. Individual and public health rely on accessible preventive health care information and services; the quality and availability of emergency, primary, and secondary health care services; well-trained health care workers; comprehensive food security, including access to healthy foods; and fully engaged community support. Sustainably managed integrated health care services will enable a continuum of care for Pohnpeian citizens, residents, and visitors that will contribute to a solid foundation for economic development.

*DEF: Preventive Health Care: a pattern of nursing and medical care that focuses on disease prevention and health maintenance. It includes early diagnosis of disease, discovery and identification of people at risk of development of specific problems, counseling, and other necessary intervention to avert a health problem. Screening tests, health education, and immunization programs are common examples of preventive care.*

Mosby's Medical Dictionary, 8th edition. © 2009, Elsevier.

### **STRATEGIC GOAL 1: To strengthen public health outreach activities to improve the health of Pohnpeian citizens, residents and visitors.**

**Rationale:** Accessible and accurate preventive health care information is an essential element of an integrated health care system. A knowledgeable public utilizing effectively communicated health information will enhance personal and community commitment and contributions to encouraging healthy behaviors and improving environmental conditions. Additionally, effective preventive health care ultimately reduces costs associated with both acute and chronic health conditions.

### **STRATEGIC GOAL 2: To improve primary health care services for citizens, residents, and visitors.**

**(DEF: primary care: preventive care and out-patient treatment of injury & illness; acute care vs in-patient care)**

**Rationale:** Effective primary health care services that are physically and financially accessible to citizens, residents, and visitors contribute to safe and secure families, communities, work places, and touristic environments. Improved quality of life and economic growth are enhanced through a strong sense of well being resulting from confidence in and access to high quality health services. Additionally, the quality of and visitor access to primary and emergency health care services are critical safety assets necessary to effectively service a growing tourism industry.

**STRATEGIC GOAL 3: To improve secondary health care services for citizens, residents, and visitors.**

(DEF: secondary care: referral/specialized, long-term, chronic care)

**Rationale:** Availability of high quality secondary health care services enables citizens and residents to receive quality care while near to family and community support networks to address significant health issues requiring long-term or specialized care. As do primary health care services, reliable secondary health care services facilitate personal and social stability while also supporting improved quality of life and economic growth. In conjunction with quality primary health care services, the quality of and visitor access to emergency health care services are also critical safety assets necessary to effectively service a growing tourism industry.

**STRATEGIC GOAL 4: To improve health care provider capacity and accountability.**

**Rationale:** Health care services are only as effective and reliable as the professionals who provide health care services. Integrated health care services require effective and well-trained service providers at all levels: health education, emergency and primary care, and secondary care. Managers, support staff, and direct care workers must be expected to be knowledgeable, skilled, and able to reliably deliver current best practices in their respective fields. An integrated health care system that incorporates accountability in the work and actions of individuals as well as the system as a whole will enhance confidence in and positive outcomes of the Pohnpei health care system.

**STRATEGIC GOAL 5: To develop a sustainable financial system to support health care services.**

**Rationale:** An accessible, integrated, and sustainable health care system is feasible only when stable financial support is secured. An affordable health care services continuum must be based on a variety of funding sources that encourage and support improvement of personal and community health behaviors.

## INFRASTRUCTURE SECTOR

### MISSION STATEMENT

To plan, promote, and implement sustainable economic and social infrastructure development programs and projects in support of public good, private sector investment, economic growth, and revenue generation within the State of Pohnpei.

### Sector Rationale:

High quality and maintained sustainable infrastructure systems will provide structural support for private sector investment and enhancement of Pohnpeian quality of life. Thoughtfully creating an interconnected system of energy resources, solid waste management strategies, wastewater treatment technologies, potable water sources, and ground, marine, and air transportation facilities will provide significant support to environmental improvement and economic growth. Utilizing a multidimensional approach to infrastructure development and management, in combination with sustainability efforts in the other sectors, will create a unique opportunity to develop a sound foundation for long-term economic, environmental, and social stability.

### **STRATEGIC GOAL 1: To develop a comprehensive sustainable funding system to finance public utilities.**

**Rationale:** Identifying reliable funding sources and organizing the financial resources to support development, enhancement, and maintenance of publicly funded resources is essential to the overall economic success of Pohnpei. Fiscal planning decisions that consider the needs of all economic sectors and equitable distribution of costs are key elements of long-term infrastructure viability. A sustainable economy is dependent on its infrastructure, which is dependent on sound financial management.

### **STRATEGIC GOAL 2 (Air Transportation): To provide safe, well-maintained, and sustainable aviation and air service infrastructure.**

**Rationale:** Reliable air transportation is essential to the viability of all Pohnpeian economic sectors. Air transport serves as the most expedient link to global resources and the global economy by providing essential services to the tourism industry as well as other commercial sector businesses. Investment in and enhancement of reasonably and fairly priced air transportation infrastructure will expand the reach of Pohnpeian exports to new global markets as well as provide within-FSM transport for residents.

### **STRATEGIC GOAL 3 (Maritime Transportation): To improve port-based revenue in Pohnpei by providing affordable, reliable, and sustainable shipping services.**

**Rationale:** Improvement of land- and water-based maritime facilities will provide the capacity to increase both export and import of bulk goods in support of the Pohnpeian economy. Agricultural and fisheries products may be exported more expediently through more efficient and effective port services. Ability to efficiently service foreign vessels of all types and sizes in need of repair and maintenance or resupply can increase Pohnpei's income from external sources. Services to outer islands will be improved through vessel upgrading and regular scheduling. Travel to and from outer islands as well as import/export of goods will result in positive impacts on those local economies.

**STRATEGIC GOAL 4 (Electric Power and Other Energy Sources): To maintain existing and develop new renewable, reliable, affordable, and sustainable facilities for power generation.**

**Rationale:** Reliable electrical power is essential to economic success as well as modern living standards in Pohnpei. Fortunately for the State of Pohnpei, several electrical power-generating technologies have potential for application to meet future electrical power needs. Investigation of these technologies may lead to the use of renewable energy resources, which will reduce negative environmental impacts of petroleum-based fuels as well as support development of businesses that will contribute to economic growth.

**STRATEGIC GOAL 5 (Water): To maintain existing and develop new renewable, reliable, affordable, and sustainable facilities for potable water supply.**

**Rationale:** Safe potable water is another fundamental resource that contributes to safeguarding Pohnpeian quality of life and growing its economy. Safe and reliable fresh water supplies support high quality public health, improved environmental quality, and expanded economic development, including growth of a viable tourism industry.

**STRATEGIC GOAL 6 (Sewer and Wastewater): To maintain existing and develop new reliable, affordable, and sustainable facilities for sewer and wastewater management.**

**Rationale:** Creative solutions to sewer and wastewater management challenges will significantly contribute to the health and welfare of Pohnpei's land, aquatic and marine resources, and its residents. A healthy environment contributes both to the quality of Pohnpeian life and to economic development. Vibrant, healthy, and safe natural environments attract tourists.

**STRATEGIC GOAL 7 (Solid Waste): To provide safe, environmentally sound solid waste management facilities and equipment.**

**Rationale:** As the Pohnpeian economy improves, greater solid waste management challenges will develop. New, appropriate policies, technologies, and strategies will support solutions that can minimize the production of solid waste, process it in ways that do not threaten environmental and human health, and remove much of the existing unsightly waste, thereby improving the aesthetic and environmental quality of Pohnpei.

**STRATEGIC GOAL 8 (Roads/Pedestrian Facilities): To improve and maintain motorized, non-motorized, and pedestrian ground transportation infrastructure.**

**Rationale:** Great strides have been made in the early 2000s to improve the ability of Pohnpeians to move around the main island. Ground transportation resources serve as another fundamental resource supporting economic development, health care access (particularly emergency care), educational access, and community involvement. Residents and visitors alike will benefit by having multiple dedicated routes of safe access to Pohnpeian services, businesses, and amenities.

**STRATEGIC GOAL 9 (Telecommunications): To continually improve and maintain a telecommunication system that will support reliable, affordable communications.**

**Rationale:** Connectivity is essential for economic development and global interaction, both bringing the world to Pohnpei and Pohnpei to the world. Access to local and global communication networks will enable businesses to explore and service markets in Pohnpei, the other Federated States of Micronesia, and foreign countries. New technologies may provide supplemental or alternative solutions to health care, education, and business development through online support, online intervention strategies, and real-time international communication.

## PUBLIC SECTOR

### MISSION STATEMENT

To provide quality public services appropriate to the social and cultural environment of Pohnpei with transparency and accountability.

#### Sector Rationale:

Effective government must continually improve services to constituents, engage citizens in creating strong communities, and provide wise stewardship of public resources. Improved government services will be achieved, in part, by meaningful state and local government coordination and collaboration. Investment in public workers' professional development and building accountability into operational systems will enhance government service quality and improve operational efficiency. Environmental quality and quality of life of Pohnpeians will be advanced through compliance with existing laws designed for the safety and common good of all citizens, residents and visitors.

#### **STRATEGIC GOAL 1: To continually improve fiscal accountability based on sound management practices.**

**Rationale:** Transparency and sound fiscal management are the foundations of effective government operations and services. Investing in technology, professional development, and integrated financial management systems will enhance effective stewardship of Pohnpei's fiscal resources and maximize the ability of Pohnpei State government to serve the needs of its citizens, residents, and visitors. Diversification and growth of funding sources to support government operations and special initiatives is essential for supporting a growing economy, garnering global respect and support, and in addressing the decrement in Compact funds.

#### **STRATEGIC GOAL 2: To enhance coordination and increase efficiency of operations among state and local government institutions.**

**Rationale:** Efficient services to citizens, residents, and visitors will be enhanced by seeking new opportunities for state and local governments to coordinate public operational responsibilities and provision of services. Transparency, records sharing, and collaboration among state and local governments will extend the effectiveness of all governmental entities and potentially reduce costs.

#### **STRATEGIC GOAL 3: To enhance transparency of and improve state government's engagement with the public.**

**Rationale:** Transparency and regular, timely sharing of the government's planning, policies, and operations foster the support and engagement of government constituents. Stewardship of public resources is enhanced through effective communication of government activities and programs, which in turn enables citizens to contribute meaningfully to the processes of public engagement.

**STRATEGIC GOAL 4: To improve public sector productivity.**

**Rationale:** Effective government relies on qualified and well-trained workers who are held accountable for timely, efficient, and effective fulfillment of their job responsibilities. State government planning, policies, and activities facilitate economic development. The quality, effectiveness, and efficiency of government operations is determined by the quality, effectiveness, and efficiency of Pohnpei State workers, administrators, and elected officials. Investments in Pohnpei State’s human, technological, and facility resources will foster economic development efforts of all sectors.

**STRATEGIC GOAL 5: To consistently enforce all laws and maintain respect for the rule of law consistent with the Pohnpeian concept of justice.**

**Rationale:** Plans and policies to improve Pohnpei’s economic development, the quality of life of Pohnpeian citizens and residents, and the quality of visitors’ experiences will not be fully realized without substantial compliance with existing and future laws, that are consistent with Pohnpei’s social and cultural environment. Compliance with, and enforcement of, laws and regulations will be aided by informing the public about the needs for and benefits of specific laws and regulations and about an enforcement strategy based on progressive application of sanctions for lack of compliance. Such an “awareness and education first” approach provides an opportunity to educate the public about the social, economic, and environmental benefits of compliance.

## TOURISM SECTOR

### MISSION STATEMENT

To develop the Tourism Sector to become the leading culturally- and environmentally-based sustainable economic activity in the State, and to establish Pohnpei as a high quality international tourism destination.

### Sector Rationale:

The tourism sector will serve as the entrée point for integrated cross-sector economic growth that engages all economic sectors to systemically address Pohnpei's diverse economic, social, and environmental needs, utilizing the World Park concept and principles as the foundation. Attention to the development of this sector will focus on creating a world-class destination through cultivating a supportive fiscal environment for investment; developing human capacity; nurturing the use of local knowledge, products, and skills; and providing authentic expressions of Pohnpeian culture. Pohnpei's human, heritage, and natural resources assets will be utilized to create an international tourism destination that will serve the citizens of Pohnpei first, and that will share with the world an example of sustainable living created by blending traditional and science-based stewardship values and practices within a globalizing and growing economy.

**STRATEGIC GOAL 1: To develop tourism strategies for creating a high quality, sustainable economic sector by positioning Pohnpei as a nature- and heritage-based international tourism destination utilizing World Park principles.**

**Rationale:** Tourism development will be based on World Park principles, utilizing Pohnpei's natural and heritage resource assets, traditional values, and principles of sustainability to organize and develop economic capacity for the well-being of Pohnpei's citizens. Pohnpeian development strategies will focus attention on nature- and heritage-based tourism and will encourage local investment and business development to serve a global niche market of environmentally concerned tourists.

**STRATEGIC GOAL 2: To create an attractive and supportive fiscal environment for private sector tourism industry investors, both domestic and foreign, that prioritizes benefits to Pohnpeian citizens.**

**Rationale:** As an economic engine, sustainable tourism must benefit Pohnpeian citizens first and foremost. Local investment and entrepreneurship are important components of a healthy sustainable tourism economic sector. Foreign investment will play an important role in the development of a world-class tourism destination, but it must complement rather than dominate the local tourism business sector. Additionally, foreign investment contracts must be written deliberately to substantively benefit Pohnpeian citizens and minimize economic leakage.

**STRATEGIC GOAL 3: To strengthen and expand tourism human resource capacity.**

**Rationale:** Fundamental to a successful sustainable tourism sector are the people who own, operate, and staff tourism businesses and services as well as ancillary services with which tourists engage. Close attention is needed to the education and training of tourism industry workers at all levels, from front-line workers through managerial and entrepreneurial tourism professionals. Preparation for the responsibilities of welcoming international visitors must be comprehensively addressed through K-12, higher education, and continuing education institutions. Global tourists will expect not only engaging cultural and natural experiences, but also world-class service expressed through thoughtful and authentic Pohnpeian hospitality.

**STRATEGIC GOAL 4: To facilitate new tourism product development that diversifies the range of attractions, activities, and experiences for visitors, consistent with World Park principles.**

**Rationale:** Local tourism enterprises are essential to the growth and success of sustainable tourism in Pohnpei. An organized, comprehensive, and continuous effort is needed to develop heritage and nature-based attractions, activities, experiences, and services that expose tourists to authentic dimensions of Pohnpei and its people.

**STRATEGIC GOAL 5: To develop and implement a comprehensive Pohnpei World Park tourism marketing plan for both internal and external markets.**

**Rationale:** It will not be sufficient to develop the infrastructure to support a world-class tourism destination without an effective and comprehensive strategy to communicate the uniqueness of the World Park. Marketing will be an important early and ongoing dimension of the operation of the Pohnpei tourism sector.

First, there is an important need to effectively communicate the World Park message internally to Pohnpeians to enable them to fully understand and interpret the values and ideals represented by the World Park.

Second, it will be necessary to engage international marketing expertise to develop effective strategies to draw the attention of international travelers to Pohnpei. It is important that all aspects of marketing (product, pricing, placement, packaging, people, process, performance, passion) – not only promotion – are incorporated into the tourism marketing plan, and that marketing research is conducted regularly.

**STRATEGIC GOAL 6: To establish and implement industry-wide in-state tourism quality standards.**

**Rationale:** To effectively meet the expectations of international visitors, to protect the health and safety of visitors, and to protect the World Park brand, tourism services, attractions, experiences, and products must be scrutinized for quality, authenticity, appropriateness, and impacts. Existing international standards can be consulted as models for development of an internal set of standards, which then would be used as the basis for monitoring the various elements of the tourism system.

**STRATEGIC GOAL 7: To preserve, promote, and expand use of local knowledge, tangible expressions of culture, and traditional livelihood skills, and to link them to the tourism system.**

**Rationale:** Central to World Park principles – and the basis for development of sustainable tourism services, attractions, experiences, and products in Pohnpei – is the perpetuation and celebration of Pohnpeian cultural traditions. Pohnpeian traditional leadership, culture, history, and environment are honored via the establishment of the World Park. Unique Pohnpeian traditions and expressions of indigenous cultures, as selected by Pohnpeians, can be developed specifically for the tourism industry as well as infused in other economic sectors, and all can be shared through the tourism experience.

## **Pohnpei Strategic Planning Matrices**

Sector Missions, Strategic Goals,  
Outcomes, Activities, and Outputs



## **POHNPEI SDP: *Agriculture Sector***

### **MISSION STATEMENT**

To provide food security, facilitate sustainable agricultural development by promoting best practices, promote cultural uses of foods, and improve nutrition and health as supported by a well-resourced state agriculture office and a stable, consistent policy framework.\*

### **Sector Rationale:**

Organizing and enhancing existing local agriculture as a key sector in the Pohnpeian economic system through coordinated research, education, implementation, and public awareness will enable citizens to develop a more secure food system and derive maximum benefit from Pohnpeian agricultural resources. Systemic benefits (e.g., expanded economy, improved health, healthy environment, and cultural maintenance) will result from the integrated application of traditional techniques, innovative methods, and best practices for agricultural management. A deliberately developed and linked agricultural value chain can enhance multiple benefits to the people of Pohnpei as well as actively support the tourism industry.

## POHNPEI SDP: *Agriculture Sector*

**STRATEGIC GOAL 1.** To develop a sustainable local agriculture system.

**Rationale:** Limited agricultural resources coupled with a fragile natural environment require thoughtful solutions to enhancing local subsistence and commercial agriculture by integrating traditional and science-based agricultural practices. Increasing production, improving quality, and stabilizing availability of crop and livestock will provide a solid foundation for agriculture value chain management, protection of the environment, and increased economic benefits.

Agriculture Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Agriculture Sector	1.1 To increase production of locally produced foods and other agriculture-based commercial products.	1.1.1 Increase crop yield for both subsistence and commercial use.	1.1.1.a To increase each crop's yield by 10% by 2015. <i>(Note: Specific yield increases for specific crops to be identified in the future, as appropriate.)</i>
		1.1.2 Increase the number of hectares in agricultural production for subsistence and commercial purposes.	1.1.2.a To increase the number of hectares in agricultural production by 10% by 2015.
			1.1.2.b To identify a profile of agricultural crop diversity appropriate to the Pohnpeian ecosystem by 2015.
			1.1.2.c To place 50% of road easement in agricultural production by adjacent landowners by 2015.
		1.1.3 Increase the number of livestock (e.g., pigs, chickens, others, as appropriate) per household.	1.1.3.a To increase number of each livestock species (pigs, poultry and goats) by 10% by 2015.
		1.1.4 Improve the genetic make up of existing livestock (e.g., pigs, chickens, and others).	1.1.4.a To improve genetic makeup by 10 % through artificial insemination (AI) and importation of improved breeding stocks by 2015.
1.1.5 Increase production of chicken eggs locally for domestic and tourism markets.	1.1.5.a To establish a local chicken egg production system by 2015.		

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.1. (cont.)	1.1.6 Promote and improve the traditional agroforestry and environmentally friendly agricultural production practices.	1.1.6.a To create a plan for implementing a comprehensive, state-wide environmentally friendly farming program by 2015.
		1.1.6.b To begin implementation of the comprehensive, state-wide traditional agroforestry farming program by 2015.
		1.1.6.c To identify and promote environmentally friendly best management practices by 2013 and ongoing.
	1.1.7 Establish a seed bank for crops grown locally.	1.1.7.a To establish a Pohnpei seed bank for local food crops by 2015.
		1.1.7.b To increase the number of crop varieties stored in the seed bank by 10 per year ( <i>until 100% level is achieved</i> ).
		1.1.7.c To create a local food crop seed distribution program for local producers ( <i>commercial and personal use</i> ) by 2015.
	1.1.8 Facilitate establishment of commercial nurseries for locally grown crops in selected farming communities.	1.1.8.a To have at least one commercial nursery for selected major local food crops (breadfruit, banana, taros, yams, coconut, pandanus, citrus, and vegetables) in operation by 2013.
	1.1.9 Facilitate establishment of rearing facilities for locally raised livestock.	1.1.9.a To establish at least one rearing facility for each livestock species (pigs, poultry, goats) by 2014.
	1.1.10 Expand traditional agro-forestry programs.	1.1.10.a To increase the number of hectares in agro-forestry production by 10% by 2015.
	1.1.11 Facilitate introduction of livestock types and breeds appropriate to Pohnpei. ( <i>Examples: goats, pigs</i> )	1.1.11.a To determine feasibility and appropriateness of various “improved livestock breeds” for introduction into the Pohnpeian ecosystem by 2015.
	1.1.12 Make environmentally friendly farm inputs available (e.g., compost).	1.1.12.a To increase ongoing training for production and use of compost, especially as linked to livestock management systems by 10% annually beginning in 2013.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.2 To improve quality of locally produced products (crops/livestock).	1.2.1 Establish food quality standards for local commercial production.	1.2.1.a To establish food quality standards for local commercial production by 2015.
	1.2.2 Implement domestic food quality control program. <i>(The program should include procedures linked to 1.2.1 standards, training, and an ongoing way to fund the program.)</i>	1.2.2.a To develop a food quality control program by 2013.
		1.2.2.b To train food quality control inspectors beginning in 2014.
		1.2.2.c To implement the food quality control program beginning in 2014.
1.3 To enhance the value of local foods along the value chain.	1.3.1 Assess current value chain and identify new opportunities for each commercially viable crop.	1.3.1.a To develop a value chain assessment process, with assessment to begin in 2014.
	1.3.2 Develop policies, technologies, practices, and incentives to implement value chain projects (as identified through 1.3.1).	1.3.2.a To write measurable objectives for individual value chain projects as soon as they are identified by 2013.
1.4 To develop an effective crop harvesting/food distribution and transportation system.	1.4.1 Assess the current crop harvesting / food distribution and transportation system.	1.4.1&2.a To write measurable objectives for individual elements of the crop harvesting/food distribution/ transportation system based on the assessment result by 2015.
	1.4.2 Develop policies, technologies, practices, and incentives to improve the harvesting/distribution/ transportation system.	
1.5 To develop a well resourced and focused sustainable agriculture sector operating within a stable and consistent policy framework.	1.5.1 Implement the <i>Pohnpei State Agriculture Strategic Action Plan, 2011-2015</i> (Output #1, Agriculture Office Fully Resourced).	1.5.1.a To meet all the objectives of the <i>Pohnpei State Agriculture Strategic Action Plan, 2011-2015</i> , associated with Output #1 by the times specified in the action plan.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.6 To increase the number of agri-science/agri-business college/university graduates.	1.6.1 Attract more students into the Agricultural Certificate Program and AS degree in the General Agriculture program at COM-FSM.	1.6.1.a To develop a advertisement and recruitment program annually with public and private school system by 2013 and continue.
		1.6.1.b To increase the graduation rate of General Agriculture majors at COM-FSM by 10% beginning in 2014.
	1.6.2 Link COM-FSM programs to 4-year agri-science/ agri-business programs at other colleges/ universities .	1.6.2.a To develop one COM-FSM/4-year college or university matriculation agreements for agri-science/ agri-business degree programs by 2014. Ongoing.
	1.6.3 Develop a scholarship program for students pursuing 4-year agri-science/agri-business degree programs.	1.6.3.a To implement a 4-year agri-science/agri-business degree scholarship program by 2013. Ongoing.

## POHNPEI SDP: *Agriculture Sector*

**STRATEGIC GOAL 2.** To develop local product-based agri-business.

**Rationale:** New commercial opportunities connected to local, tourism, and global markets will enable citizens to expand local agricultural production. Agricultural economic viability will require a focus on creatively developing the commercial agriculture value chain.

Agriculture Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Agriculture Sector	2.1 To develop a viable domestic and export market for locally produced food crops and agriculture-based products.	2.1.1 Conduct survey about current production of agricultural crops and livestock.	2.1.1.a To complete a comprehensive agricultural crop & livestock census survey by 2013.
		2.1.2 Conduct comprehensive market analysis of current locally produced agricultural products for domestic and export markets.	2.1.2.a To complete a comprehensive survey and analysis of current locally produced crops and agricultural products being produced for domestic and export markets by 2013.
		2.1.3 Identify potential high value agricultural commodities and products for the export market.	2.1.3.a To identify, based on the 2.1.2.a. market survey, potential high value commodities and products for the export market by 2013.
		2.1.4 Strengthen utilization of locally produced food.	2.1.4.a To increase the amount and variety of local food products available in local markets by 20% by 2015.
			2.1.4.b To increase the number of local markets selling local food products by 20% by 2015.
			2.1.4.c To increase the number of restaurants serving local food by 10% by 2013.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.1 (cont.)	2.1.5 Increase export of high value agricultural commodities and products.	2.1.5.a To connect high value agricultural commodities and products to global markets beginning in 2013.
		2.1.5.b To increase the export of high value agricultural commodities and products by 10% by 2014.
2.2 To develop local agricultural foods, products, and experiences to serve the tourism industry.	2.2.1 Include an increasing number of local-food-based menu items in restaurants and roadside food stands serving public, including tourists.	2.2.1.a To implement a state-wide culinary training institute focused on preparation of local-food-based menu items starting in 2012 and ongoing.
		2.2.1.b To increase the use of local food in Pohnpei restaurants by 10% by 2014.
		2.2.1.c To increase the number of restaurants serving local foods by 10% annually, beginning in 2013.
		2.2.1.d To expand a tourism-based local foods campaign beginning in 2013, building on 2012 efforts.
		2.2.1.e To provide at least two farmer/chef workshops annually, beginning in 2013.
	2.2.2 Expand the number of types of agriculture-based products for sale to the general public including tourists.	2.2.2.a To provide a minimum of two-per-year agriculture-based business training workshops to promote entrepreneurial activities, beginning in 2013.
		2.2.2.b To add at minimum of one new agriculture-based product to the tourist sales market by 2013.
	2.2.3 Develop agriculture-based tourism experiences.	2.2.3.a To develop an action plan for agriculture-based tourism experiences by 2014.
		2.2.3.b To provide one per year training workshop to subsistence and commercial farmers in developing tourism experiences beginning in 2012 and ongoing.
		2.2.3.c To implement a minimum of one agriculture-based tourism experiences beginning in 2013.

## POHNPEI SDP: *Agriculture Sector*

**STRATEGIC GOAL 3.** To improve public understanding of the values and benefits of agriculture and associated business opportunities.

**Rationale:** Pohnpeians have the potential to benefit from diverse business and economic opportunities associated with local agriculture, agricultural products, and agriculture-based tourism experiences. Additionally, expanded diversity, availability, and use of local foods can improve the long-term health of Pohnpeians by replacing the current diet composed primarily of highly processed, imported foods that contribute to high incidents of NCDs. Currently, the diversity, availability, and use of local foods is limited due in part to Pohnpeian consumers’ financial constraints. Additional issues include convenience of and current preferences for “convenience and processed foods,” combined with limited knowledge of the economic and health benefits associated with eating locally grown and unprocessed foods.

Agriculture Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Agriculture Sector	3.1 To include public awareness of agricultural values, benefits and business opportunities as part of agriculture extension. <i>(Benefits include health, environmental, and others.)</i>	3.1.1 Develop programs and multi-media materials promoting the values, benefits and business opportunities associated with agriculture for Pohnpei’s youth.*	3.1.1.a To develop age-appropriate multi-media materials for youth promoting the values, benefits and business opportunities associated with agriculture by 2013.
			3.1.1.b To provide experiential learning opportunities for youth <i>(can be during and/or after the school day)</i> beginning in 2012 and ongoing.
			3.1.1.c To increase the number of youth actively involved in agriculture training programs by 20% by 2014.
		3.1.2 Develop programs and multi-media materials promoting the values, benefits and business opportunities associated with agriculture for the men and women of Pohnpei.*	3.1.2.a To develop multi-media materials for adult learners promoting the values, benefits and business opportunities associated with agriculture by 2013.
			3.1.2.b To provide experiential learning opportunities for adults** beginning in 2013.
			3.1.2.c To increase the number of adult Pohnpeians actively involved in hands-on training programs, in family-based agriculture, and in commercial agriculture by 10% by 2013.

Agriculture Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	3.1 (cont.)	3.1.3 Promote and support the farmers associations in Pohnpei. (e.g., Pohnpei Farmers Association [PFA])	3.1.3.a To develop a plan to work with the Pohnpei Farmers Association (PFA) to enhance local agriculture beginning in 2012 and ongoing.
		3.1.4 Strengthen collaboration among established agriculture partners to promote the values, benefits, and business opportunities associated with agriculture.	3.1.4.a To increase the number of agriculture partners involved with programs/projects associated with activities 3.1.1 – 3.1.3 above beginning in 2012 and ongoing.
		3.1.5 Create new partnerships with relevant organizations and businesses in other sectors to promote the values, benefits, and business opportunities associated with agriculture ( <i>as associated with health, environment, infrastructure, education</i> ).	3.1.5.a To increase the number of cross-sector partnerships to promote the values, benefits, and business opportunities associated with agriculture by 20% by 2014.
	3.2 To encourage consumption of local, healthy foods through all segments of society (government, traditional events, church, and family).	3.2.1 Promote and support community groups and NGOs involved in local food production and use (e.g., Island Food Community of Pohnpei) .	3.2.1.a To establish at least 20 school/community gardens starting in 2012 and ongoing.
			3.2.1.b To provide training in safe food production and use in conjunction with the 20 schools and community gardens by 2013.
		3.2.2 Support the expansion and enhancement of the school lunch program to focus on selection and preparation of local healthy foods.	3.2.2.a To collaborate on the expansion of the school lunch program to include <i>all</i> Pohnpei schools by 2014.
			3.2.2.b To collaborate on the enhancement of the school lunch program to include healthy preparation of local foods at 100% of the Pohnpei school sites by 2014.
	3.2.3 Strengthen the statewide “local, healthy foods” campaign that includes provision of <i>local, healthy</i> foods at government, traditional, and church events.	3.2.3.a To implement a statewide “local, healthy foods” campaign that includes provision of <i>local, healthy</i> foods at government, traditional, and church events beginning in 2012 and ongoing.	

\* All multi-media materials should be developed in both Pohnpeian and English, and include strong visuals (for visual media formats).

\*\* Examples for consideration: home gardens (traditional), community gardens along road easements, Master Agriculture programs, demonstrations/engagement in truck farming projects, etc. as appropriate to Pohnpei culture.

## POHNPEI SDP: *Agriculture Sector*

**STRATEGIC GOAL 4.** To use integrated research, extension, and educational opportunities to support adoption of sustainable agricultural production technologies and practices.

**Rationale:** Pohnpeian agriculture, both subsistence and commercial, has decreased over time, resulting in loss of traditional agricultural knowledge, decrease in total agricultural production, an increase in NCDs, and loss of the cultural significance of food production and consumption. An integrated program of local agriculture research, extension, and education is needed to identify agricultural production methods best suited to Pohnpei. New knowledge gained through agricultural research that is integrated with traditional techniques, innovative methods, and best practices can be extended to (shared with) subsistence and commercial farmers to improve the quality, quantity, and sustainability of their agricultural production.

Agriculture Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Agriculture Sector	4.1 When applicable, to integrate traditional Pohnpeian sustainable farming systems with science-based sustainable farming practices.	4.1.1 Assess traditional farming practices relative to current science-based best management practices.	4.1.1.a To complete an assessment of traditional/natural farming relative to current best practices of agro-forestry farming by 2014.
		4.1.2 Train subsistence and commercial farmers in traditional Pohnpeian farming and science-based best management practices.	4.1.2.a To conduct a minimum of one traditional Pohnpei agro-forestry farming training programs each year beginning in 2012.
		4.1.3 Implement traditional subsistence and commercial farming practices, integrated with science-based best management practices.	4.1.3.a To provide training in the transition from traditional subsistence to integrated traditional and commercial farming practices in 2013.
		4.1.4 Promote certification of organically produced products (align organic practices with the Pacific Organic Standard or other organic certification standards, as appropriate).	4.1.4.a To provide ongoing assistance to enable farmers to meet certification standards in organic products by 2016.
	4.2 To recognize and protect the intellectual property rights and benefits of and to Pohnpeians as related to agricultural crops and products.	4.2.1 Develop protocol for sharing of indigenous intellectual properties and genetic materials.	4.2.1.a To develop a protocol for sharing of indigenous intellectual properties and genetic materials by 2014.

iSTOP SAP = Invasive Species Task Force of Pohnpei — Strategic Action Plan

NOTE: “Sustainable” includes “environmentally sound.”

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.3 To reduce the negative impacts of invasive species on subsistence and commercial agricultural production.	4.3.1 Promote and support iSTOP to implement its strategic action plan.	4.3.1.a To implement one new iSTOP activity annually.
		4.3.1.b To eradicate five targeted invasive species by 2015.
		4.3.1.c To increase the capacity of biosecurity staff by 2014.
4.4 To adopt Integrated Pest Management (IPM) as the primary strategy for controlling agricultural crop pests.	4.4.1 Identify effective IPM strategies for each agricultural crop consistent with maintaining a healthy environmental system.	4.4.1.a To include IPM research in the Agriculture Research Action Plan (see 4.7.2.a) by 2015.
	4.4.2 Develop an IPM training program.	4.4.2.a To complete development of an IPM training program by 2015.
	4.4.3 Train farmers in the implementation of appropriate IPM strategies.	4.4.3.a To conduct a minimum of one IPM training program each year, beginning in 2014.
	4.4.4 Develop a system for adoption of IPM strategies.	4.4.4.a To develop an incentive system for adoption of IPM strategies for subsistence and commercial farming by 2014 ( <i>consistent with start of IPM training</i> ).
		4.4.4.b To increase the number of subsistence garden/farmers using IPM by 10% by 2014.
4.4.4.c To increase the number of commercial farmers using IPM by 10% by 2014.		
4.5 To promote and support bio-security in Pohnpei.	4.5.1 Support the FSM national bio-security enabling legislation.	4.5.1.a To advocate for the promulgation and implementation of the national bio-security enabling legislation, with a target date of 2013.
	4.5.2 Enforce the national bio-security legislation in Pohnpei State.	4.5.2.a To enforce national bio-security legislation as soon as national legislation is passed.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.6 To promote soil conservation practices throughout Pohnpei.	4.6.1 Identify effective soil conservation practices.	4.6.1.a To include soil conservation research in the Agriculture Research Action Plan (see 4.7.2.a) by 2013.
	4.6.2 Develop a soil conservation training program.	4.6.2.a To complete development of a soil conservation training program by 2013.
	4.6.3 Train farmers in use of appropriate soil conservation practices.	4.6.3.a To conduct a minimum of one soil conservation training program each year beginning in 2012.
	4.6.4 Develop a system for adoption of soil conservation practices for subsistence and commercial farming.	4.6.4.a To develop an incentive system for adoption of soil conservation practices for subsistence and commercial farming by 2012.
4.6.4.b To increase the number of subsistence garden/farmers using soil conservation practices by 50% by 2015.		
4.6.4.c To increase the number of commercial farmers using soil conservation practices by 10% by 2014.		
4.7 To promote water conservation practices throughout Pohnpei.	4.7.1 Conduct a water conservation assessment for Pohnpei State specific to agriculture usage.	4.7.1.a To conduct a water usage and conservation assessment survey in all municipalities and outer island communities by 2015.
	4.7.2 Develop a Pohnpei State agriculture water use and conservation plan.	4.7.2.a To develop a Pohnpei State agriculture water use and conservation plan by 2016.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.8 To promote agro-forestry practices throughout Pohnpei.	4.8.1 Identify effective agro-forestry practices.	4.8.1.a To include agro-forestry research in the Agriculture Research Action Plan (see 4.7.2.a) by 2013.
	4.8.2 Develop an agro-forestry training program.	4.8.2.a To complete development of an agro-forestry training program by 2013.
	4.8.3 Train farmers in use of appropriate agro-forestry practices.	4.8.3.a To conduct a minimum of 4 agro-forestry training programs each year beginning in 2013.
	4.8.4 Develop a system for adoption of agro-forestry practices.	4.8.4.a To develop an incentive system for adoption of agro-forestry practices for subsistence and commercial farming by 2013 ( <i>consistent with start of agro-forestry training</i> ).
4.8.4.b To increase the number of subsistence garden/farmers using agro-forestry practices by 20% by 2014.		
4.8.4.c To increase the number of commercial farmers using agro-forestry practices by 20% by 2015.		

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.9 To adopt environmentally sound livestock waste management practices throughout Pohnpei.	4.9.1 Identify livestock waste management practices consistent with maintaining a healthy environmental system.	4.9.1.a To include livestock waste management research in the Agriculture Research Action Plan (see 4.9.2.a) by 2014.
	4.9.2 Develop a livestock waste management training program.	4.9.2.a To complete development of a livestock waste management training program by 2013.
	4.9.3 Train farmers in use of environmentally sound livestock waste management practices.	4.9.3.a To conduct a minimum of three (3) environmentally sound livestock waste management training programs each year beginning in 2014.
	4.9.4 Develop a system for adoption of environmentally sound livestock waste management practices.	4.9.4.a To develop an incentive system for adoption of environmentally sound livestock waste management practices for subsistence and commercial farming by 2014 ( <i>consistent with start of livestock waste management training</i> ).
4.9.4.b To increase the number of subsistence garden/farmers using environmentally sound livestock waste management practices by 20% by 2013.		
4.9.4.c To increase the number of commercial farmers using soil conservation practices by 20% by 2014.		
4.10 To establish a centralized agriculture research institute that coordinates research activities with COM-FSM and other partners.	4.10.1 Establish a Pohnpei Agriculture Research and Development Institute (PARDI) to address agricultural needs in Pohnpei, as described throughout the Agriculture Sector Matrices (e.g., MARDI).	4.10.1.a To develop a process for regular sharing and coordination between MARDI and Pohnpei's other agriculture organizations conducting research by 2015.
	4.10.2 Develop a 10-year agriculture research plan based on the Pohnpei Agriculture Sector objectives and consistent with the FSM Agriculture Policy document's research components ( <i>to include applied research and production field trials for selected crops/livestock</i> ).	4.10.2.a To complete a 10-year agriculture research action plan by 2015.
	4.10.3 Develop the agriculture research capacity of Pohnpeians.	4.10.3.a To increase the number of Pohnpeian agriculture researchers to at least 3 by 2020.

## **POHNPEI SDP: *Education Sector***

### **MISSION STATEMENT**

To recognize and strengthen the shared commitment of parents, extended family, and community to enable students to develop social, emotional, physical, intellectual, and vocational skills; to master languages in both oral and written forms; to engage in traditional cultural practices; and to prepare all students to contribute to their communities in meaningful and positive ways

### **Sector Rationale:**

Education is the foundation for building the capacity of all Pohnpei citizens to meet the challenges of systemic development and the demands of self-determination. Both formal and informal educational strategies are needed to prepare citizens to undertake the demands of providing each economic sector with the skilled and knowledgeable human resources (leaders and workers). The Education Sector is positioned to provide high quality curricula, education, and training that nurture traditional values and knowledge, cultivate intellectual curiosity, prepare skilled workers, foster life-long learning, and improve the quality of Pohnpeian life.

## POHNPEI SDP: *Education Sector*

**STRATEGIC GOAL 1:** To improve the quality of instructional services for early childhood, elementary, and secondary education.

**Rationale:** Fundamental and long-term capacity building begins with enhancing the capacity of instructional staff at all grade levels. Enhanced teaching skills and educational expectations, supported by quality learning environments (SG4), will underlay the human resources capacity for all sectors as Pohnpei’s economic strategy evolves.

Education Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Education Sector	1.1 To enhance the quality of instructional services for early childhood, elementary and secondary education.	1.1.1-i Provide information to teachers about NMCT/SBA standards .	1.1.1.a To increase the number of 6 <sup>th</sup> , 8 <sup>th</sup> , and 10 <sup>th</sup> grade students scoring at or above the proficiency level on the National Minimum Competency Test (NMCT) (Mathematics & English, with Science and Social Science to be added) by a minimum of 3% annually, beginning in 2013.
		1.1.1-ii Provide workshops on how to teach content aligned to the standards.	
		1.1.2-i Identify teachers who need to be certified.	1.1.2.a To increase the number of certified Early Childhood Education (ECE), elementary and secondary teachers by 5% annually beginning in 2013.
		1.1.2-ii Provide information to teachers about requirements and opportunities for earning and maintaining certification.	
		1.1.2-iii Provide information to teachers about educational training opportunities.	
		1.1.3 Provide an incentive program to improve teacher attendance and performance.	1.1.3.a To improve attendance of Early Childhood Education (ECE), elementary and secondary teachers by 5% annually beginning in 2013.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.1 (cont.)	1.1.4 Develop an incentive program for continuing education for all teachers.	1.1.4.a To launch the continuing education incentive program for all teachers by 2014.
		1.1.4.b To have at least 90% of all ECE, elementary and secondary teachers in Pohnpei complete at least one continuing education program/class/workshop during a school year, beginning In the first year of implementation of the continuing education incentive program (see year in 1.1.4a – 2014).
		1.1.4.c To have 100% of all teachers incorporate new classroom instructional/learning techniques/approaches in their classrooms by 2014.
		1.1.4.d To increase student grades and NMCT scores by a minimum of 3% by 2014 (as a result of implementation of new teaching/learning techniques) .
	1.1.5 Add a Pohnpeian language component to the school curriculum-ECE-12.	1.1.5.a To add Pohnpeian language as the 5th core subject area of the ECE-12 school curriculum by 2014.
		1.1.5.b To add a Pohnpeian language as a component of the high school entrance exam by 2015.
	1.1.6 Improve vertical integration of financial management of school system resources.	1.1.6.a To spend \$40.67 per student for each early childhood education student for instructional materials and textbooks annually.
		1.1.6.b To spend \$24.20 per student for each elementary student for instructional materials and textbooks annually.
		1.1.6.c To spend \$34.27 per student for each secondary student for instructional materials and textbooks annually.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)	
1.2 To enhance the quality of instructional services to individuals with disabilities.	1.2.1 Continue providing Child Find activities.	1.2.1.a The Child Find Coordinator and Special Education Specialist will recruit special needs students once each year.	
		1.2.1.b The Child Find Coordinator and Special Education Specialist will provide training of resource teachers each year.	
	1.2.2 Complete and update the Individual Education Plan (IEP) for each student with a disability.		1.2.2.a To complete an annual assessment to address the needs of each student with a disability.
			1.2.2.b To assist each Resource Person in completion of each annual Individual student Education Plan (IEP).
			1.2.2.c To assist each Resource Person in completion of each annual Individual Education Plan (IEP) process.
			1.2.2.d To assure that the resource teacher, parents, school administrator, other related service providers, and the student with a disability must all be involved with each year's IEP process.
	1.2.3 Continue providing related and special education services to identified students with disabilities.	1.2.3.a To provide home-bound services to all students with severe disabilities each year.	
	1.2.4 Promote NO CHILD LEFT BEHIND (NCLB) through a public awareness campaign in the State of Pohnpei.	1.2.4.a To increase by 2% the number of families of children with disabilities who can describe the NO CHILD LEFT BEHIND (NCLB) program by 2013.	

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.3 To certify all teachers in Pohnpei to FSM national standards.	1.3.1 Provide workshops to upgrade content knowledge of teachers.	1.3.1.a To provide at least one teacher workshop per year on relevant content at each grade level, beginning in 2013.
	1.3.2 Increase the number of certified, qualified teachers, based on the National certification assessment test to all teachers.	1.3.2.a To administer the National certification assessment test to all Pohnpei teachers continuing in 2013 and beyond.
		1.3.2.b To certify to national standards at least 80% of all ECE, elementary and secondary teachers by 2014.
	1.3.3 Update teacher certification data.	1.3.3.a To update teacher certification database annually.
	1.3.4 Develop a public register of qualified teachers in Pohnpei.	1.3.4.a By 2014, Pohnpei State will publish a public register of all currently qualified teachers in Pohnpei (to be updated annually).
1.4 To improve instructional delivery by teachers through in-service training programs.	1.4.1 Conduct classroom visits by Education Specialists for observation and mentoring of teachers.	1.4.1.a Each Education Specialist will conduct at least 4 scheduled classroom visits each year.
		1.4.1.b Specialists will respond to 100% of teacher requests for assistance.
	1.4.2 Provide Pohnpeian language workshops for teachers.	1.4.2.a To provide at least two (2) Pohnpeian language workshops to teachers annually.
	1.4.3 Provide in-service training in content and teaching skills adapted to individual learning abilities and styles.	1.4.3.a To provide at least two (2) content and teaching skills workshops to teachers annually.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.5 To upgrade early childhood, elementary, and secondary curricula.	1.5.1 Utilize National and Pohnpei State standards tests to assess student achievement in the four core content areas.	1.5.1.a To conduct annual student achievement assessments using National and Pohnpei State standardized tests beginning in 2013 and forward. 1.5.1.b To improve NMCT math, English, science, and social studies scores by 3% each year at each testing point (6 <sup>th</sup> , 8 <sup>th</sup> , 10 <sup>th</sup> grades).
	1.5.2 Utilize National and Pohnpei State standards in the four content areas to upgrade curricula.	1.5.2.a To upgrade the instructional materials based on National and Pohnpei standards tests (and student scores) by 2013.
	1.5.3 Develop specialized curricula in coordination with CSP, IOM, MAHI, Island Food and other relevant NGOs	1.5.3.a To develop specialized instructional materials in coordination with relevant NGOs by 2% by 2013.
	1.5.4 Develop elementary and secondary level tourism curricula.	1.5.4.a To complete development of all elementary and secondary tourism curricula by 2014.
	1.5.5 Train all elementary and secondary teachers in the tourism curriculum.	1.5.5.a To provide at least 2 tourism curriculum workshops to teachers annually, beginning in 2014.
	1.5.6 Implement tourism curriculum in all elementary and secondary schools.	1.5.6.a To begin implementation of the tourism curriculum in all elementary and secondary classrooms by 2015.
	1.5.7 Develop and implement strategies to reinforce knowledge and use of traditional governance practices.	1.5.7.a To develop curriculum elements to reinforce knowledge and use of traditional governance practices by 2014. 1.5.7.b To begin integration of curriculum elements that reinforce knowledge and use of traditional governance practices by 2015.
1.6 To implement the FSM Schools Accreditation system.	1.6.1 All elementary and secondary schools will complete a self-study based on accreditation standards and guidelines.	1.6.1.a To have 100% of Pohnpei's schools fully meet the requirements of the FSM Schools Accreditation system by 2014,.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.7 To increase the number of Pohnpei state residents earning a GED.	1.7.1 Develop a systematic process for identifying GED program candidates.	1.7.1.a To develop a systematic process for identifying GED program candidates by 2014.
		1.7.1.b To begin implementation of the GED candidate identification process by 2013.
	1.7.2 Develop a GED enrollment incentive program.	1.7.2.a To develop a GED enrollment incentive program by 2013.
		1.7.2.b To begin implementation of the GED enrollment incentive program by 2014.
	1.7.3 Develop a retention program for assuring successful completion of GED.	1.7.3.a To develop a retention program for GED students by 2013.
		1.7.3.b To begin implementation of a retention program for GED students by 2014.
1.7.3.c To increase the number of Pohnpei State non-high school graduates successfully completing their GED by 15% each year.		
1.8 To increase ECE, elementary, and secondary level student awareness of environmental issues and their use of sustainable practices.	1.8.1 Develop an environmental education program to integrate into Early Childhood Education (ECE).	*1.8.1.a To train all early childhood education teachers in incorporating environmental education lessons within their curricula by 2014.
		1.8.1.b To increase the number of early childhood education programs/classes actively implementing age-relevant environmental curricula by 2% each year.
		1.8.1.c To increase compliance with (specific environmentally conscious behaviors*) by early childhood education students by 3% each year.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.8 (cont.)	1.8.2 Develop an environmental education program to integrate into all grade levels of elementary education.	*1.8.2.a To train all elementary education teachers in incorporating environmental education lessons within their curricula by 2014.
		1.8.2.b To increase the number of elementary education programs/classes actively implementing age-relevant environmental curricula by 2% each year.
		1.8.2.c To increase compliance with (specific environmentally conscious behaviors*) by elementary students by 3% each year.
	1.8.3 Develop an environmental education program to integrate into all grade levels of secondary education.	*1.8.3.a To train all secondary education teachers in incorporating environmental education lessons within their curricula by 2014.
		1.8.3.b To increase the number of secondary education programs/classes actively implementing age-relevant environmental curricula by 3% each year.
		1.8.3.c To increase compliance with (specific environmentally conscious behaviors*) by secondary students by 3% each year.

\* There could be **many** more specific objectives associated with this, based on actual curriculum developed. "Specific behaviors" could include things such as: Use of canvas, paper or other bags instead of plastic bags; policy that restricts or prohibits use of plastic bags; program that encourages traditional material bags or provides paper bags.

Potential associated policies: no more plastic bags (saves shop owners money); implementation of a bottle bill

## POHNPEI SDP: *Education Sector*

**STRATEGIC GOAL 2:** To improve the quality of postsecondary education, matching the needs of economic and social development of the State of Pohnpei.

**Rationale:** Fundamental and long-term capacity building begins with enhancing the capacity of instructional staff at all grade levels. Enhanced teaching skills and educational expectations, supported by quality learning environments (SG4), will underlay the human resources capacity for all sectors as Pohnpei’s economic strategy evolves.

Education Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	2.1 To ensure that COM-FSM maintains accreditation by Western Association of Schools and Colleges (WASC)	2.1.1 Complete the process for accreditation by the Western Association of Schools and Colleges (WASC) for COM-FSM.	2.1.1.a To meet all accreditation requirements by Western Associate of Schools and Colleges by 2014.
	2.2 To assess the workforce needs of Pohnpei’s public and private sectors	2.2.1 COM-FSM will coordinate a comprehensive assessment process/tools for identifying the workforce needs of Pohnpei’s public and private sectors.	2.2.1.a To complete a comprehensive assessment of Pohnpei’s public and private workforce needs by 2014.
	2.3 To align COM-FSM curriculum with economic and social development needs of Pohnpei.	2.3.1 Modify the curriculum (both overall and by division) based on findings of the workforce needs assessment (see 2.2.2).	2.3.1.a To incorporate content within each division’s curriculum to meet 100% of the assessment-identified workforce needs by 2014.
			2.3.1.b To increase by 3% annually the number of graduates getting jobs in a degree-related field within 6 months of their graduation.
	2.4 To increase environmental awareness and knowledge at the postsecondary level.	2.4.1 Integrate environmental education into appropriate postsecondary curricula.	* 2.4.1.a To train all post-secondary education teachers how to incorporate environmental lessons/topics within their particular curricula by 2013 year.
			2.4.1.b To increase the number of post-secondary programs that actively incorporate environmental lessons/topics/decision-making processes by 2% each year.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.5 To increase utilization of sustainable practices at the postsecondary level.	2.5.1 Conduct sustainability audit at both Pohnpei COM-FSM locations.	2.5.1.a To complete sustainability audits at both Pohnpei COM-FSM locations by 2013.
	2.5.2 Develop sustainability plan for both Pohnpei COM-FSM campuses.	2.5.2.a To develop a sustainability plan for each Pohnpei COM-FSM location by 2013.
	2.5.3 Implement the sustainability plan for both Pohnpei COM-FSM campuses.	2.5.3.a To begin implementation of a sustainability plan for each Pohnpei COM-FSM location by 2013.
		2.5.3.b To increase compliance with (specific environmentally conscious behaviors) by post-secondary students at each Pohnpei COM-FSM campus by 2% each year.

## POHNPEI SDP: *Education Sector*

**STRATEGIC GOAL 3:** To increase opportunities for successful completion of postsecondary education.

**Rationale:** Capacity building will require not only strong early childhood through high school education and training, but also higher level skills and knowledge to support specific areas of development in all sectors of the Pohnpeian economy. To effectively meet the missions and strategic goals of all sectors of the Pohnpeian economy, Education Sector leadership must identify needed capacity, identify and develop a network of post-secondary education providers, and facilitate the preparation for, application and admission to, and successful completion of post-secondary education across diverse fields serving all sectors of the economy.

Education Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Education Sector	3.1 To provide access to postsecondary education for eligible Pohnpeian citizens.	3.1.1 Expand scholarship programs for eligible Pohnpeian citizens	3.1.1.a To increase the number of Pohnpeians receiving scholarships for post secondary education by 5% each year.
		3.1.2 Expand scholarship programs for eligible Pohnpeian citizens to study abroad.	3.1.2.a To increase the number of Pohnpeians receiving foreign scholarships for postsecondary education by 10% each year.
		3.1.3 Develop a centralized scholarship reporting and data tracking system for Pohnpei students in post-secondary institutions.	3.1.3.a To have 100% of all scholarship-granting organizations regularly reporting annual scholarship awards/student progress to the central tracking system by 2014.
		3.1.4 Produce an annual report listing all scholarship awardees and student progress-to-degree.	3.1.4.a To publish the first annual report by the centralized scholarship tracking entity (COM-FSM) by 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.2 To increase academic success of postsecondary students.	3.2.1 Develop a monitoring system to track student academic progress.	3.2.1.a To have 100% of all instructors regularly reporting students' annual progress to the central tracking system at COM-FSM beginning in 2014.
		3.2.1.b To have 100% of all other institutions of higher learning reporting students' annual progress to the central tracking system at COM-FSM beginning in 2014.
	3.2.2 Develop a coordinated retention program for COM-FSM students.	3.2.2.a To increase the retention rate of COM-FSM students by 10 %, measured annually.
		3.2.2.b To increase the graduation rate of COM-FSM students by 5% by 2014.
		3.2.2.c To have 100% of all scholarship awardees successfully complete each semester for which they receive a scholarship.
	3.2.3 Expand the COM-FSM counseling program to include a focus on facilitating student transfer to other institutions of higher learning.	3.2.3.a To increase the number of COM-FSM students transferring to other institutions of higher learning to 5% by 2014.
		3.2.3.b To increase the number of Pohnpei scholarship-funded students graduating from other institutions of higher learning to 5% by 2014.
	3.2.4. Provide tutoring sessions in all subject areas.	3.2.4.a To provide tutoring in all subject areas each semester, beginning in 2013.

## POHNPEI SDP: Education Sector

**STRATEGIC GOAL 4:** To improve existing and create new life-long learning opportunities.

**Rationale:** Strengthening the capacities of the Pohnpeian work force through targeted training programs will provide essential support to the growth of all economic sectors as stakeholders in each pursue the achievement of each Strategic Goal.

Education Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	4.1 To provide comprehensive vocational skills training.  <i>(NOTE: This training program should be based on the “workforce needs assessment” in the SG 2, Outcome 2.2)</i>	4.1.1 Develop a comprehensive vocational skills training plan based on the “workforce needs assessment” in the SG 2, Outcome 2.2.	4.1.1.a To update the comprehensive vocational skills training plan by 2014 <i>(note: some time after the needs assessment)</i> .
		4.1.2 Develop additional certificate programs in vocational skills.	4.1.2.a To complete and pilot-test at least two new vocational certificate programs by 2014.
			4.1.2.b To certify 3% of unemployed graduates and vocationally illiterate adults annually.
		4.1.3 Expand content areas of COM-FSM’s Career and Technical Education training program.	4.1.3.a To develop at least two new CTE training programs at COM-FSM by 2012.
			4.1.3.b To implement the above two new CTE training programs at COM-FSM by 2012.
			4.1.3.c To facilitate enrollment of 2% of secondary level graduates in the Job Corps program.
		4.1.4 Develop a scholarship program for vocational training .	4.1.4.a To implement a new scholarship program for vocational training by 2015.
4.2 To provide certification programs in cultural skills.	4.2.1 Develop a certification-based curriculum for cultural skills.	4.2.1.a To certify 2% of high school graduates <i>in at least two-cultural skills</i> annually, beginning in 2014.	

TVET: Technical and Vocational Education and Training (generic term, not a “named” program)

WD&ST: Workforce Development and Skills Training (generic term, not a “named” program)

Vocational: technical skills (trades, medical technology, auto mechanics, etc.)

Lifelong learning: much broader, to include life skills, personal interest, academic, *and* vocational

CTE: Career and Technical Education

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.3 To provide social skills training in preparation for professional employment in Pohnpei.	4.3.1 Develop and implement a pre-employment training program ( <i>that includes socialization training, work habit training, etc.</i> ) to prepare youth for local professional employment.	4.3.1.a To complete and pilot-test a pre-employment curriculum developed by 2014.
		4.3.1.b To implement the first pre-employment training program in 2015.
		4.3.1.c To offer at least one pre-employment training program annually, beginning in 2015.
4.4 To prepare youth for Job Corps and overseas employment.	4.4.1 Provide social skills training in preparation for overseas employment.	4.4.1.a To provide at least one social skills training workshop annually for Job Corps and overseas employment, continuing in 2013 and forward.
	4.4.2 Promote the Job Corps program.	4.4.2.a To increase the number of annual applications for the Job Corps program by 50% over 2012 levels by 2014 and onward.
4.5 To increase environmental awareness, use of sustainable practices (including traditional behaviors).	4.5.1 Develop and provide a series of environmental education workshops for the public, offered through lifelong learning programs.	4.5.1.a To offer at least two (2) “current issue-relevant” environmental lessons/topics/decision-making processes through lifelong learning programs beginning in 2014.
		4.5.1.b To increase involvement in public debate about policy decisions that impact Pohnpei’s environmental resources by 2% each year.
4.6 To increase Pohnpei residents’ use of sustainable practices (including sustainable traditional behaviors).	4.6.1.i Develop public awareness campaigns explaining benefits of and encouraging compliance with environmentally friendly behaviors.*	4.6.1.a To increase compliance with specific environmentally friendly policies* by 2% each year.
	4.6.1.ii Develop policies (and associated programs) to facilitate environmentally friendly behaviors.*	

\* e.g., use of canvas, paper or other bags instead of plastic bags; policy that restricts or prohibits use of plastic bags; program that encourages traditional material bags or provides paper bags.

## POHNPEI SDP: *Education Sector*

**STRATEGIC GOAL 5:** To improve the effectiveness of education support services and programs.

**Rationale:** In combination with instructional services and expanded training opportunities, educational infrastructure and human resources provide and maintain safe, clean and hazard-free environments that foster learning. High quality learning environments will contribute to enhanced learning and capacity growth within all sectors.

Education Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Education Sector	5.1 To manage school facilities based on existing Pohnpei Department of Education facilities and maintenance standards.	5.1.1 Conduct maintenance needs inspections for each of the following: a. Classrooms b. Playgrounds c. School facilities d. Special needs access	5.1.1.a To complete an initial comprehensive needs inspection of Pohnpei school district classrooms by 2014.
			5.1.1.b To complete an initial comprehensive needs inspection of Pohnpei school district playgrounds by 2014.
			5.1.1.c To complete an initial comprehensive needs inspection of Pohnpei school district facilities by 2014.
			5.1.1.d To complete an initial comprehensive needs inspection of Pohnpei school district special needs access by 2014.

NOTE: 5.1. Time is needed to draft and implement the plan and to meet FSM accreditation standards, which are required for all public schools.

<b>OUTCOME</b> (broad operational goals)	<b>ACTIVITY</b> (specific actions or projects)	<b>OUTPUT</b> (measurable objectives for each activity)
5.1 (cont.)	5.1.2 Develop a conditions standards and maintenance plan for each of the following: a. Classrooms b. Playgrounds c. School facilities d. Special needs access	5.1.2.a To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district classrooms by 2014.
		5.1.2.b To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district playgrounds by 2014.
		5.1.2.c To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district facilities by 2014.
		5.1.2.d To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district special needs access by 2014.
	5.1.3 Identify funding to implement plans for each of the following: a. Classrooms b. Playgrounds c. School facilities d. Special needs access	5.1.3.a To identify funding to implement the maintenance plan for Pohnpei school district classrooms by 2014.
		5.1.3.b To identify funding to implement the maintenance plan for Pohnpei school district playgrounds by 2014.
		5.1.3.c To identify funding to implement the maintenance plan for Pohnpei school district facilities by 2014.
		5.1.3.d To identify funding to implement the maintenance plan for Pohnpei school district special needs access by 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
5.1 (cont.)	5.1.4 Distribute standards and maintenance plans to school principals, teachers and parents for each of the following: a. Classrooms b. Playgrounds c. School facilities d. Special needs access	5.1.4.a To distribute standards and maintenance plans for Pohnpei school district classrooms to school principals, teachers and parents by 2014.
		5.1.4.b To distribute standards and maintenance plans for Pohnpei school district playgrounds to school principals, teachers and parents by 2014.
		5.1.4.c To distribute standards and maintenance plans for Pohnpei school district facilities to school principals, teachers and parents by 2014.
		5.1.4.d To distribute standards and maintenance plans for Pohnpei school district special needs access to school principals, teachers and parents by 2014.
	5.1.5 Implement the maintenance plans for each of the following: a. Classrooms b. Playgrounds c. School facilities d. Special needs access	5.1.5.a To implement the maintenance plan for Pohnpei school district classrooms beginning in 2014.
		5.1.5.b To implement the maintenance plan for Pohnpei school district playgrounds beginning in 2014.
		5.1.5.c To implement the maintenance plan for Pohnpei school district facilities beginning in 2014.
		5.1.5.d To implement the maintenance plan for Pohnpei school district special needs access beginning in 2014.
	5.1.6 Provide adequate air ventilation to all classrooms.	5.1.6.a To assure that all classrooms have a ceiling fan installed by 2014.
	5.1.7 Provide adequate lighting in all classrooms.	5.1.7.a To assure that all classrooms have lighting that meets FSM DOE educational lighting standards by 2014.*

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
5.1 (cont.)	5.1.8 Upgrade knowledge and skills of all school maintenance personnel.	5.1.8.a To provide annual training for all school maintenance personnel on the standards and procedures for meeting classroom, playground, school facility, and special needs access conditions and maintenance standards beginning in 2014.
	5.1.9 Provide trained maintenance personnel to meet maintenance standards.	5.1.9.a To assess maintenance staffing needs annually, beginning in 2014.
5.2 To provide academic access for outer island students.	5.2.1 Conduct classroom observations in outer island schools.	5.2.1.a To continue annual classroom observations in all outer island schools.
	5.2.2 Conduct pre-screening of outer islands students from first through eighth grades in reading and math.	5.2.2.a To continue annual pre-screening of outer islands students from first through eighth grades in reading and math.
	5.2.3 Recruit eligible outer island children to enroll in ECE.	5.2.3.a To continue annual recruiting eligible outer island children to enroll in ECE.
	5.2.4 Administer SBA and NMCT to the outer island students.	5.2.4.a To continue annual administration of SBA and NMCT tests to outer island students.
	5.2.5 Provide the high school entrance exam in a timely manner to all outer island students.	5.2.5.a To continue providing the high school entrance exam to all 8 <sup>th</sup> grade outer island students annually.
5.3 To facilitate adequate nutrition for students.	5.3.1 Implement nutritionally balanced School Lunch Program, based on local foods, in all ECE, elementary, and secondary schools.	5.3.1.a To provide nutritionally balanced lunches utilizing primarily local foods, to all ECE, elementary, and secondary students beginning in 2014.
	5.3.2 Develop a nutrition education program within the school curricula at all levels.	5.3.2.a To upgrade the nutrition education program at all levels of the school curricula by 2014.
	5.3.3 Implement a nutrition education program within the school curricula at all levels.	5.3.3.a To incorporate the upgraded nutrition education within school curricula at all levels by 2015.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
5.4 To provide adequate, safe, and reliable school transportation for students.	5.4.1 Provide bus transportation for students to and from school.	5.4.1.a To ensure that 100% of students living more than 5 miles from school are provided bus service within 25 minutes before and after the scheduled class day.
	5.4.2 Enforce current school transportation safety standards.	5.4.2.a To continue enforcement of the current school transportation standards regularly during each school year.
	5.4.3 Provide adequate number of maintenance staff to safely and reliably maintain school buses.	5.4.3.a To hire (and retain) an adequate number of trained maintenance staff to safely and reliably maintain school buses, beginning no later than 2015.
	5.4.4 Implement a school transportation maintenance plan.	5.4.4.a To continue annual inspection and maintenance of all school buses to established safety standards.
5.5 To provide boarding program (housing and meals) for outer island students.	5.5.1 Provide adequate dormitory capacity for outer island students.	5.5.1.a To continue to provide dormitory rooms for 100% of outer island students who pass the high school entrance test.
	5.5.2 Provide adequate, nutritious meals for outer island students.	5.5.2.a To continue to provide adequate, nutritious meals for outer island students boarded at the high school.



## **POHNPEI SDP: *Environment Sector***

### **MISSION STATEMENT**

To develop and implement a community-based stewardship approach for protecting Pohnpei's natural and cultural resources, to maintain ecosystem functions necessary for all life, and to facilitate livelihoods based on traditional knowledge and modern, environmentally sustainable development practices.

### **Sector Rationale:**

Addressing environmental health comprehensively through engagement of all stakeholders will enable development of sustainable management policies and practices. Utilizing a systemic process to address environmental stewardship will provide opportunities for all Pohnpeian citizens and economic sectors to support and benefit from a high quality natural environment. Sound environmental health provides the foundation for sustainable economic growth, the expression of traditional values and practices, and natural resource management.

## POHNPEI SDP: *Environment Sector*

**MISSION:** To develop and implement a community-based stewardship approach for protecting Pohnpei's natural and cultural resources, to maintain ecosystem functions necessary for all life, and to facilitate livelihoods based on traditional knowledge and modern, environmentally sustainable development practices.

**Rationale:** Addressing environmental health comprehensively through engagement of all stakeholders will enable development of sustainable management policies and practices. Utilizing a systemic process to address environmental stewardship will provide opportunities for all Pohnpeian citizens and economic sectors to support and benefit from a high quality natural environment. Sound environmental health provides the foundation for sustainable economic growth, the expression of traditional values and practices, and natural resource management.

### **Environmental Sector Planning Outcome**

It is the desire of this administration to work collaboratively with all environmental sector stakeholders to complete an integrated, comprehensive Environmental Sector State Plan that considers existing policies, plans, programs, and services related to the environment and conservation of natural resources.

Additionally, the planning process will identify and incorporate environmental components within all other current sector matrices and link them with the broader environmental sector state plan.

## **POHNPEI SDP: *Fisheries Sector***

### **MISSION STATEMENT**

To promote the conservation and sustainable management of our marine resources, employing leading edge technologies while incorporating traditional Pohnpeian knowledge and practices.

### **Sector Rationale:**

Fisheries is an important productive sector for Pohnpei, both in the short and long term, from economic, cultural, environmental and local food systems perspectives. Already under stress from environmental and over-fishing pressures, Pohnpei's fish stocks and marine ecosystems would benefit from implementation of sustainable management practices that can promote long term viability of the inshore and offshore fish stocks while creating economic benefit for Pohnpeians. Viable fisheries resources rely on a healthy marine ecosystem managed through a mix of science-based and traditional practices designed to rejuvenate the long-term capacity of the inshore and offshore stocks. Proactive fisheries policies can guide implementation of programs and operations that contribute to long-term health of the reef, lagoon, and ocean ecosystems of Pohnpei State, that provide long-term supplies of seafood for Pohnpei, and that enable Pohnpei to be successful in the global fisheries industry while meeting Pohnpei's goals for a sustainable future.

## POHNPEI SDP: *Fisheries Sector*

**STRATEGIC GOAL 1:** To improve the health of the offshore marine ecosystem within Pohnpei’s Exclusive Economic Zone for sustainable environmental and economic benefits.

**Rationale:** Ensuring the long-term health of the ocean can lead to sustainable economic benefit for future generations. Sustainability achieved through balanced conservation and economic benefit policies will ensure a more vibrant and productive fisheries sector.

### Offshore Marine Ecosystem Planning Outcome

Pohnpei has jurisdiction over the inshore waters and EEZ waters within the 12-mile zone, yet its concerns extend to the outer boundaries of Pohnpei’s EEZ. Pohnpei manages its waters to protect and re-populate species and to use its marine resources wisely for sustainable economic activities. This approach is an example of what our sister States can do, in concert with Pohnpei, to work toward a new FSM national policy for protection and management of our pelagic stocks and, through this policy, contribute to both State economic development and the global sustainable fishing initiative.

#### ACRONYMS

OFA	Office of Fisheries and Aquaculture	T&I	Transportation and Infrastructure
MCU	Marine Conservation Unit	FIB	Foreign Investment Board
FW	Fish & Wildlife Service	COM-Land Grant	College of Micronesia-FSM Land Grant Aquaculture Extension
DLNR	Department of Land and Natural Resources	COM – FSM (FMI)	College of Micronesia-FSM Fisheries Maritime Institute
DOE	Department of Education	NORMA	National Oceanic Resources Management Agency
EPA	Environment Protection Agency	HACCP	Hazard Analysis & Critical Control Points
PPA	Pohnpei Port Authority	FAD	Fish Aggregation Device

## POHNPEI SDP: *Fisheries Sector*

**STRATEGIC GOAL 2:** To improve the health of the marine ecosystem within Pohnpei’s jurisdiction.

**Rationale:** Enacting and implementing sustainable inshore and territorial waters fisheries policies and minimizing negative impacts of land-based activities on lagoons and reefs are essential for the health of the inshore fishery and the ecosystem upon which it relies. Awareness and training programs can help Pohnpeians and fisheries workers gain the knowledge, understanding, and skills to take responsibility for the health of the inshore marine ecosystem.

**DEFINITION**

“Inshore fisheries” is meant to cover fishing activities that have an effect on stocks of reef fish, reef ecosystems, inshore pelagic species, and aquatic resources. “Territorial waters” include all Pohnpei waters within the 12-mile zone of Pohnpei’s Exclusive Economic Zone (EEZ).

**NOTE:**

This strategic goal covers all marine waters and resources within Pohnpei’s jurisdiction, including both inshore fisheries/lagoon and territorial waters.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Fisheries Sector 2.1 To conserve the natural diversity of the marine ecosystem within Pohnpei’s jurisdiction.	2.1.1 Establish, maintain, and actively manage Marine Protected Areas, consistent with the Pohnpei State Biodiversity Plan and the Natural Resources Management Plan.	2.1.1.a To increase regular monitoring of the biodiversity of inshore marine resources by 5% annually, beginning in 2013.
		2.1.1.b To publish data on the biodiversity of marine resources within Pohnpei’s jurisdiction annually, beginning in 2014.
		2.1.1.c To continue in 2013 advocating for legislation, as needed, to support sustainable marine ecosystem management within Pohnpei’s jurisdiction.
		2.1.1.d To develop regulations to operationalize legislation supporting sustainable inshore marine ecosystem management.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.2 To manage local fisheries production within sustainable environmental and economic parameters.	2.2.1 Develop policies for sustainable protocols in fisheries production and management.	2.2.1.a To develop policies for sustainable protocols in fisheries production and management by 2014.
		2.2.1.b To begin implementation of policies for sustainable protocols in fisheries production and management by 2015.
2.3 To reduce level of inshore marine and coastal pollution (including sedimentation) from land-based activities.	2.3.1 Strengthen and expand community-based public awareness campaign on reducing marine and coastal pollution (including sedimentation).	2.3.1.a To add new and current content to strengthen and expand the current comprehensive public awareness campaign, beginning in 2013, promoting sustainable environmental practices to reduce damage to marine and coastal resources.
	2.3.2 Implement a monitoring program to identify marine and coastal pollution.	2.3.2.a To collaborate with Conservation Society of Pohnpei to develop a monitoring program with which to identify marine and coastal pollutant sources in coastal and upland communities by 2014.
		2.3.2.b To begin implementing a monitoring program to identify marine and coastal pollutant sources in coastal and upland communities by 2015.
	2.3.3 Expand enforcement program to reduce marine and coastal pollution.	2.3.3.a To hire ten additional Fish and Wildlife enforcement officers in 2014.
		2.3.3.b To develop a training program for Fish and Wildlife enforcement officers in 2013.
		2.3.3.c To implement the training program for Fish and Wildlife enforcement officers beginning in 2014.
		2.3.3.d To increase enforcement activities (number of hours patrolling, number of monitoring activities) by 20% to reduce marine and coastal pollution in coastal and upland communities by 2015.

## POHNPEI SDP: Fisheries Sector

**STRATEGIC GOAL 3:** To strengthen and improve Pohnpei State’s fisheries management policies, programs, and operations.

**Rationale:** Long-term ocean and lagoon health depend on prioritizing policies that will lead to sustainable long- and short-term fisheries management programs and operations. Capacity building throughout the fishing operations and fisheries management systems is crucial to successful long-term implementation and enforcement of fisheries policies.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.1 To improve capacity of human resources of state fisheries office personnel.	3.1.1 Conduct in-service training in all aspects of inshore and offshore marine ecosystems management.	3.1.1.a To develop an in-service training plan and modules to address key aspects of inshore and offshore marine ecosystems management by the end of 2014.
		3.1.1.b To conduct 6 per year in-service trainings covering all aspects of inshore and offshore marine ecosystems management beginning in 2015.
3.2 To improve vessel observation program and associated reporting system.	3.2.1 Enhance the trans-shipment vessel observer and monitoring program.	3.2.1.a To increase the number of fish and marine species monitoring encounters with foreign trans-shipment vessels within Pohnpei State waters to 100% of vessels by 2015.
	3.2.2 Implement a training, monitoring, and incentives program for recognizing and preserving evidence of fishing violations.	3.2.2.a To develop and improve the existing training, monitoring, and incentives program for recognizing and preserving evidence of fishing violations by 2013.
		3.2.2.b To begin implementation of the improved training, monitoring, and incentives program for recognizing and preserving evidence of fishing violations 2014.
3.2.3 Monitor foreign commercial fishing vessels’ fishing activities within Pohnpei’s waters. <sup>3</sup>	3.2.3.a To board and inspect 100% of all commercial fishing vessels within Pohnpei’s waters to monitor their fishing activities, beginning in 2015.	

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.2 (cont.)	3.2.4 Produce and disseminate quarterly and annual observation reports, including surveillance efficiency measures.	3.2.4.a To produce quarterly and annual observation and compliance reports on commercial fishing vessels, beginning in 2014.
		3.2.4.b To disseminate quarterly and annual observation and compliance reports on commercial fishing vessels for stakeholder review, beginning in 2014.
3.3 To improve in-community surveillance of fisheries-related activities and sales, including increased community participation in and awareness of illegal fishing activities.	3.3.1 Conduct a feasibility study to determine if a reward system for citizen-reporting of illegal fishing activities is appropriate and viable.	3.3.1.a To complete a feasibility study to determine if a reward system for citizen-reporting of illegal fishing activities is appropriate and viable by 2013.
	3.3.2 Develop and distribute educational materials to the public about a reward system of reporting of illegal fishing activities.	3.3.2.a If feasible (see 3.3.1.a), to develop public education program about a reward system of reporting of illegal fishing activities 2014.
		3.3.2.b To begin implementation of a public education program about a reward system for reporting of illegal fishing activities by 2015.
		3.3.2.c To receive at least one public report each month about illegal fishing within the 12-mile zone of Pohnpei by 2015 (assuming that illegal fishing is actually occurring).
3.4 To improve analysis and dissemination of data on tuna catch and stocks.	3.4.1 Produce and disseminate quarterly reports on tuna catch and stocks.	3.4.1.a To increase reporting by local markets of fish inventories and sales by 20% by 2017.
		3.4.1.b To increase data collection by from consumers about their fish catch and consumption by 20% by 2017.
		3.4.1.c To produce quarterly reports on tuna catch and stocks within the Pohnpei State EEZ beginning in 2013.
		3.4.1.d To develop and keep updated a tuna information and monitoring website, beginning in 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.5 To participate actively and effectively in regional and international organizations and arrangements (treaties).	3.5.1 Advocate for development and renegotiation of regional and international treaties, arrangements, and protocols that are consistent with Pohnpei values, principles, laws.	3.5.1.a To negotiate and implement regional and international fishing treaties and agreements that are internationally recognized and locally acceptable for Pohnpeiian EEZ waters (within the 12-mile limit) by 2016.
		3.5.1.b To advocate for renegotiation of FSM regional and international treaties, arrangements, and protocols, as consistent with Pohnpei and World Park values and principles, and that are internationally recognized and locally acceptable, for all of Pohnpeiian EEZ waters beginning in 2013.
		3.5.1.c To develop public education programs about international fishing treaties and adaptations of Pohnpeiian traditional practices to comply with these treaties by 2013 (programs to be modified as treaties are modified).
		3.5.1.d To begin implementation of public education programs about international fishing treaties and adaptations of Pohnpeiian traditional practices to comply with these treaties by 2014 (programs to be modified as treaties are modified).
	3.5.2 Actively engage in regional and international fisheries conferences and organizations.	3.5.2.a To participate in at least one regional or international fisheries conference annually, beginning in 2017.
		3.5.2.b To publish at least one scientific fisheries article/report/other document about local fisheries issues and management annually beginning in 2017.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.6 To create environment-protective directives for foreign fisheries operations <sup>1</sup> .	3.6.1 Advocate for legislation that places environmental protection regulations on foreign fisheries operations.	3.6.1.a To propose legislation that places environmental protection regulations on foreign fisheries operations by 2014.
		3.6.1.b To develop policies and regulations consistent with new environmental protection legislation on foreign fisheries operations, as needed, by 2015.
3.7 To enforce existing marine resource conservation laws.	3.7.1 Enforce existing fishing regulations.	3.7.1.a. To conduct an assessment to determine the adequacy of enforcement of existing fishing regulations by 2014.
		3.7.1.b To develop a plan to address any inadequacies in current enforcement effectiveness of fishing regulations by 2015.
		3.7.1.c To implement the plan to address any inadequacies in current enforcement effectiveness of fishing regulations beginning in 2016.
	3.7.2 Inspect fish at local markets to ensure compliance with existing marine resource conservation laws.	3.7.2.a To increase number of inspections of fish at local markets by 15% by 2015.
3.7.3 Inspect other marine products at local markets to ensure compliance with existing marine resource conservation laws.	3.7.3.a To implement monthly inspections of marine products at local markets beginning in 2013.	

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.8 To minimize rescue operations and emergency costs.	3.8.1 Enforce safe vessel operations and maintenance.	3.8.1.a To increase the frequency of patrols for enforcing safe vessel operations and maintenance to at least once per month by 2020.
	3.8.2 Train local fishermen on boating safety.	3.8.2.a To offer semi-annual workshops to train local fishermen in safe boating practices, beginning in 2014.
	3.8.3 Train local fishermen on equipment and non-polluting engine maintenance.	3.8.3.a To offer enough workshops to train 10% of local fishermen annually, beginning in 2013, in equipment and non-polluting engine maintenance skills until 100% of all local fishermen are trained.
	3.8.4 Develop and implement a system for inspection of all vessels for safety compliance.	3.8.4.a To begin an advocacy effort in 2013 with the Governor and Legislature to pass boat registration regulations and a compliance system.
		3.8.4.b To develop a small vessel inspection training program for marine officers by 2014.
		3.8.4.c To conduct annual small vessel training for marine officers beginning in 2014.
		3.8.4.d To inspect all vessels for registration and safety compliance annually, beginning in year 2016.
3.8.4.e To license all motor engine operators by 2020.		
3.9 To minimize mistakes in handling on-water emergency situations.	3.9.1 Conduct training and drills in handling on-water emergency situations.	3.9.1.a To conduct three Emergency Management Training and drills per year beginning in 2017.
		3.9.1.b To certify all fisheries officers in Emergency Management Training by 2017.
	3.9.2 Upgrade the integrated communication and rescue system for on-water emergencies.	3.9.2.a To upgrade the current emergency water-based response system so that it is reliable, continually on call (available on a 24-hour basis), and adequately equipped to handle all waterborne operational water emergencies by 2018.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.10 To increase the dollar value of trans-shipment activities.	3.10.1 Conduct a comprehensive assessment of trans-shipment facilities and processes.	3.10.1.a To conduct a comprehensive assessment of trans-shipment facilities and processes by 2015.
	3.10.2 Obtain appropriate ISO standards certification in fish handling and processing.	3.10.2.a To obtain all appropriate ISO standards certification in fish handling and processing by 2015.
	3.10.3 Develop a Pohnpei fish canning and processing facility.	3.10.3.a To complete construction of a Pohnpei fish canning and processing facility by 2017.
3.10.3.b To begin operation of the Pohnpei fish canning and processing facility upon completion of construction of the facilities in 2017.		
3.11 To provide a reliable and cost-effective transportation system to support the fishing industry.	3.11.1 Conduct an integrated transportation system feasibility study in support of the fishing industry.	3.11.1.a To conduct an integrated transportation system feasibility study in support of the fishing industry by 2015.
	3.11.2 Develop a new commercial fisheries port facility (e.g., at Sokehs adjacent to the rock quarry).	3.11.2.a To develop a new commercial fisheries port facility by 2020.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.12 To improve quality control of fisheries products to meet local and export market standards.	3.12.1 Provide HACCP and ISO training workshops for industry and government fisheries management personnel.	3.12.1.a To conduct at least two (2) each of HACCP and ISO training workshops for industry and government fisheries management personnel, beginning no later than 2017.
	3.12.2 Review and revise, as needed, Pohnpei seafood quality and safety standards to be consistent with international food security standards.	3.12.2.a To review and revise, as needed, Pohnpei seafood quality and safety standards to be consistent with international food security standards by 2013.
	3.12.3 Implement revised seafood quality and safety standards program.	3.12.3.a To implement the revised seafood quality and safety standards program, beginning in 2014.
3.13 To increase the Pohnpeian labor force engaged in fishing livelihoods.	3.13.1 Develop programs for elementary, secondary, and post-secondary students about fisheries career opportunities.	3.13.1.a To develop programs for elementary, secondary, and post-secondary students about fisheries career opportunities by 2013.
		3.13.1.b To begin implementing programs for elementary, secondary, and post-secondary students about fisheries career opportunities in 2015.
	3.13.2 Develop programs for the general public about fisheries career opportunities.	3.13.2.a To develop a program for the general public about fisheries career opportunities 2015.
		3.13.2.b To implement at least one program per year for the general public about fisheries career opportunities , beginning in 2016.
3.14 To improve the knowledge and technical skills of local commercial fishing employees and fisheries management employees.	3.14.1 Develop a stakeholder information awareness program to ensure that all Pohnpeians are informed about fishing and fisheries management training and educational opportunities.	3.14.1.a To develop a stakeholder information awareness program about fishing and fisheries management training and educational opportunities by 2015.
		3.14.1.b To implement a stakeholder information awareness program about fishing and fisheries management training and educational opportunities, beginning in 2016.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.14 (cont).	3.14.2 Improve sustainable fisheries management training and education programs.	3.14.2.a To revise sustainable fisheries management training and education programs to include best practices based on science and traditional knowledge by 2014.
	3.14.3 Provide scholarships for post-secondary training and education in sustainable fishing and fisheries management.	3.14.3.a To develop a scholarship program for post-secondary training and education in sustainable fishing and fisheries management by 2013.
		3.14.3.b To seek non-governmental funding to support the scholarship program for post-secondary training and education in sustainable fishing and fisheries management by 2013
	3.14.3.c To award at least two (2) scholarships per year for post-secondary training and education in sustainable fishing and fisheries management beginning in 2013.	
3.14.4 Increase number of Pohnpeians who are certified in international commercial fishing who are employed on local and foreign commercial fishing vessels.	3.14.4.a To increase the number of Pohnpeians who are certified in international commercial fishing and, subsequently, employed on local and foreign commercial fishing vessels by 50% by 2014.	
3.15 To increase exposure of elementary and secondary students to sustainable fisheries system studies (biology, technology, policy, etc.).	3.15.1 Develop curriculum materials in sustainable fisheries system studies for ECE, elementary, and secondary levels.	3.15.1.a To work with Pohnpei DOE and COM-FSM to develop curriculum materials in sustainable fisheries system studies for ECE, elementary, and secondary levels by 2016.
	3.15.2 Develop and conduct teacher training workshops in sustainable fisheries system studies.	3.15.2.a To work with Pohnpei DOE and COM-FSM to train and certify 50 teachers in sustainable fisheries system studies by 2019.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.16 To promote public awareness about the inclusion of traditional and scientific knowledge in sustainable community-based management of marine resources.	3.16.1 Document local knowledge and practices (written and multimedia, including in local languages) related to sustainable fisheries management.	3.16.1.a To document local knowledge and practices (written and multimedia, including in local languages) related to sustainable fisheries management beginning in 2014.
		3.16.1.b To begin enforcing an Intellectual Property Act regarding fisheries by 2020.
	3.16.2 Conduct public workshops led by elders and others possessing traditional knowledge of fisheries.	3.16.2.a To conduct four (4) public workshops on traditional and scientific knowledge applied to sustainable marine resources management annually beginning in 2015.
	3.16.3 Conduct training on sustainable production in artisanal fisheries.	3.16.3.a To conduct training on sustainable production in artisanal fisheries beginning in 2014.
		3.16.3.b To increase sustainable artisanal fisheries production by 15% by 2018.
	3.16.4 Conduct educational programs on sustainable management of inshore marine ecosystems.	3.16.4.a To conduct four educational programs per year on sustainable management of marine ecosystems, beginning in 2013.
	3.16.5 Conduct educational programs on post-harvest technology.	3.16.5.a To update public education programs in post-harvest technology by 2013.
3.16.5.b To conduct two public education programs per year in post-harvest technology beginning in 2013.		
3.17 To encourage household consumption of local marine products at a sustainable level.	3.17.1 Conduct public awareness programs to promote household consumption of local marine products at a sustainable level	3.17.1.a To update public awareness programs promoting household consumption of local marine products at a sustainable level by 2013.
		3.17.1.b To continue implementation of public awareness programs promoting household consumption of local marine products at a sustainable level, beginning in 2013.

## POHNPEI SDP: *Fisheries Sector*

**STRATEGIC GOAL 4:** To increase aquaculture activities in a sustainable manner.

**Rationale:** Sustainably operated aquaculture businesses can provide supplemental revenue-producing opportunities and related employment for Pohnpeians. Creation of alternative fisheries-based economic opportunities, balanced with conservation practices, will contribute to the diversity of Pohnpei’s fisheries economy.

Fisheries Sector

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.1 To increase aquaculture production.	4.1.1 Develop a Pohnpei Aquaculture Development plan.	4.1.1.a To develop a Pohnpei Aquaculture Development plan (integrated with state and community natural resources management plans) by 2013.
		4.1.1.b To begin implementation of a Pohnpei Aquaculture Development plan (integrated with state and community natural resources management plans) by 2013.
	4.1.2 Conduct aquaculture training programs for targeted marine species.	4.1.2.a To conduct at least three aquaculture training program(s) for each targeted marine species annually, beginning in 2013.
	4.1.3 Develop a an aquaculture investment strategy.	4.1.3.a To develop an aquaculture investment strategy by 2015.
		4.1.4 Develop and implement a promotional campaign on sustainable aquaculture, with associated materials in local languages.
	4.1.4.b To implement a promotional campaign on sustainable aquaculture, with associated materials in local languages, within local communities, beginning in 2015.	

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.1. (cont.)	4.1.5 Establish hatcheries for locally produced fry, fingerlings, spats, and seedlings.	4.1.5.a To establish at least one fish hatchery in Pohnpei by 2015.
		4.1.5.b To increase the number of fry, fingerlings, spats, and seedlings distributed by 20% from baseline levels by 2017.
		4.1.5.c To maintain 30-40% survival rate of hatchery-spawned fish for each farmed species, beginning in 2016.
		4.1.5.d To minimize disease risk in all aquaculture production by 2016.
4.2 To increase the human resources capacity in aquaculture industry.	4.2.1 Conduct training in all aspects of the aquaculture industry, including post-harvest handling.	4.2.1.a To conduct at least one training annually in all aspects of the aquaculture industry for each targeted aquaculture species, beginning in 2013.
		4.2.1.b To conduct at least one training annually in post-harvest handling for each targeted aquaculture species, beginning in 2013.
		4.2.1.c To increase the number of trained technicians in the aquaculture industry by 15% over 2012 levels by 2016.
	4.2.2 Recruit additional qualified staff for aquaculture industries.	4.2.2.a To increase the proportion of trained fisheries workers currently engaged in the aquaculture industry by 30% by 2017.
	4.2.2.b To double the number of qualified staff in aquaculture industries, based on current numbers (2012), to meet demand by 2016.	

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.2. (cont.)	4.2.3 Incorporate aquaculture content in elementary, secondary and post-secondary curricula.	4.2.3.a To work with Pohnpei DOE and COM-FSM to incorporate aquaculture content in elementary, secondary, and post-secondary curriculum materials by 2013.
		4.2.3.b To phase in aquaculture education into all curricula levels by 2016.
	4.2.4 Conduct teacher training workshops in aquaculture.	4.2.4.a To train 10% of teachers annually in basic aquaculture curricula, beginning in 2014.
	4.2.5 Provide post-secondary scholarships for students in aquaculture studies.	4.2.5.a To provide at least two post-secondary scholarships for students in aquaculture studies each year, beginning in 2016.
4.3 To increase volume and dollar value of exported aquaculture products by species.	4.3.1 Develop an export market for aquaculture-based products.	4.3.1.a To conduct an international feasibility study to identify markets for aquaculture products by 2015.
		4.3.1.b To develop an aquaculture export plan by 2015.
		4.3.1.c To begin implementation of the aquaculture export plan in 2016.
4.4 To increase volume and dollar value of locally sold aquaculture products by species.	4.4.1 Develop and implement a promotional program to encourage local consumption of aquaculture products.	4.4.1.a To develop a promotional program to encourage local consumption of aquaculture products by 2016.
		4.4.1.b To implement a promotional program to encourage local consumption of aquaculture products, beginning in 2016.
		4.4.1.c To increase the amount of locally sold aquaculture products by 5% by 2017.
4.5 To enhance marketing of Pohnpei aquaculture products.	4.5.1 Develop an aquaculture marketing and promotions plan.	4.5.1.a To complete an aquaculture marketing and promotions plan by 2015.
		4.5.1.b To begin implementing the aquaculture marketing and promotions plan by 2016.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.6 To consolidate scientifically proven methods with traditional skills to develop effective aquaculture techniques.	4.6.1 Develop an aquaculture operations manual for each targeted aquaculture species, utilizing science-based best practices and traditional Pohnpeian methods.	4.6.1.a To develop an aquaculture operations manual for each targeted aquaculture species, and a separate manual on poly-culture, utilizing science-based best practices and traditional Pohnpeian methods by 2015.
4.7 To shift emphasis of fish exports from wild fish to farmed fish.	4.7.1 Reduce export of wild fish.	4.7.1.a To reduce export of wild fish by 50% each year, beginning in 2017, until there is no viable commercial export of wild fish.
	4.7.2 Expand production of farmed fish for the export market.	4.7.2.a To expand export of farmed fish by 100% each year, beginning in 2018, until sustainable production levels are reached.

**ACRONYMS**

OFA	Office of Fisheries and Aquaculture	T&I	Transportation and Infrastructure
MCU	Marine Conservation Unit	FIB	Foreign Investment Board
FW	Fish & Wildlife Service	COM-Land Grant	College of Micronesia-FSM Land Grant Aquaculture Extension
DLNR	Department of Land and Natural Resources	COM- FSM (FMI)	College of Micronesia-FSM Fisheries Maritime Institute
DOE	Department of Education	NORMA	National Oceanic Resources Management Agency
EPA	Environment Protection Agency	HACCP	Hazard Analysis & Critical Control Points
PPA	Pohnpei Port Authority	FAD	Fish Aggregation Device



## POHNPEI SDP: *Health Sector*

### MISSION STATEMENT

To provide a holistic, integrated system of health care that optimizes quality of life for Pohnpeian citizens, residents and visitors through effective health promotion/disease prevention efforts and quality health care services.

### Sector Rationale:

Good personal and public health are essential for a high quality of life, educational success, and a strong economy. Individual and public health rely on accessible preventive health care information and services; the quality and availability of emergency, primary, and secondary health care services; well-trained health care workers; comprehensive food security, including access to healthy foods; and fully engaged community support. Sustainably managed integrated health care services will enable a continuum of care for Pohnpeian citizens, residents, and visitors that will contribute to a solid foundation for economic development.

*DEF: Preventive Health Care: a pattern of nursing and medical care that focuses on disease prevention and health maintenance. It includes early diagnosis of disease, discovery and identification of people at risk of development of specific problems, counseling, and other necessary intervention to avert a health problem. Screening tests, health education, and immunization programs are common examples of preventive care.*

Mosby's Medical Dictionary, 8th edition. © 2009, Elsevier.

## POHNPEI SDP: *Health Sector*

**STRATEGIC GOAL 1.** To strengthen public health outreach activities to improve the health of Pohnpeian citizens, residents and visitors.

**Rationale:** Accessible and accurate preventive health care information is an essential element of an integrated health care system. A knowledgeable public utilizing effectively communicated health information will enhance personal and community commitment and contributions to encouraging healthy behaviors and improving environmental conditions. Additionally, effective preventive health care ultimately reduces costs associated with both acute and chronic health conditions.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.1 To enhance health promotion/ disease prevention activities throughout Pohnpei.  <i>(This Outcome is linked to activities – screening, counseling, etc. – in SG 3. Parts of the education and the screening/counseling programs can be connected.)</i>	1.1.1 Strengthen the existing immunization awareness program in Pohnpei.	1.1.1.a To conduct a minimum of 26 immunization education programs annually beginning in 2013.
		1.1.1.b To increase the immunization rate of 2-year-old children to 85% by 2015.
	1.1.2 Strengthen the existing hypertension awareness program in Pohnpei.	1.1.2.a To conduct a minimum of 26 hypertension education programs annually beginning in 2013.
		1.1.2.b To provide hypertension screening and monitoring during 75% of all PH/PHC encounters by 2015.
	1.1.3 Strengthen the existing contraception awareness program in Pohnpei.	1.1.3.a To conduct a minimum of 52 contraception education programs annually beginning in 2015.
		1.1.3.b To increase contraception use to 50% of all women of child bearing age seeking family planning services by 2015.

Health Sector

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.1 (cont.)	1.1.4 Strengthen the existing “healthy pregnancy” awareness program in Pohnpei.	1.1.4.a To conduct a minimum of 52 “healthy pregnancy” education programs annually, beginning in 2013.
		1.1.4.b To have every woman, for each pregnancy, complete at least 3 pre-natal visits, beginning in 2013.
	1.1.5 Strengthen the existing diabetes and nutrition awareness program in Pohnpei.	1.1.5.a To conduct a minimum of 26 diabetes and nutrition education programs annually, beginning in 2013.
		1.1.5.b To increase to 100% the number of overweight/obese patients receiving diabetes screening and nutrition counseling by 2015.
		1.1.5.c To decrease diabetes-related admissions to 50% of 2004 levels by 2014.
	1.1.6 Strengthen the existing betel nut, Sakau, alcohol and other substance abuse programs in Pohnpei	1.1.6.a To broadcast at least 50 radio and TV programs related to substance abuse programs annually, beginning in 2014.
		1.1.6.b To conduct at least 12 community visits related to substance abuse programs annually, beginning in 2014.
	1.1.7 Strengthen the existing cancer awareness program in Pohnpei.	1.1.7.a To broadcast through radio and TV at least 25 programs per quarter about the extent of the cancer problem in Pohnpei, beginning in 2013.
		1.1.7.b To increase the annual rate of immunization for cervical cancer for females age 12-25 by 2% over the 2011 rate, beginning in 2013.
		1.1.7.c To screen at least 80% of high school and college students for oral cancer, beginning in 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.1 (cont.)	1.1.8 Strengthen the existing Mother and Child Health (MCH) awareness program in Pohnpei.	1.1.8.a To increase the number of newborns receiving hearing screening tests to least 90% by 2014.
		1.1.8.b To increase first-trimester health care visits to at least 60% of pregnant women, beginning in 2014.
		1.1.8.c To increase Well Baby Clinic (WBC) visits of two-week old newborns to at least 90%, beginning in 2014.
	1.1.9 Eliminate tuberculosis (TB) and leprosy.	1.1.9.a To reduce new occurrences of tuberculosis, as a result of an active prevention program, by 50% by 2015.
		1.1.9.b To reduce new occurrences of leprosy to less than one per 10,000 population by 2015 ("elimination" goal).
	1.1.10 Strengthen the existing STD and HIV awareness program in Pohnpei.	1.1.10.a To conduct at least 52 programs (radio, TV, community visits, special events) related to STDs and HIV beginning in 2014.
1.1.10.b To increase screening for STDs and HIV by 2% over 2012 levels (50,000 screened in 2012) by 2014.		

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.2 To improve overall health status by promoting increased consumption of local, and unprocessed foods.	1.2.1 Develop and implement a long-term “health and local foods consumption” public education campaign.	1.2.1.a To develop a comprehensive long-term “health and local foods consumption” public education campaign by 2015.
		1.2.1.b To begin implementing the comprehensive long-term “health and local foods consumption” public education campaign by 2015.
	1.2.2 Develop and implement a K-12 student education curriculum on production, preparation, and consumption of local, healthy foods to complement the School Lunch Program.	1.2.2.a To develop a phased-in K-12 student education curriculum focusing on production, preparation, and consumption of local, healthy foods to complement the School Lunch Program in 2015.
		1.2.2.b To begin implementing the K-12 student education curriculum on production, preparation, and consumption of local, healthy foods to complement the School Lunch Program in 2015.
1.3 To improve the health of ECE-12 students.	1.3.1* Visit each school in Pophnpei to address youth health issues (screening, immunizations, prevention).	1.3.1.a To make at least two visits to every school on Pohnpei annually, beginning in 2014..
		1.3.1.b To screen at least 95% of students at each school for a variety of childhood conditions beginning in 2014.
		1.3.1.c To increase immunization rate from 67% to 85% of all school children by 2013.
		1.3.1.d To conduct at least one health education program during each school visit (once every 6 months), beginning in 2013.

<b>OUTCOME</b> <b>(broad operational goals)</b>	<b>ACTIVITY</b> <b>(specific actions or projects)</b>	<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>
<p>1.4 To raise public awareness of the primary health care services available at local health dispensaries and other service delivery sites.</p>	<p>1.4.1* Develop and implement a public education campaign to inform citizens about services at local health dispensaries and encourage them to use local health dispensaries for primary health care issues.</p>	<p>1.4.1.a To develop a public education campaign to inform citizens about services at local health dispensaries and encourage them to use local health dispensaries for primary health care issues by 2015.</p>
		<p>1.4.1.b To implement a public education campaign to inform citizens about services at local health dispensaries and encourage them to use local health dispensaries for primary health care issues by 2015.</p>
		<p>1.4.1.c To increase utilization of basic PHC services provided at dispensaries by 20% by 2020.</p>
		<p>1.4.1.d To decrease utilization of basic PHC services provided at the hospital outpatient clinic by 50% by 2023.</p>

## POHNPEI SDP: *Health Sector*

**STRATEGIC GOAL 2.** To improve primary health care services for citizens, residents, and visitors.

**Rationale:** Effective primary health care services that are physically and financially accessible to citizens, residents, and visitors contribute to safe and secure families, communities, work places, and touristic environments. Improved quality of life and economic growth are enhanced through a strong sense of well being resulting from confidence in and access to high quality health services. Additionally, the quality of and visitor access to primary and emergency health care services are critical safety assets necessary to effectively service a growing tourism industry.

**DEFINITION USED: primary health care:** preventive care and out-patient treatment of injury & illness; acute care vs. in-patient care.

Health Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Health Sector	2.1 To supervise, monitor, and evaluate health assistants (HAs) in key public health (PH) and Primary Health Care (PHC) services using continuous quality improvement (CQI) principles. <i>(connect with capacity building, SG 4)</i>	2.1.1 Conduct combined supervisory, monitoring, and training programs at health dispensaries.	2.1.1.a 1 To conduct at least three (combined) supervisory, monitoring, and training programs per year at each health dispensary, beginning in 2014.
		2.1.2 Recruit and hire sufficient number of qualified personnel at the Pohnpei State Health Department level to supervise and train HAs.	2.1.2.a To implement an active recruitment process to hire qualified personnel at the Pohnpei State Health Department level to supervise and train HAs, beginning in 2014.
			2.1.2.b To hire two (2) qualified personnel at the Pohnpei state health department level to supervise and train HAs by 2014.
		2.1.3 Increase and stabilize the availability of HAs at dispensary /health centers throughout Pohnpei.	2.1.3.a To schedule and assure presence of at least one HA at each dispensaries/health center on official business at least 90% of the time, beginning in 2015.
			2.1.3.b To increase utilization of basic PHC services provided at the dispensary by 100% by 2020.
			2.1.3.c To decrease utilization of basic PHC services provided at the hospital outpatient clinic by 100% by 2020.

PHC: Primary Health Care

PH: Public Health

HA: Health Assistant

CQI: Continuous Quality Improvement

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.2 To improve performance of health workers in delivery of Primary Health Care/Public Health (PHC/PH) services.	2.2.1 Hire sufficient and qualified HAs to staff all of Pohnpei's dispensaries/health centers.	2.2.1.a To hire 10 qualified HAs to staff all of Pohnpei's dispensaries/health centers by 2018.
	2.2.2 Schedule and monitor presence of HAs at dispensaries/health centers.	2.2.2.a To schedule and assure presence of at least one Health Assistant (HA) on site at each dispensary/health center at least 100% of standard operating hours by 2018.
	2.2.3 Develop and implement an immunization action program.	2.2.3.a To increase the immunization rate of all 2-year-old children to 85% by 2015.
	2.2.4 Develop and implement a hypertension screening program.	2.2.4.a To provide hypertension screening & monitoring during 100% of PH/PHC encounters by 2013.
	2.2.5 Develop and implement a "healthy pregnancy" action program.	2.2.5.a To have every woman (100%), for each pregnancy, complete at least three (3) pre-natal visits, beginning in 2015.
	2.2.6 Develop and implement a diabetes screening and nutrition counseling program.	2.2.6.a To provide diabetes screening and nutrition counseling to at least 50% of overweight/obese patients by 2015.
2.3 To improve quality of delivery of public health and disease prevention services by PH field team.	2.3.1 Assess the quality of public health and disease prevention services in Pohnpei as related to World Health Organization (WHO) standards.	2.3.1.a To complete a comprehensive assessment of the quality of public health and disease prevention services in Pohnpei as related to World Health Organization (WHO) standards by 2020.
	2.3.2 Develop a plan to improve public health and disease prevention services in Pohnpei based on deficiencies identified in 2.3.1 assessment and implemented in 2.3.5.	2.3.2.a To complete a plan to improve public health & disease prevention services in Pohnpei based on deficiencies identified in 2.3.1 assessment by 2017.
	2.3.3 Implement the plan (2.3.2) to improve public health and disease prevention services in Pohnpei.	2.3.3.a To begin implementation of the plan (2.3.2) to improve public health and disease prevention services in Pohnpei by 2018.
	2.3.4 Increase the frequency of PH health promotion visits to community centers, homes, dispensaries, churches, schools and special events in all municipalities in Pohnpei.	2.3.4.a To increase PH promotion visits to all municipalities by 100% of baseline, as indicated on the 2012 monthly dispensary report form, by 2020.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.3 (cont.)	2.3.5 Increase provision of primary health care services at dispensaries throughout Pohnpei.	2.3.5.a To have a full range of services and PH teams in place and operating at 75% of the Pohnpei Health Care (PHC) dispensaries by 2015.
2.4 To ensure an adequate supply of drugs, medical supplies, and equipment to meet PHC, PH team, and outer island dispensary needs.	2.4.1 Acquire and deliver an adequate supply of drugs, medical supplies and equipment to PHC and PH teams, and to outer island dispensaries.	2.4.1.a To develop a plan to acquire and deliver an adequate supply of drugs, medical supplies and equipment to PHC and PH teams, and to outer island dispensaries by 2015.
		2.4.1.b To begin implementation of the plan to acquire and deliver an adequate supply of drugs, medical supplies and equipment to PHC and PH teams, and to outer island dispensaries by 2015.
		2.4.1.c To have at least 80% of Pohnpei's dispensaries report no drug/medical supply shortages lasting more than two weeks in any fiscal year, as measured annually, beginning in 2015.
	2.4.2 Develop a training program for pharmacy and medical supply personnel in procurement, inventory and distribution of pharmaceutical and medical supplies.	2.4.2.a To develop a training program for pharmacy and medical supply personnel by 2015.
2.5 To maintain PHC facilities in good working condition.	2.4.3 Implement the pharmacy and medical supply training to improve supply chain management in the PHC system.	2.4.3.a To complete implementation of pharmacy and medical supply training for 100% of PHC procurement personnel by 2016.
	2.5.1 Develop a regular cleaning, maintenance, and repair plan for each PHC facility.	2.5.1.a To develop a regular cleaning, maintenance, and repair plan for each PHC facility by 2015.
	2.5.2 Implement the plan for regular cleaning, maintenance, and repair of each PHC facility.	2.5.2.a To implement the plan for regular cleaning, maintenance, and repair of each PHC facility, beginning in 2015.
	2.5.3 Monitor the regular cleaning, maintenance, and repair of each PHC facility based on the plan (2.5.1).	2.5.3.a To monitor the regular cleaning, maintenance, and repair of each PHC facility based on the plan (2.5.1), beginning in 2015.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.6 To establish a partnership between communities, Health Assistants, Public Health teams, youth groups, and the state health department for delivery of Primary Health Care services (and others, as relevant).	2.6.1 Conduct meetings of health care stakeholders (as identified in 2.6) to establish partnership arrangements (e.g., functioning Health Advisory Boards).	2.6.1.a To conduct meetings of health care stakeholders in each community to discuss primary health care provision needs and local dispensary operation by 2015.
	2.6.2 Develop a formal health partnership action plan for each community, engaging all relevant health care stakeholders (as identified in 2.6).	2.6.2.a To develop a community-based health partnership action plan in each Pohnpei community by 2015. 2.6.2.b To complete a local primary health care MOU that is signed by relevant health care partners in each community by 2015.
	2.6.3 Implement the health care partnership action plan in each community.	2.6.3.a To begin implementation of a health care partnership action plan in each community by 2017.

## POHNPEI SDP: *Health Sector*

**STRATEGIC GOAL 3.** To improve secondary health care services for citizens, residents, and visitors.

**Rationale:** Availability of high quality secondary health care services enables citizens and residents to receive quality care while near to family and community support networks to address significant health issues requiring long-term or specialized care. As do primary health care services, reliable secondary health care services facilitate personal and social stability while also supporting improved quality of life and economic growth. In conjunction with quality primary health care services, the quality of and visitor access to emergency health care services are also critical safety assets necessary to effectively service a growing tourism industry.

**DEFINITION USED:** **secondary health care:** referral/specialized, long-term, chronic care (primarily involves in-patient hospital care)

Health Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Health Sector	3.1 To establish quality assurance (QA) for all hospital units.	3.1.1 Establish protocols and practice standards for all hospital units, to include all medical, medical support, and non-medical operations.	3.1.1.a To have in place operational protocols and practice standards for all medical functions of the Pohnpei state hospital by 2013.
			3.1.1.b To have in place operational protocols and practice standards for all medical support functions of the Pohnpei state hospital by 2013.
			3.1.1.c To have in place operational protocols and practice standards for all non-medical functions of the Pohnpei state hospital by 2015.
			3.1.1.d To have in place operational protocols and practice standards for all medical and non-medical personnel of the Pohnpei state hospital by 2015.
			3.1.1.e To hire two (2) key health personnel trained to conduct QA programs in specialty areas by 2017.
			3.1.1.f To reduce average length of hospital stay, as a result of the QA program, by 50% by 2015.
			3.1.1.g To reduce the hospital-acquired infection rate, as a result of instituting the QA program, by 50% by 2015.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.2 To ensure an adequate supply of medical and pharmaceutical supplies and equipment for the Pohnpei state hospital and the SHC program.	3.2.1 Train pharmacy and medical supply personnel in procurement and inventory procedures.	3.2.1.a To conduct at least one medical/ pharmaceutical supply procurement training each year for pharmacy and medical supply personnel, beginning in 2015.
	3.2.2 Acquire and manage medical and pharmaceutical supplies and equipment to meet hospital and other SHC needs so that rationing is unnecessary.	3.2.2.a To establish a formulary for the Pohnpei state hospital by 2015.
		3.2.2.b To adopt rational pharmaceutical and supply management principles and practices in the Pohnpei state hospital and for other SHC services as of 2015. 3.2.2.c To eliminate shortages of all formulary drugs and medical supplies at the Pohnpei state hospital by 2015.
3.3 To maintain medical equipment at the Pohnpei state hospital and for other SHC services in good working condition.	3.3.1 Develop a standardized medical equipment list for Pohnpei state hospital.	3.3.1.a To develop a standardized medical equipment list for Pohnpei state hospital by 2014.
	3.3.2 Develop service contracts for new medical equipment purchases for the Pohnpei state hospital.	3.3.2.a To purchase service contracts for all new medical equipment acquisitions (rentals and purchases) for the Pohnpei state hospital, beginning in 2013.
	3.3.3 Establish a regular preventive maintenance schedule for all Pohnpei state hospital medical equipment.	3.3.3.a To include a line item for medical equipment maintenance in each year's hospital budget beginning in 2014.
3.3.3.b To implement a regular preventive maintenance program for all Pohnpei state hospital medical equipment beginning in 2015.		
3.3.3.c To reduce the down-time of all medical equipment by 50% by 2015 .		

Health Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	3.4 To develop an infrastructure construction and maintenance plan to ensure availability of adequate medical facilities in Pohnpei.	3.4.1 Establish a development plan for new medical facilities in Pohnpei.	3.4.1.a To finalize a development plan for new medical facilities in Pohnpei by 2015.
			3.4.1.b To construct new medical facilities in Pohnpei, in compliance with approved construction and medical standards, based on timelines established in the plan (3.4.1).
		3.4.2 Establish preventive maintenance/ repair program for medical facilities.	3.4.2.a To include a line item for medical facility maintenance and repair in each year's hospital budget beginning in 2014.
3.5 To ensure timely ambulance services to Pohnpei state hospital for citizens, residents, and visitors.	3.5.1 Establish ambulance service on the island of Pohnpei.	3.5.1.a To expand physical access via ambulance service to the Pohnpei state hospital to 100% of Pohnpei island citizens, residents, and visitors by 2015.	
		3.5.1.b To reduce the medical response time for traumatic injury by 50% beginning in 2014.	

QA: Quality Assurance  
 SHC: Secondary Health Care

## POHNPEI SDP: *Health Sector*

**STRATEGIC GOAL 4.** To improve health care provider capacity and accountability.

**Rationale:** Health care services are only as effective and reliable as the professionals who provide health care services. Integrated health care services require effective and well-trained service providers at all levels: health education, emergency and primary care, and secondary care. Managers, support staff, and direct care workers must be expected to be knowledgeable, skilled, and able to reliably deliver current best practices in their respective fields. An integrated health care system that incorporates accountability in the work and actions of individuals as well as the system as a whole will enhance confidence in and positive outcomes of the Pohnpei health care system.

Health Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Health Sector	4.1 To improve management skills of health service administrators.	4.1.1 Train permanent health service managers of Pohnpei Department of Health Services (DHS) in fiscal planning and management.	4.1.1.a To train 20% of permanent health service managers in Pohnpei DHS in fiscal planning and management by 2014.
		4.1.2 Train health service administrators in use of management information systems (MIS).	4.1.2.a To train 95% of DHS managers in data-based decision-making using locally generated data by 2014.
		4.1.3 Train health service administrators in performance-based planning and budgeting.	4.1.3.a To train 20% of health service administrators in performance-based planning and budgeting by 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
<p>4.2 To implement an appropriate Management Information Systems (MIS), including health data reporting, in the Pohnpei Department of Health Services (PDHS?)*</p> <p>*This effort will support and strengthen both Pohnpei's and the FSM's Public Health surveillance efforts.</p>	4.2.1 Recruit qualified MIS personnel.	4.2.1.a To fully and competently staff Pohnpei's Health Statistics Unit by 2017.
	4.2.2 Train Pohnpei statistics officers in use of MIS and health data reporting protocols.	4.2.1.b (& 4.2.2.b) To have the state statistics system and equipment fully operable by 2018.
	4.2.3 Establish a State Health Information System (HIS) working group (that can integrate its work with a National HIS working group).	4.2.2.a To train two (2) Pohnpei statistics officers in use of MIS and health data reporting protocols by 2015.
		4.2.2.b (& 4.2.1.b) To have the state statistics system and equipment fully operable by 2018..
	4.2.4 Develop measurable indicators and data collection/tracking procedures for long-term Pohnpei health monitoring and analysis.	4.2.3.a To establish a State Health Information System (HIS) working group by 2015.
4.2.3.b To conduct a minimum of four (4) regular meetings per year of the Pohnpei HIS working group, beginning in 2013.		
4.3 To ensure availability of technical assistance (TA)/ consultancy for Pohnpei's health MIS.	4.3.1 Provide TA in health data reporting and management (as part of the overall health surveillance system).	4.2.4.a To develop measurable indicators and data collection/tracking procedures for Pohnpei health monitoring by 2014.
		4.3.1.a To develop a database of TA sources qualified to provide MIS assistance in the short or long term by 2015.
4.4 To develop health care capacity to meet Pohnpei's PH, PHC, and SHC needs (for nurses, public health educators, HAs, and EMS/first responders).	4.3.1.a To contract with appropriate technical assistants or consultants, as needed, to meet short- and long-term health MIS needs.	
	4.4.1 Collaborate with COM-FSM to conduct a health care provider education needs assessment for Pohnpei.	4.4.1.a To complete a health care provider education needs assessment for Pohnpei by 2014.
	4.4.2 Collaborate with COM-FSM to develop a health care provider curriculum to meet Pohnpei's PH, PHC, SHC, HA, and first responder/emergency care needs.	4.4.2.a To develop a health care provider curriculum at COM-FSM to meet Pohnpei's PH, PHC, SHC, and first responder/emergency care needs by 2014.
4.4.2.b To enroll the first cohort of health care provider students in 2010.		

Health Sector	<b>OUTCOME</b> (broad operational goals)	<b>ACTIVITY</b> (specific actions or projects)	<b>OUTPUT</b> (measurable objectives for each activity)
	4.5 To provide regular continuing education opportunities for professional health care providers.	4.5.1 Establish long-term relationships with medical school(s) to provide on-site and distance health education for all types of professional health care providers.	4.5.1.a To develop a long-term MOU with at least one medical school to provide on-site and distance health education for all types of professional health care providers.
		4.5.2 Provide continuing education scholarships for professional health care providers based on need in Pohnpei's health care system.	4.5.2.a To award a minimum of two (2) scholarships each year to Pohnpeiian health care providers to enhance their medical expertise, beginning in 2015.
		4.5.3 Establish an annual program of on-site training/workshops for professional health care providers based on need in Pohnpei's health care system.	4.5.3.a To begin implementation of an annual program of on-site training/ workshops for professional health care providers based on need in Pohnpei's health care system by 2015.
4.6 To improve the knowledge and skills in QA planning and reporting for Pohnpei's health care managers, senior personnel, and supervisors at the Pohnpei state hospital.	4.6.1 Establish a training program for QA planning and reporting for Pohnpei's health care managers, senior personnel, and supervisors at the Pohnpei state hospital.	4.6.1.a To begin implementation of a training program for QA planning and reporting for Pohnpei's health care managers, senior personnel, and supervisors at the Pohnpei state hospital in 2013 and onward.	

## POHNPEI SDP: *Health Sector*

**STRATEGIC GOAL 5.** To develop a sustainable health care financial system.

**Rationale:** An accessible, integrated, and sustainable health care system is feasible only when stable financial support is secured. An affordable health care services continuum must be based on a variety of funding sources that encourage and support improvement of personal and community health behaviors.

### **Health Sector Planning Outcome for Sustainable Health Care Financing**

It is the desire of this administration to advocate for creation and passage of a universal health insurance program for government and private sector employees, and to develop a cost-efficient and appropriate co-payment/user fee system for PHC and SHC services.



## **POHNPEI SDP: *Infrastructure Sector***

### **MISSION STATEMENT**

To plan, promote, and implement sustainable economic and social infrastructure development programs and projects in support of public good, private sector investment, economic growth, and revenue generation within the State of Pohnpei.

### **Sector Rationale:**

High quality and maintained sustainable infrastructure systems will provide structural support for private sector investment and enhancement of Pohnpeian quality of life. Thoughtfully creating an interconnected system of energy resources, solid waste management strategies, wastewater treatment technologies, potable water sources, and ground, marine, and air transportation facilities will provide significant support to environmental improvement and economic growth. Utilizing a multidimensional approach to infrastructure development and management, in combination with sustainability efforts in the other sectors, will create a unique opportunity to develop a sound foundation for long-term economic, environmental, and social stability.

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 1:** To develop a comprehensive sustainable funding system to finance public utilities.

**Rationale:** Identifying reliable funding sources and organizing the financial resources to support development, enhancement, and maintenance of publicly funded resources is essential to the overall economic success of Pohnpei. Fiscal planning decisions that consider the needs of all economic sectors and equitable distribution of costs are key elements of long-term infrastructure viability. A sustainable economy is dependent on its infrastructure, which is dependent on sound financial management.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
1.1 To reduce debt associated with construction of the existing sewage treatment plant and drain system.	1.1.1 Stay current with loan repayments for the sewer system.	1.1.1.a To stay current with loan repayments for the sewer system, as prescribed by the agreement, until fully repaid.
1.2 To develop a sustainable financing system for public utilities to equitably distribute costs of infrastructure development, operations, and maintenance.	1.2.1 Create a sustainable financing plan for each public utility.	1.2.1.a To create a sustainable financing plan for each public utility by 2013.
		1.2.1.b To begin implementation of the sustainable financing plan for each public utility by March 2013.

Infrastructure Sector: Funding

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 2 (Air Transportation):** To provide safe, well-maintained, and sustainable aviation and air service infrastructure.

**Rationale:** Reliable air transportation is essential to the viability of all Pohnpeian economic sectors. Air transport serves as the most expedient link to global resources and the global economy by providing essential services to the tourism industry as well as other commercial sector businesses. Investment in and enhancement of reasonably and fairly priced air transportation infrastructure will expand the reach of Pohnpeian exports to new global markets as well as provide within-FSM transport for residents.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.1 To improve aviation service facilities, taking into consideration the principles and guidelines established in the “Pohnpei Biodiversity Strategy and Action Plan.”	2.1.1 Construct/improve airport hanger facility.	2.1.1.a To increase commercial air services (domestic and long haul) revenues by 12% by 2014 as a result of new construction and airport facility improvements.
		2.1.1.b To increase domestic air services by two (2) aircraft by 2014.
	2.1.2 Construct/improve helicopter service-related facilities.	2.1.2.a To increase commercial helicopter service revenues by 10% by 2014.
		2.1.2.b To increase helicopter air arrivals and related services to those helicopters by 20 arrivals by 2014.
2.2 To separate airport traffic from commercial port, fisheries, and related commercial interests traffic, taking into consideration the principles and guidelines established in the “Pohnpei Biodiversity Strategy and Action Plan.”	2.2.1 Construct a dedicated airport terminal access roadway.	2.2.1.a To separate local traffic from airport-bound traffic by 2015.

Infrastructure Sector: Air Transportation

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
2.3 To amend the existing airport users' fee system to include a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs.	2.3.1 Advocate for a law to impose a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs.	2.3.1.a To advocate for a law to impose a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs, to be passed by the second quarter of 2013 (fiscal).
	2.3.2 Implement a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs.	2.3.2.a To implement a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs beginning in 2014.
2.4 To create a welcoming and tourist-friendly airport terminal facility that reinforces the World Park brand and principles.	2.4.1 Design and renovate the façade of the airport terminal to reflect the World Park brand and principles.	2.4.1.a To develop a redesign plan for the airport terminal façade that reflects "World Park brand" by 2014.
		2.4.1.b To complete redesign of the airport terminal façade by 2015.
	2.4.2 Design and renovate the terminal interior to reflect the World Park brand and principles	2.4.2.a To install temporary "World Park brand" elements in the airport terminal interior by 2014.
		2.4.2.b To develop a redesign plan for renovation of the airport terminal interior to reflect "World Park brand" by 2014. 2.4.2.c To complete renovation of the airport terminal interior to reflect "World Park brand" by 2015.

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 3 (Maritime Transportation):** To improve port-based revenue in Pohnpei by providing affordable, reliable, and sustainable shipping services.

**Rationale:** Improvement of land- and water-based maritime facilities will provide the capacity to increase both export and import of bulk goods in support of the Pohnpeian economy. Agricultural and fisheries products may be exported more expediently through more efficient and effective port services. Ability to efficiently service foreign vessels of all types and sizes in need of repair and maintenance or resupply can increase Pohnpei’s income from external sources. Services to outer islands will be improved through vessel upgrading and regular scheduling. Travel to and from outer islands as well as import/export of goods will result in positive impacts on those local economies.

Infrastructure Sector: Maritime Transportation

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
3.1 To service (provisioning) all types of private (e.g., yachts, fishing boats) and commercial vessels, e.g., fishing and cargo vessels as well as tankers and cruise ships.	3.1.1 Expand the size of and improve the Commercial Seaport, including dockage to accommodate diverse vessel types and sizes.	3.1.1.a To increase the number of private vessels serviced in the Commercial Seaport by 10% by 2013.
		3.1.1.b To increase the number of commercial fishing vessels serviced in the Commercial Seaport by 5% by 2013.
		3.1.1.c To increase the number of commercial cargo vessels serviced in the Commercial Seaport by 100% by 2013.
		3.1.1.d To increase the number of commercial tankers serviced in the Commercial Seaport by 100% by 2015.
		3.1.1.e To increase the number of cruise ships serviced in the Commercial Seaport by 50% by 2014.
		3.1.1.f To increase the number of helicopters serviced in the Commercial Seaport by 5% by 2014.
		3.1.1.g To increase revenue generation within the Commercial Seaport by 12% by 2013.

<b>OUTCOME</b> <b>(broad operational goals)</b>	<b>ACTIVITY</b> <b>(specific actions or projects)</b>	<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>
3.1 <i>(cont.)</i>	3.1.2 Provide adequate landing and working zone for private and commercial sea-going activities to expedite turnaround time.	3.1.2.a To reduce average turn-around time for vessels by 24 hours beginning in 2014.
	3.1.3 Expand and improve seaport turning basin, shipping route, deepening and widening of anchorage area.	3.1.3.a To increase capacity of seaport by 1,000 vessel port calls per year by 2015.

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 4 (Electric Power and Other Energy):** To maintain existing and develop new renewable, reliable, affordable, and sustainable facilities for power generation.

**Rationale:** Reliable electrical power is essential to economic success as well as modern living standards in Pohnpei. Fortunately for the State of Pohnpei, several electrical power-generating technologies have potential for application to meet future electrical power needs. Investigation of these technologies may lead to the use of renewable energy resources, which will reduce negative environmental impacts of petroleum-based fuels as well as support development of businesses that will contribute to economic growth.

Infrastructure Sector: Electric Power/Other Energy

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
4.1 To stabilize the supply of electrical energy to address fluctuating demand throughout the electrical power network.	4.1.1 Refurbish two Daihatsu Generators (#7, #8).	4.1.1&2.a To complete development of a power system that will maintain a consistent supply of 10 MW of electricity by 2014.
	4.1.2 Add two new Caterpillar 2MW generators to supplement the existing generators.	
4.2 To reduce reliance on fuel-operated generators by supplementing them with renewable electrical power-generating systems to meet Pohnpei's electrical energy demands.	4.2.1 Restore and operate the Nanpil Hydro-Electric Plant.	4.2.1&2.a To reduce fuel costs for electrical power generation by 10% by 2015.
	4.2.2 Develop new hydropower generation sites.	
	4.2.3 Install a 1MW solar generating system.	4.2.3.a To install a 1MW solar generating system no later than 2014.
	4.2.4 Explore the feasibility of developing other renewable energy sources to supplement and replace existing hydrocarbon fuel-based production. <i>(Examples include solar, wind, wave, biogas energy)</i>	4.2.4.a To begin active feasibility studies of other renewable energy sources by 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
<p>4.3 To improve and maintain the power generation and distribution network.</p>	<p>4.3.1 Adhere to the established power line clearing and tree-trimming policy and schedule.</p>	<p>4.3.1.a To reduce the # of unscheduled power interruptions to no more than 5 per year by 2013.</p>
	<p>4.3.2 Procure eight 4X4 heavy duty pick up trucks, three aerial bucket trucks, two small aerial bucket trucks, and two crane/auger trucks.</p>	<p>4.3.2.a To satisfy work obligations averaging 8 work orders per day each month, beginning in 2014.</p>
	<p>4.3.3 Maintain existing and replace aging electrical poles, cross-arms, and power lines.</p>	<p>4.3.3.a To increase the power system infrastructure replacement capacity to a level of replacing an average of four poles and associated cross-arms and power lines each day by 2014.</p>
	<p>4.3.4 Conduct a load assessment to appropriately place transformers.</p>	<p>4.3.4.a To conduct a transformer load assessment by 2014.</p>
		<p>4.3.4.b To increase the transformer and drop line replacement capacity to a level of replacing an average of four transformers and connections each day by 2016.</p>
<p>4.3.5 Replace all aluminum power lines with copper lines.</p>	<p>4.3.5.a To replace aluminum power lines with copper lines by 2023.</p>	
<p>4.4 To increase Pohnpei's human capacity to operate and maintain all aspects of the electrical power generation system.</p>	<p>4.4.1 Hire and train the adequate number of staff to meet objectives associated with Outcome 4.3.</p>	<p>4.4.1.a To hire an adequate number of staff to meet objectives associated with Outcome 4.3 by 2014.</p>
		<p>4.4.1.b To train staff to meet objectives associated with Outcome 4.3 by 2014.</p>

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 5 (Water Supply):** To maintain existing and develop new renewable, reliable, affordable, and sustainable facilities for potable water supply.

**Rationale:** Safe potable water is another fundamental resource that contributes to safeguarding Pohnpeian quality of life and growing its economy. Safe and reliable fresh water supplies support high quality public health, improved environmental quality, and expanded economic development, including growth of a viable tourism industry.

Infrastructure Sector: Water Supply	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	5.1 To improve and sustain the water distribution system to meet demand.	5.1.1 Replace inadequate elements of the water distribution system (e.g., GI, AC and five gate valves).	5.1.1.a To reduce water system leakage by 100% by 2014.
		5.1.2 Rehabilitate all steel water tanks.	5.1.2.a To rehabilitate all five steel water tanks by 2014.
		5.1.3 Rehabilitate existing PUC water wells.	5.1.3.a To increase the supply of water acquired via wells by 90% by 2015.
		5.1.4 Upgrade Palikir water system to 4" non-PVC pipes.	5.1.4.a To replace all existing water system pipes with 4" non-PVC pipes by 2013.
		5.1.5 Investigate the feasibility of developing alternative potable water collection and management systems to supplement the existing central water distribution system.	5.1.5.a To complete a feasibility study for alternative potable water collection and management systems by 2016.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
5.2 To improve and sustain water quality at accepted international standards.	5.2.1 Rehabilitate and maintain the water treatment plant to international standards.	5.2.1.a To rehabilitate the water treatment plant to international standards by 2014.
		5.2.1.b To continually maintain and operate the water treatment plant to international standards beginning in 2014.
	5.2.2 Install and maintain additional water system chlorinators at PUC treatment plant.	5.2.2.a To install 8 chlorinator injectors by 2014.
		5.2.2.b To continuously maintain the chlorinators to international standards beginning in 2014.
	5.2.3 Monitor quality of water distributed via the water treatment and distribution system.	5.2.3.a To achieve and maintain to international water quality standards for 100% of the Pohnpei water supply beginning in 2014.
		5.2.3.b To support water quality laboratory services at a level needed to achieve international water supply standards by 2014.
5.3 To increase Pohnpei's human capacity to operate and maintain all aspects of the water treatment and distribution system.	5.3.1 Provide adequate staff to maintain the water system.	5.3.1.a To hire an adequate number of staff to meet objectives associated with all SG 5 Outcomes by 2014.
	5.3.2 Train all staff in proper use and maintenance of the water system.	5.3.2.a To train staff to meet all objectives associated with all SG 5 Outcomes by 2014.
5.4 To provide potable water for all Pohnpeians.	5.4.1 Conduct feasibility and needs studies for new water treatment plants.	5.4.1.a To conduct feasibility and needs studies for new water treatment plants by 2016.
	5.4.2 Extend city water system around the island of Pohnpei.	5.4.2.a To expand the centrally distributed potable water system to 70% of Pohnpei's population by 2018.

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 6 (Sewer and Wastewater):** To maintain existing and develop new reliable, affordable, and sustainable facilities for sewer and wastewater management.

**Rationale:** Creative solutions to sewer and wastewater management challenges will significantly contribute to the health and welfare of Pohnpei's land, aquatic and marine resources, and its residents. A healthy environment contributes both to the quality of Pohnpeian life and to economic development. Vibrant, healthy, and safe natural environments attract tourists.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
6.1 To maintain the existing and expand the Pohnpei sewer system.	6.1.1 Develop an environmental tax or alternative funding source to finance a sewer system operating and maintenance program.	6.1.1.a To develop a cost-sharing scheme between users and the Government by 2013. 6.1.1.b To advocate for a law requiring connection to the sewer system by 2013.
	6.1.2 Develop a sewer system operation and maintenance program.	6.1.2.a To develop a sewer system operation and maintenance program by 2013.
	6.1.3 Procure a supply of spare sewer treatment plant pumps/motors, parts, and lift stations.	6.1.3.a To procure a sufficient supply of spare sewer treatment plant pumps/motors, parts, and lift station equipment to support a fully functional sewerage treatment plant by 2013.
	6.1.4 Procure additional sewer system maintenance equipment, vehicles and support supplies.	6.1.4.a To procure sufficient equipment, vehicles and supplies to support a fully functional sewer system maintenance program by 2013.

Infrastructure Sector: Sewer & Wastewater

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
6.2 To improve the Pohnpei drainage network.	6.2.1 Identify the responsible agency for oversight and management of the drainage system.	6.2.1.a To identify the responsible agency for oversight and management of the drainage system by 2012.
	6.2.2 Conduct a survey of the current drainage system island-wide and link to sector 8 Outcome 8.1 ( <i>improve/maintain primary road</i> ).	6.2.2.a To conduct a survey of the current drainage system island-wide and link to sector 8 Outcome 8.1 ( <i>improve/maintain primary road</i> ) by 2020.
	6.2.3 Create a drainage system schematic diagram for an expanded system.	6.2.3.a To create a drainage system schematic diagram for an expanded system by 2020.
	6.2.4 Develop a drainage system operation and maintenance program for the expanded drainage system.	6.2.4.a To develop a drainage system operation and maintenance program for the expanded drainage system by 2021.
6.3 To increase Pohnpei's human capacity to operate and maintain all aspects of the sewage and wastewater treatment system.	6.3.1 Hire an adequate number of staff to meet objectives associated with Outcomes 6.1 and 6.2.	6.3.1.a To hire an adequate number of staff to meet objectives associated with Outcomes 6.1 and 6.2 by 2014.
	6.3.2 Train staff to meet objectives associated with Outcomes 6.1 and 6.2.	6.3.2.a To train staff to meet objectives associated with Outcomes 6.1 and 6.2 by 2014.
6.4 To provide alternative wastewater management systems throughout Pohnpei to minimize negative environmental and human health impacts.	6.4.1 Conduct feasibility studies for alternative wastewater management systems in dense and dispersed population areas of Pohnpei, including potential new tourism sites	6.4.1.a To complete feasibility studies for alternative wastewater management systems in dense and dispersed population areas of Pohnpei, including potential new tourism sites, by 2015.
	6.4.2 Develop a detailed sustainable wastewater management plan for all areas of Pohnpei based on appropriate technologies, health and safety standards, and wastewater management standards.	6.4.2.a To develop a detailed sustainable wastewater management plan for all areas of Pohnpei based on appropriate technologies and health and safety standards by 2015.
	6.4.3 Begin implementation based on the 6.4.2 planning activities, objectives, and timeline.	6.4.3.a By 2016, 100% of all Pohnpei households, businesses, and public venues will comply with wastewater management standards.

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 7 (Solid Waste):** To provide safe, environmentally sound solid waste management facilities and equipment.

**Rationale:** As the Pohnpeian economy improves, greater solid waste management challenges will develop. New, appropriate policies, technologies, and strategies will support solutions that can minimize the production of solid waste, process it in ways that do not threaten environmental and human health, and remove much of the existing unsightly waste, thereby improving the aesthetic and environmental quality of Pohnpei.

Infrastructure Sector: Solid Waste

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
7.1 (short-term goal) To establish an environmentally sustainable solid waste disposal site.	7.1.1 Conduct an independent assessment of the current Dekehtik solid waste disposal site for contaminant leakage/leachate.	7.1.1.a To complete an independent contaminant leakage/leachate assessment at the Dekehtik site by 2013.
	7.1.2 Redesign the Dekehtik solid waste disposal site to prevent environmental contamination and to minimize negative visual impact.	7.1.2.a To redesign the Dekehtik solid waste disposal site to prevent environmental contamination and to minimize negative visual impact by 2013.
	7.1.3 Extend the berm to encompass the entire Dekehtik site.	7.1.3.a To extend the berm to encompass the entire Dekehtik site by 2014.
	7.1.4 Move the working face of the current operation north-northeast by ~50-100 meters so that it is not visible from the causeway.	7.1.4.a To move the working face of the current operation north-northeast by ~50-100 meters so that it is not visible from the causeway by 2013.
	7.1.5 Build a visual barrier at the entrance to the Dekehtik site.	7.1.5.a To build a visual barrier at the entrance to the Dekehtik site by 2013.

<b>OUTCOME</b> <b>(broad operational goals)</b>	<b>ACTIVITY</b> <b>(specific actions or projects)</b>	<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>
7.2 (long-term goal) To establish an environmentally sustainable permanent solid waste disposal site.	7.2.1 Relocate the solid waste disposal site from the existing site at Dekehtik to its permanent site, as designated by law.	7.2.1.a To open for operation the new solid waste disposal site before the current site reaches its capacity (estimated 2035).
	7.2.2 Design, construct, and operate the new solid waste disposal site in compliance with established best practice guidelines, as appropriate to site characteristics, for environmentally secure solid waste disposal sites.	7.2.2.a To fully comply with all design, construction, and operational standards, as appropriate to site characteristics, for an environmentally secure solid waste disposal site by time of opening for operation.
		7.2.2.b To comply with operational standards for an environmentally secure solid waste disposal site as measured by annual assessments.
	7.2.3 Identify locations for transfer stations throughout Pohnpei proper to facilitate convenient and effective solid waste management in all the municipalities.	7.2.3.a To identify locations for transfer stations throughout Pohnpei proper to facilitate effective solid waste management in all the municipalities 2013.
	7.2.4 Establish transfer stations at all the identified sites throughout Pohnpei proper.	7.2.4.a To establish transfer stations at all the identified sites throughout Pohnpei proper by 2014.
	7.2.5 Clean, reclaim, and re-design the existing Dekehtik solid waste disposal site after its closure to serve as a “Welcome to Pohnpei” venue.	7.2.5.a To conduct an assessment to determine presence of toxins and hazardous materials from the Dekehtik site within 6 months of its closing.
		7.2.5.b If needed, to remove environmental toxins and hazardous materials from the Dekehtik site within one year of its closing.
		7.2.5.c To reclaim the Dekehtik site to standards for human use within one year after removal of toxins and hazardous materials.
7.2.5.d To redesign to Dekehtik site for future use (e.g., park or public space) in the year prior to closure of the site.		

<b>OUTCOME</b> (broad operational goals)	<b>ACTIVITY</b> (specific actions or projects)	<b>OUTPUT</b> (measurable objectives for each activity)
7.3 To develop a system to properly manage solid waste in the outer islands of Pohnpei State.	7.3.1 Develop policies that reduce the amount of packaging and other commercial materials shipped to the outer islands.	7.3.1.a To develop policies that reduce the amount of packaging and other commercial materials shipped to the outer islands by 2015.
		7.3.1.b To implement a program to reduce the amount of packaging and other commercial materials shipped to the outer islands beginning in 2016.
	7.3.2 Develop a system to remove solid waste from the outer islands.	7.3.2.a To develop a system to remove solid waste from the outer islands by 2015.
		7.3.2.b To implement a system to remove solid waste from the outer islands beginning in 2016.
	7.3.3 Develop an incentive system for collection and removal of solid waste from the outer islands.	7.3.3.a To develop an incentive system for collection and removal of solid waste from the outer islands by 2015.
		7.3.3.b To implement an incentive system for collection and removal of solid waste from the outer islands beginning in 2016.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
7.4 To create an active “reduce, re-use, and recycle” (RRR) management program for solid waste.	7.4.1 Develop a comprehensive RRR management plan for solid waste for all areas of Pohnpei based on appropriate technologies, health and safety standards, and environmental protection standards. *	7.4.1.a To develop a comprehensive RRR management plan for solid waste for all areas of Pohnpei based on appropriate technologies and health and safety standards, and environmental protection standards by 2014.
	7.4.2 Begin implementation of the RRR management plan based on the 7.2.1 planning activities, objectives, and timeline.	7.4.2.a To begin implementation of the RRR management plan by 2015.
7.5 To increase Pohnpei’s human capacity to operate and maintain all aspects of the solid waste management and “reduce, reuse, and recycle” systems.	7.5.1 Hire an adequate number of staff to meet objectives associated with Outcomes 7.1 - 7.4.	7.5.1.a To hire an adequate number of staff, as needed, to meet objectives associated with Outcomes 7.1 - 7.4 by 2015.
	7.5.2 Train staff to meet objectives associated with Outcomes 7.1 - 7.4.	7.5.2.a To train staff, as needed, to meet objectives associated with Outcomes 7.1 - 7.4 by 2015.

\* There could be numerous “activities” associated with OUTCOME 7.4, to include things such as: **a.** A public awareness campaign; **b.** Collection sites for recyclables; **c.** Business arrangements for removal of recyclable materials; **d.** Reduced use or banning of slow-degrading materials (e.g., plastic bottles, plastic bags, and other POPs)

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 8 (Roads/ Pedestrian Facilities):** To improve and maintain motorized, non-motorized, and pedestrian ground transportation infrastructure.

**Rationale:** Great strides have been made in the early 2000s to improve the ability of Pohnpeians to move around the main island. Ground transportation resources serve as another fundamental resource supporting economic development, health care access (particularly emergency care), educational access, and community involvement. Residents and visitors alike will benefit by having multiple dedicated routes of safe access to Pohnpeian services, businesses, and amenities.

Infrastructure Sector: Roads/ Pedestrian Facilities

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
8.1 To improve and maintain the primary road around Pohnpei based on principles of environmental sustainability.	8.1.1 Repair Pohnpei’s primary road.	8.1.1.a To complete rehabilitation of 42.5 miles of primary road by 2023.
	8.1.2 Repair/replace bridges along the primary road.	8.1.2.a To replace 20 bridges along the primary road by 2023.
	8.1.3 Replace culverts under the primary road.	8.1.3.a To replace 10 culverts along the primary road by 2023.
	8.1.4 Build concrete drainage system along the primary road.	8.1.4.a To construct concrete drainage system along 42.5 miles of primary road by 2023.
	8.1.5 Enforce compliance with standards for environmental protection practices for all road construction projects	8.1.5.a To utilize environmental protection practices for all road-related construction.
8.2 To rehabilitate secondary roads throughout Pohnpei based on principles of environmental sustainability.	8.2.1 Rehabilitate secondary road networks.	8.2.1.a To rehabilitate and pave 90 miles of secondary roads by 2028.
	8.2.2 Replace bridges along secondary roads.	8.2.2.a To replace all bridges along the secondary roads by 2028.
	8.2.3 Replace culverts under secondary roads.	8.2.3.a To replace all culverts along the secondary roads by 2028.
8.3 To provide safe pedestrian routes (sidewalks) throughout Pohnpei. <i>(idea for consideration)</i>	8.3.1 Construct sidewalks and walkways throughout Pohnpei.	8.3.1.a To construct sidewalks and walkways from the hospital through Kolonia by 2028.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
8.4 To increase Pohnpei’s human capacity to build and maintain roads and sidewalk corridors.	8.4.1 Hire an adequate number of staff to meet objectives associated with Outcomes 8.1 - 8.3.	8.4.1.a To hire an adequate number of staff, as needed, to meet objectives associated with Outcomes 8.1 - 8.3.
	8.4.2 Train staff to meet objectives associated with Outcomes 8.1 - 8.3.	8.4.2.a To train staff, as needed, to meet objectives associated with Outcomes 8.1 - 8.3 .
8.5 To expand use of road right-of-ways for agricultural production. <i>(Idea suggested specifically for pepper, but could be expanded to other agricultural production.)</i>	8.5.1 Create Pohnpei State policy to allow landowners adjacent to the main road to use the 15’ right-of-way for private agricultural production.	8.5.1.a To advocate for legislation allowing landowners adjacent to the roadway to extend their active agricultural production into the government’s 15’ right-of-way by 2017.
	8.5.2 Develop and implement an incentive program for landowners adjacent to the roadway to cultivate their adjacent land with pepper and other agricultural products.	8.5.2.a To develop an incentive program for landowners adjacent to the roadway to cultivate their adjacent land with pepper and other agricultural products by 2017.
		8.5.2.b To implement an incentive program for landowners adjacent to the roadway to cultivate their adjacent land with pepper and other agricultural products beginning in 2017.
	8.5.3 Implement a public awareness campaign promoting private expansion of agricultural production onto road right-of-way land by adjacent.	8.5.3.a To implement the right-of-way agricultural production public awareness program beginning in 2017.
		8.5.3.b To increase the amount of roadway right-of-way private agricultural production by 10% annually beginning in 2017.

## POHNPEI SDP: *Infrastructure Sector*

**STRATEGIC GOAL 9: (Telecommunications):** To continually improve and maintain a telecommunication system that will support reliable, affordable communications.

**Rationale:** Connectivity is essential for economic development and global interaction, both bringing the world to Pohnpei and Pohnpei to the world. Access to local and global communication networks will enable businesses to explore and service markets in Pohnpei, the other Federated States of Micronesia, and foreign countries. New technologies may provide supplemental or alternative solutions to health care, education, and business development through online support, online intervention strategies, and real-time international communication.

Infrastructure Sector: Telecommunications

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
9.1 To improve local and global telecommunications services to all Pohnpeians and other stakeholders.	9.1.1 Survey existing telecommunications infrastructure, and its condition, to identify areas in need of improvement.	9.1.1.a To survey existing telecommunications infrastructure, and its condition, to identify areas in need of improvement by 2013.
	9.1.2 Amend current telecommunications plan to reflect survey findings (9.1.1).	9.1.2.a To amend current telecommunications plan to reflect survey findings within two (2) months of survey completion.
	9.1.3 Identify funding sources, from internal and/or external sources, to implement the revised telecommunications plan.	9.1.3.a To identify funding sources, from internal and/or external sources, to implement the revised telecommunications plan within 12 months of plan adoption.
	9.1.4 Implement the revised telecommunications plan.	9.1.4.a To begin implementation of the revised telecommunications plan by January 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
9.2 To establish reliable, cost effective telecommunications to the lagoon and outer islands.	9.2.1 Conduct a feasibility study for lagoon and outer islands telecommunications service.	9.2.1.a To conduct a feasibility study for lagoon and outer islands telecommunications service by 2012.
	9.2.2 Develop a lagoon and outer island telecommunications service plan.	9.2.2.a To develop a lagoon and outer island telecommunications service plan by January 2014.
	9.2.3 Identify funding sources to implement the lagoon and outer island telecommunications service plan.	9.2.3.a To establish a task force to identify funding sources for the lagoon and outer island telecommunications services by 2013.
		9.2.3.b To identify funding sources for the lagoon and outer island telecommunications services by July 2014.
9.3 To eliminate non-coverage areas for cell phones.	9.3.1 Identify cell phone non-coverage areas.	9.3.1.a To complete identification of cell phone non-coverage areas in Pohnpei by 2012.
	9.3.2 Identify internal and external funding sources for construction of new cell towers.	9.3.2.a To Identify internal and external funding sources for new cell towers in each of Pohnpei's non-coverage areas beginning in 2013.
	9.3.3 Construct new cell towers in each non-coverage area.	9.3.3.a To complete construction of new cell towers in each of Pohnpei's non-coverage areas by 2014.

## **POHNPEI SDP: *Public Sector***

### **MISSION STATEMENT**

To provide quality public services appropriate to the social and cultural environment of Pohnpei with transparency and accountability.

### **Sector Rationale:**

Effective government must continually improve services to constituents, engage citizens in creating strong communities, and provide wise stewardship of public resources. Improved government services will be achieved, in part, by meaningful state and local government coordination and collaboration. Investment in public workers' professional development and building accountability into operational systems will enhance government service quality and improve operational efficiency. Environmental quality and quality of life of Pohnpeians will be advanced through compliance with existing laws designed for the safety and common good of all citizens, residents and visitors.

## POHNPEI SDP: *Public Sector*

**STRATEGIC GOAL 1.** To continually improve fiscal policy accountability based on sound management practices.

**Rationale:** Transparency and sound fiscal management are the foundations of effective government operations and services. Investing in technology, professional development, and integrated financial management systems will enhance effective stewardship of Pohnpei’s fiscal resources and maximize the ability of Pohnpei State government to serve the needs of its citizens, residents, and visitors. Diversification and growth of funding sources to support government operations and special initiatives is essential for supporting a growing economy, garnering global respect and support, and in addressing the decrement in Compact funds.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Public Sector	1.1 To improve Pohnpei’s financial operations, management, and accountability.	1.1.1 Conduct a staff sufficiency audit.	1.1.1.a To develop staff sufficiency guidelines and process for Pohnpei’s financial operations and management by July 2013.
			1.1.1.b To implement a staff sufficiency audit annually, beginning in August 2013.
		1.1.2 Based on the findings of the staff sufficiency audit, provide an adequate number of qualified staff to manage Pohnpei’s state financial system.	1.1.2.a To hire and/or retain at least 1 qualified financial management staff person to service each unit of the financial management system.
		1.1.3 Provide staff development training in management, finance operations, and accountability.	1.1.3.a To develop annual training programs for financial management, operations, and accountability, based on findings of the staff sufficiency audit.
			1.1.3.b To implement annual financial management, operations, and accountability training programs, as needed, based on findings of the staff sufficiency audit.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	1.1 (cont.)	1.1.4 Conduct a financial technology sufficiency audit.	1.1.4.a To assess the appropriateness, effectiveness, and efficiency of financial management technologies annually. 1.1.4.b To upgrade financial management technologies, as needed based on results of annual assessments, to meet Pohnpei's changing financial management needs.
1.2 To increase transparency of Pohnpei state government's financial management system and practices.	1.2.1 Maintain unqualified audits of Pohnpei state government's financial management.	1.2.1.a To maintain annual unqualified audits of Pohnpei state government's financial management. 1.2.1.b To make readily available through the Office of the Director of Treasury and Administration to the public a copy of the annual audit report within two weeks of acceptance of the report.	
1.3 To provide sufficient funding for public services.	1.3.1 Adopt and implement the proposed national tax reform program.	1.3.1.a After adoption of the tax reform program, to increase the amount of annual local revenue collected by a minimum of \$5.5 million.	
	1.3.2 Identify and obtain other appropriate revenue sources to support public services.	1.3.2.a To identify additional tax revenue sources appropriate to fund specific public services, to be reviewed annually.** 1.3.2.b To identify additional fees to fund specific public services, to be reviewed annually. 1.3.2.c To identify grant funds to support early development of new public services, to be reviewed annually.*** 1.3.2.d To establish a World Park trust fund**** to support development of targeted World Park projects by 2013.	
	1.3.3 Adopt policies promoting economic growth that generate public revenue.	1.3.3.a To implement the adopted policy for establishment of the "Lukop Micronesia Tourism" complex by 2017.	

- \* The approach to foreign investment should include strong requirements for provision of local Pohnpeian job training and jobs, and be based on carefully crafted agreements that assure that Pohnpei has strong control over the impacts of the foreign investments (i.e., that are consistent with the principles that guide World Park development as they relate to environmental, social, cultural and other impacts as well as the economic impacts).
- \*\* Example: “Value-added taxes” to fund health care services (see Health Sector matrix).
- \*\*\* Grant funds typically are used for pilot or start-up projects. Thus, effective, long-term new projects should integrate self-sufficiency (self-funding) into the development plans.
- \*\*\*\* The World Park Trust Fund has been established to accept donor funding for targeted World Park projects, research, demonstrations, and operations.

## POHNPEI SDP: *Public Sector*

**STRATEGIC GOAL 2.** To enhance coordination and increase efficiency of operations among state and local government units.

**Rationale:** Efficient services to citizens, residents, and visitors will be enhanced by seeking new opportunities for state and local governments to coordinate public operational responsibilities and provision of services. Transparency, records sharing, and collaboration among state and local governments will extend the effectiveness of all governmental entities and potentially reduce costs.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Public Sector	2.1 To streamline government operations by eliminating duplication and conflicts among Institutions, and by privatizing some public services.	2.1.1 Assess current government operations to identify duplications, conflicts, and inefficiencies in public services.	2.1.1.a To complete assessment of current government operations by 2013 (calendar).
		2.1.2 Reform government services based on the assessment in (2.1.1).	2.1.2.a To draft legislation for an updated PSSR to reform government services (including policies, procedures, plans and forms) by 2014 (fiscal).
			2.1.2.b To begin implementing government reform by 2014 (fiscal).
		2.1.3 Privatize some services, as deemed appropriate based on the assessment (2.1.1), for high quality and more effective service delivery.	2.1.3.a To draft legislation for privatizing some public services by 2014 (fiscal).
			2.1.3.b To begin privatizing plan-specified public services by 2014 (fiscal).
		2.2 To maintain and share accurate, complete, and timely government records (such as reports, plans, statistical information/ databases, and other documents).	2.2.1 Develop compatible formats for all government records across state and local government agencies.
2.2.2 Maintain accurate, complete, and timely government records at all state and local government agencies.	2.2.2.a To maintain accurate, complete, and timely government records, using compatible formats (2.2.1.a), at all state and local government agencies and levels beginning in 2014 (fiscal).		
2.2.3 Share government records among agencies of state and local government, as appropriate, to facilitate coordinated government operations.	2.2.3.a To begin active sharing of government records among agencies and all levels of state and local government, as appropriate for coordinated government operations, by 2014 (fiscal).		

## POHNPEI SDP: *Public Sector*

**STRATEGIC GOAL 3.** To enhance transparency of and improve state government’s engagement with the public.

**Rationale:** Transparency and regular, timely sharing of the government’s planning, policies, and operations foster the support and engagement of government constituents. Stewardship of public resources is enhanced through effective communication of government activities and programs, which in turn enables citizens to contribute meaningfully to the processes of public engagement.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	3.1 To enhance public understanding of Pohnpei State and local government operations.	3.1.1 Develop a public awareness and education program about government functions, operations, and programs.	3.1.1.a To complete a plan for a comprehensive, long-term public awareness and education campaign* about government functions, operations, and programs by 2014 (fiscal).
		3.1.2 Implement a public awareness and education program about government functions, operations, and programs.	3.1.2.a To begin implementation of the public awareness and education campaign about government functions, operations, and programs by 2014 (fiscal).
			3.1.2.b At least 80% of Pohnpei’s school-age and adult residents will access at least four (4) government information sources each year.
	3.1.3 Assure accuracy and timeliness of public information regarding government and public issues.	3.1.3.a To utilize best practices in information transfer and technology to assure accuracy and timeliness of government information beginning in 2014 (fiscal).	
	3.2 Encourage greater public engagement with State and local governments.	3.2.1 Develop a public participation and engagement program.	3.2.1.a To develop a public participation and engagement program by 2014 (fiscal).
		3.2.2 Implement a public participation and engagement and program.	3.2.2.a To implement a public participation and engagement program by 2014 (fiscal).

\* A comprehensive plan covers information availability and distribution for regular government functions and services as well as new initiatives, emerging issues, and opportunities. It also would include distribution systems and varied media sources for disseminating information, as appropriate to the issues.

LTF: Long Term Fiscal Framework

## POHNPEI SDP: *Public Sector*

**STRATEGIC GOAL 4.** To improve public sector productivity.

**Rationale:** Effective government relies on qualified and well-trained workers who are held accountable for timely, efficient, and effective fulfillment of their job responsibilities. State government planning, policies, and activities facilitate economic development. The quality, effectiveness, and efficiency of government operations is determined by the quality, effectiveness, and efficiency of Pohnpei State workers, administrators, and elected officials. Investments in Pohnpei State’s human, technological, and facility resources will foster economic development efforts of all sectors.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Public Sector	4.1 To increase the knowledge, skills, and competencies of government personnel.	4.1.1 Provide orientation training for all new government personnel, including professional work place skills and job-specific skills training as well as processes for interactions across governmental departments and agencies.*	4.1.1.a To revise and expand the orientation training program for new government personnel by FY 2014.
			4.1.1.b To implement the revised and expanded orientation training program for new government personnel beginning in FY 2014.
		4.1.2 Provide regular on-the-job (OTJ) training, including cross training (as applicable), for all government personnel.	4.1.2.a To provide a minimum of one (1) relevant training opportunity to each government employee annually.
			4.1.3 Conduct regular job performance reviews of all government personnel.
		4.1.4 Provide specialized training, as needed, for emerging technologies and other job skill needs.	4.1.4.a To continue providing specialized training, as needed, for emerging technologies and other job skill needs beginning in FY 2013.
		4.1.5 Budget for an incentives program for continuing education for government personnel.	4.1.5.a To begin budgeting for the incentives program to facilitate acquisition of critical skills needed to effectively perform specific government job functions by FY 2014.
			4.1.5.b To activate the government-wide incentives program beginning in FY 2014.

\* Examples: Technology training, equipment use, customer service training, confidentiality protocols, communications methods, problem-solving techniques, etc.

<b>OUTCOME</b> (broad operational goals)	<b>ACTIVITY</b> (specific actions or projects)	<b>OUTPUT</b> (measurable objectives for each activity)	
4.2 To increase cost-effectiveness of government training programs.	4.2.1 Seek sponsorships for selected government training programs and workshops.	4.2.1.a To identify at least three (3) sponsorships for selected government training programs annually.	
		4.2.1.b To conduct at least one (1) sponsored government training programs annually.	
	4.2.2 Collaborate across sectors and government departments and agencies when training personnel.	4.2.2.a To conduct at least one (1) joint government training programs annually.	
		4.2.3 Explore alternative models for government personnel capacity building (e.g., internet, professional journals, text and video library).	4.2.3.a To explore alternative models for government personnel capacity building (e.g., internet, professional journals, text and video library) by FY 2014.
			4.2.3.b To identify at least one alternative funding source for alternative government training programs annually.
			4.2.3.c To conduct at least one alternative government training program annually that is funded by non-governmental sources, beginning in 2015.
4.3 To procure equipment necessary to provide efficient, high quality government services.	4.3.1 Assess equipment needs of all government departments and agencies.	4.3.1.a To complete assessment of government equipment needs by departments and agencies by FY 2013.	
	4.3.2 Procure equipment, based on the assessment (4.3.1).	4.3.2.a To procure equipment, based on budgetary allocations, beginning in FY 2016.	
	4.3.3 Provide basic equipment operation, supply replenishment, and maintenance training for all government staff.	4.3.3.a Provide basic equipment operation, supply replenishment, and maintenance training for all government staff on appropriate equipment beginning in FY 2014.	
4.4 To have properly maintained equipment available to government personnel.	4.4.1 Develop a maintenance plan and budget for government equipment.	4.4.1.a Complete a maintenance plan and budget for government equipment by FY 2014.	
	4.4.2 Implement the equipment maintenance plan and budget (4.4.1).	4.4.2.a Begin implementing the equipment maintenance plan and budget (4.4.1) by FY 2014.	

<b>OUTCOME</b> <b>(broad operational goals)</b>	<b>ACTIVITY</b> <b>(specific actions or projects)</b>	<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>
4.5 To provide modern and adequate facilities necessary for the delivery of effective government services.	4.5.1 Assess facility needs of all government departments and agencies.	4.5.1.a To complete assessment of government facility needs by departments and agencies by FY 2016.
	4.5.2 Develop a long-term facilities development plan for all government departments and agencies.	4.5.2.a To complete a long-term government facilities development plan, by departments and agencies, by FY 2016.
	4.5.3 Implement the facilities development plan.	4.5.3.a To begin implementation of the facilities development plan by 2018.

## POHNPEI SDP: *Public Sector*

**STRATEGIC GOAL 5.** To consistently enforce all laws and maintain respect for the rule of law and, when applicable, consistent with the Pohnpeian concept of justice.

**Rationale:** Plans and policies to improve Pohnpei’s economic development, the quality of life of Pohnpeian citizens and residents, and the quality of visitors’ experiences will not be fully realized without substantial compliance with existing and future laws that are consistent with Pohnpei’s social and cultural environment. Compliance with, and enforcement of, laws and regulations will be aided by informing the public about the needs for and benefits of specific laws and regulations and about an enforcement strategy based on progressive application of sanctions for lack of compliance. Such an “awareness and education first” approach provides an opportunity to educate the public about the social, economic, and environmental benefits of compliance.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Public Sector	5.1 To create a safe environment for residents and visitors.	5.1.1 Provide a reassuring* level of visible police presence in the community.	5.1.1.a To increase consistent police presence in the community by 50% from current patrol levels by 2017.
		5.1.2 Provide prompt emergency response from the police.	5.1.2.a Police first responders will be on site in 30 minutes or less for at least 10% of the calls.
		5.1.3 Convey the Pohnpei Kaselehlie Spirit (by police officers).	5.1.3.a To provide hospitality training to all police officers annually.
	5.2 To have laws, rules, regulations, and policies in published form and readily available to the public.**	5.2.1 Provide all law enforcement policies in print and electronic formats (subject to availability of funding).	5.2.1.a To make publicly available all law enforcement policies in print and electronic formats by 2015.
		5.2.2 Develop a plan for identifying and communicating key laws, policies, and expected behaviors for which enforcement contributes significantly to quality of life for residents and visitors.	5.2.2.a To develop a plan for identifying and communicating key laws, policies, and expected behaviors for which enforcement contributes significantly to quality of life for residents and visitors by 2015.
		5.2.3 Implement the communication plan for targeted laws/policies/behaviors (5.2.2).	5.2.3.a To begin implementing the communication plan for targeted laws/policies/behaviors (5.2.2) by 2015.

Public Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	5.3 To encourage the public (residents and visitors) to respect and follow environmental and conservation laws and regulations.	5.3.1 Train law enforcement officers to utilize an awareness and education approach in carrying out their responsibilities as related to environmental and conservation laws/regulations.	5.3.1.a To train law enforcement officers to utilize an awareness and education approach as a tool for carrying out their responsibilities as related to environmental and conservation laws/regulations beginning in 2013.
		5.3.2 Develop a rationale-based public awareness and education program (for residents and visitors) about current and future enforcement of environmental and conservation laws/regulations.	5.3.2.a To develop a rationale-based public awareness and education program (for residents and visitors) about current and future enforcement of environmental and conservation laws/regulations by 2013.
			5.3.2.b To begin implementation of a rationale-based public awareness and education program (for residents and visitors) about current and future enforcement of environmental and conservation laws/regulations by 2014.
5.3.3 Develop a progressive compliance policy and protocol for environmental and conservation laws/regulations enforcement that begins with education and moves increasingly to sanctions for violations.		5.3.3.a To develop a progressive compliance policy and protocol for environmental and conservation laws/regulations enforcement by 2014.	
		5.3.3.b To begin implementing the progressive compliance policy and protocols for environmental and conservation laws/regulations enforcement by 2015.	

\* The word “reassuring” in 5.1.1 means enough to provide a sense of security, but not so much as to indicate presence of serious problems that might frighten people.

\*\* “Law enforcement policies” include all laws, regulations, and policies that carry the force of law, plus enforcement strategies and procedures followed by law enforcement personnel.



## **POHNPEI SDP: *Tourism Sector***

### **MISSION STATEMENT**

To develop the Tourism Sector to become the leading culturally- and environmentally-based sustainable economic activity in the State, and to establish Pohnpei as a high quality international tourism destination.

### **Sector Rationale:**

The tourism sector will serve as the entrée point for integrated cross-sector economic growth that engages all economic sectors to systemically address Pohnpei's diverse economic, social, and environmental needs, utilizing the World Park concept and principles as the foundation. Attention to the development of this sector will focus on creating a world-class destination through cultivating a supportive fiscal environment for investment; developing human capacity; nurturing the use of local knowledge, products, and skills; and providing authentic expressions of Pohnpeian culture. Pohnpei's human, heritage, and natural resources assets will be utilized to create an international tourism destination that will serve the citizens of Pohnpei first, and that will share with the world an example of sustainable living created by blending traditional and science-based stewardship values and practices within a globalizing and growing economy.

## POHNPEI SDP: *Tourism Sector*

**STRATEGIC GOAL 1.** To develop tourism strategies for creating a high quality, sustainable economic sector by positioning Pohnpei as a nature- and heritage-based international tourism destination utilizing World Park principles.

**Rationale:** Tourism development will be based on World Park principles, utilizing Pohnpei’s natural and heritage resource assets, traditional values, and principles of sustainability to organize and develop economic capacity for the well-being of Pohnpei’s citizens. Pohnpeian development strategies will focus attention on nature- and heritage-based tourism and will encourage local investment and business development to serve a global niche market of environmentally concerned tourists.

Tourism Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	1.1 To develop a living tourism policy document, based on World Park concepts and principles, that guides tourism development.*	1.1.1 Develop a tourism policy document, based on World Park concepts and principles, describing the role of tourism and its integration within and across the Pohnpei State SDP economic sector plans.	1.1.1.a To develop an approved tourism policy document, based on World Park concepts and principles, that describes the integration of tourism with other economic sectors prior to initiation of the tourism planning process by 2013.
	1.2 To strengthen tourism as a viable and leading economic development sector in Pohnpei.	1.2.1 Develop a Pohnpei tourism development plan in collaboration with all sectors.**	1.2.1.a To complete a Pohnpei State Tourism Development Plan by 2013.
		1.2.2 Develop, implement and actively use an annual tourism budget plan (income and expenditures, micro-business development grants, etc.) integrated with other key sector investments.	1.2.2.a To allocate 3% of recurring state budget to be devoted to funding tourism development in the state, beginning in 2016.

\* Best practice: Any policy should be used actively, reviewed regularly, and modified, as needed.

\*\* *Planning process best practices should include (but not be limited to):*

*a inventory of existing and potential sites and projects for relevance and impact on World Park-based tourism sector growth.*

*b. creation of a process for submission and review of tourism project prospectuses for integration with the Pohnpei Tourism Development Plan and World Park principles.*

*c. engagement of Pohnpei citizens and businesses in the tourism planning process.*

NOTE: These elements are not a comprehensive list of process or elements of planning process/plan.

\*\*\* Even though “monitoring and evaluation” is part of best practice for planning in general, we have kept it as an Outcome so that it is emphasized. Responding appropriately, based on M&E results, will be critical to continual implementation and modification of tourism sector policies and activities.

Tourism Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	1.3 To strengthen the existing Pohnpei State Tourism Office to effectively manage tourism development that is based on World Park principles, values, and goals.	1.3.1 Develop a training program for Pohnpei State Tourism Office employees to enable effective planning, management, and coordination of Pohnpei's tourism development processes, within the framework of World Park values and coordinated with other sectors.	1.3.1.a To develop a training program for Pohnpei State Tourism Office employees to enable effective planning, management, and coordination of Pohnpei's tourism development processes by 2013.
1.3.1.b To begin implementation of a training program for Pohnpei State Tourism Office employees to enable effective planning, management, and coordination of Pohnpei's tourism development processes by 2014.			
1.3.2 Provide adequate financial resources to support staffing, office equipment, technology, training, and operations of the Pohnpei State Tourism Office.		1.3.2.a To secure financial resources to support staffing, office equipment, technology, training, and operations of the Pohnpei State Tourism Office and the Pohnpei Visitors Bureau for Year One operations by 2014.	
1.3.3 Ensure an adequate number of trained tourism staff to meet the complex demands of tourism development and cross-sector integration.		1.3.3.a To assess SKAs (skills, knowledge, abilities) of existing Pohnpei State Tourism Office personnel to identify needs, which can be addressed through training and additional hiring, by 2013.	
		1.3.3.b To have an adequate number of trained tourism personnel on staff at the Pohnpei State Tourism Office by 2014.	
		1.3.3.c To have Pohnpei State Tourism Office staff actively working toward meeting the Strategic Goals of this tourism matrix beginning in 2013.	
1.4 To evaluate tourism strategies and outcomes on a regular basis.***	1.4.1 Develop and implement a monitoring and evaluation system to gauge the effectiveness of the tourism sector.	1.4.1.a To develop a tourism monitoring and evaluation system by 2014.	
		1.4.1.b To begin implementation of the tourism monitoring and evaluation system (to establish a baseline) by 2014.	

\*\*\* Even though "monitoring and evaluation" is part of best practice for planning in general, we have kept it as an Outcome so that it is emphasized. Responding appropriately, based on M&E results, will be critical to continual implementation and modification of tourism sector policies and activities.

## POHNPEI SDP: *Tourism Sector*

**STRATEGIC GOAL 2.** To create an attractive and supportive fiscal environment for private sector tourism industry investors, both domestic and foreign, that prioritizes benefits to Pohnpeian citizens.

**Rationale:** As an economic engine, sustainable tourism must benefit Pohnpeian citizens first and foremost. Local investment and entrepreneurship are important components of a healthy sustainable tourism economic sector. Foreign investment will play an important role in the development of a world-class tourism destination, but it must complement rather than dominate the local tourism business sector. Additionally, foreign investment contracts must be written deliberately to substantively benefit Pohnpeian citizens and minimize economic leakage.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Tourism Sector	2.1 To provide an attractive and welcoming economic environment for tourism-related investors, both foreign and domestic, that assures primary benefits to Pohnpei’s citizens, residents, and businesses.	2.1.1 Advocate for passage of a foreign investment law that will facilitate foreign investment in the Pohnpeian tourism economy and assure primary benefits to Pohnpei’s citizens, residents, and businesses.
		2.1.1.a To advocate for passage of a foreign investment law (that will facilitate foreign investment in the Pohnpeian tourism economy and assure primary benefits to Pohnpei’s citizens, residents, and businesses) to the Pohnpei State Legislature in 2013.
Tourism Sector	2.2 To prepare an assessment of tourism sector financial support requirements from all economic sectors.*	2.2.1 Determine the involvement in tourism by all other sectors and the financial implications of the cross-sector relationships.
		2.2.1.a To assess tourism sector financial implications for all other economic sectors by 2013.
		2.2.2 Identify a variety of tourism-related financial resources to be earmarked for various tourism development activities and staff positions.**
		2.2.2.a To develop and assess a list of potential tourism-related financial resources earmarked for tourism development by 2013.
		2.2.2.b To advocate for legislation for an appropriate set of financial tools to support tourism, and to develop the accompanying structure (including system for collecting and allocating funds) earmarked for tourism development by 2014.
		2.2.2.c To seek external sources of funds to support tourism development beginning in 2013.***

Tourism Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	2.3 To strengthen collaboration across sectors in prioritizing, financing, and investing in projects that support tourism development.		2.3.1 Identify and prioritize tourism projects appropriate for cross-sector investment.
2.3.2 Ensure continual coordination of cross-sector engagement in financing and investing in prioritized tourism development projects.			2.3.2.a To develop a detailed process that assures cross-sector engagement in decisions related to financing and investing in prioritized tourism development projects by 2014.
			2.3.2.b To begin active use of the cross-sector engagement process for financing and investing in prioritized tourism development projects by 2014.

\* EXAMPLE 1: In the Health Sector, there would be a need to provide primary care services to tourists. Potentially this could require additional financial resources/investment beyond providing primary care first to Pohnpei’s citizens/residents. Thus, this component should be included in the assessment.

EXAMPLE 2: Develop standards and purchasing consortia/cooperatives; develop value chains and transportation, etc. for bringing locally produced food products (Agriculture Sector: farm products; Fisheries Sector: fish) to tourism restaurants and other venues

\*\* Examples could include bed taxes, service taxes, value-added taxes, special fees for access to “special designation” areas (such as marine parks), departure taxes. Caution is to avoid “nickel-and-diming” visitors at every turn, which could be a deterrent.

\*\*\* Examples could include project-specific domestic and foreign investments, foundation grants, international government grants, private donations, research grants.

## POHNPEI SDP: *Tourism Sector*

### **STRATEGIC GOAL 3.** To strengthen and expand tourism human resource capacity.

**Rationale:** Fundamental to a successful sustainable tourism sector are the people who own, operate, and staff tourism businesses and services as well as ancillary services with which tourists engage. Close attention is needed to the education and training of tourism industry workers at all levels, from front-line workers through managerial and entrepreneurial tourism professionals. Preparation for the responsibilities of welcoming international visitors must be comprehensively addressed through K-12, higher education, and continuing education institutions. Global tourists will expect not only engaging cultural and natural experiences, but also world-class service expressed through thoughtful and authentic Pohnpeian hospitality.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Tourism Sector 3.1 To prepare the Pohnpeian public for their roles in creating an effective tourism economy.*	3.1.1 Develop an awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities.	3.1.1.a To develop an awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities by 2013.
	3.1.2 Implement an ongoing awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities.	3.1.2.a To begin implementation of an ongoing awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities by 2013.
3.2 To educate K-12 students about their roles in the tourism sector, and future job and professional opportunities in the tourism industry.	3.2.1 Develop K-12 curricula (including projects that engage youth) to introduce tourism concepts and ‘public roles,’ and develop tourism industry-related skills.	3.2.1.a To develop K-12 curricula (including projects that engage youth) to introduce tourism concepts and ‘public roles,’ and develop tourism industry-related skills by 2014. <i>NOTE: This can be divided into multiple specific outputs to phase in the curriculum across various grade levels in the future.</i>
	3.2.2 Implement K-12 curricula (including projects that engage youth) to introduce tourism concepts and ‘public roles,’ and develop tourism industry-related.	3.2.2.a To begin implementation of K-12 curricula (including projects that engage youth) to introduce tourism concepts and ‘public roles,’ and develop tourism industry-related skills by 2015. <i>NOTE: If grade level curriculum development is phased in, implementation would also have to be phased in across multiple years.</i>

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
<p>3.3 To strengthen and expand college-level courses and curricula directly and indirectly supportive of the tourism industry.</p>	<p>3.3.1 Strengthen and expand a hospitality/tourism management degree program, focused on sustainable natural and cultural heritage tourism, for COM-FSM students.</p>	<p>3.3.1.a To strengthen and expand a hospitality/tourism management degree program, focused on sustainable natural and cultural heritage tourism, for COM-FSM students by 2013.</p>
	<p>3.3.2 Integrate tourism-relevant knowledge and competencies into other courses and degree programs at COM-FSM.</p>	<p>3.3.2.a To begin a process of integrating tourism-relevant knowledge and competencies into other courses and degree programs at COM-FSM in 2013. <i>NOTE: This can be phased in to various courses and degree programs in some priority order, so individual outputs may be needed in the future.</i></p>
	<p>3.3.3 Provide continuing education opportunities for tourism-related knowledge and skills development.</p>	<p>3.3.3.a To develop a minimum of 4 additional continuing education courses, workshops, or other learning opportunities for tourism-related knowledge and skills development by 2014.</p> <p>3.3.3.b To provide a minimum of 10 (existing and new) continuing education courses annually, workshops, or other learning opportunities for tourism-related knowledge and skills development annually, beginning in 2014.</p>
<p>3.4 To provide small business development training and assistance to Pohnpei residents through the Small Business Development Center (SBDC).</p>	<p>3.4.1 Expand Small Business Development Center (SBDC) offerings to assist current and potential tourism sector entrepreneurs with small business development (e.g., business plans, market and financial analysis, and effective business practices).</p>	<p>3.4.1.a To Expand Small Business Development Center (SBDC) offerings to assist current and potential tourism sector entrepreneurs with small business development (e.g., business plans, market and financial analysis, and effective business practices) by 2014.</p>
	<p>3.4.2 Implement the expanded Small Business Development Center (SBDC) offerings to assist current and potential tourism sector entrepreneurs with small business development (e.g., business plans, market and financial analysis, and effective business practices).</p>	<p>3.4.2.a To implement the expanded Small Business Development Center (SBDC) offerings to assist current and potential tourism sector entrepreneurs with small business development (e.g., business plans, market and financial analysis, and effective business practices) by 2015.</p>

\* This public awareness campaign should be integrated with the comprehensive tourism marketing plan presented in SG 5 (and as is duplicated in SG 5.1).

## POHNPEI SDP: *Tourism Sector*

**STRATEGIC GOAL 4.** To facilitate new tourism product development that diversifies the range of attractions, activities, and experiences for visitors, consistent with World Park principles.

**Rationale:** Local tourism enterprises are essential to the growth and success of sustainable tourism in Pohnpei. An organized, comprehensive, and continuous effort is needed to develop heritage and nature-based attractions, activities, experiences, and services that expose tourists to authentic dimensions of Pohnpei and its people.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Tourism Sector 4.1 To develop a policy framework for minimizing negative impacts of tourism accommodations.*	4.1.1 Propose and advocate establishment of tourism accommodations development and renovation policies that minimize negative environmental impacts.*	4.1.1.a To propose tourism accommodations development and renovation laws minimizing negative environmental impacts in 2013.
		4.1.1.b To advocate for tourism accommodations development and renovation laws (consistent with World Park principles and international standards) minimizing negative environmental impacts enacted by 2014.
4.2 To develop a policy framework for upgrading the quality of tourism accommodations.	4.2.1 Propose and advocate establishment of laws and procedures (and associated criteria/standards, including EIAs) based on World Park principles and international quality standards that must be met for new accommodation construction to be approved, and for upgrading existing accommodations.	4.2.1.a To propose laws and procedures (consistent with World Park principles and international standards, including EIAs) for review and approval of new construction, and upgrading of existing accommodations by 2014.
		4.2.1.b To advocate for having laws and procedures (consistent with World Park principles and international standards) for review and approval of new construction, and upgrading of existing accommodations, enacted by 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
<p>4.3 To integrate an island-wide tourism accommodations master plan within the tourism development plan (integrated in the World Park implementation plan) to increase capacity and quality of accommodations. (See 1.2.1)</p>	<p>4.3.1 Engage all relevant stakeholders in an island-wide tourism accommodations planning process.</p>	4.3.1.a To complete an inventory of existing tourism accommodations and associated facilities by 2013.
		4.3.1.b To develop a state (eventually national) accommodations ranking system relevant to Pohnpei and World Park principles by 2014.
		4.3.1.c To assess existing accommodation stock** for adequacy and appropriateness by 2015.
		4.3.1.d To identify Pohnpei locations appropriate for future accommodation construction (based on minimizing environmental impacts, transportation access, other critical factors) by 2015.
		4.3.1.e To develop incentives for renovation, upgrading, and construction of tourist accommodations consistent with World Park principles and Pohnpei-accepted standards by 2015.
		4.3.1.f To complete the Pohnpei tourism accommodations plan by 2015.
<p>4.4 To integrate a tourism transportation plan, which interlinks transportation modes, within the tourism development plan. (See 1.2.1)</p>	<p>4.4.1 Engage all relevant stakeholders in an island-wide tourism transportation planning process.</p>	4.4.1.a To complete an inventory of existing transportation services and infrastructure that serve tourists by 2013. <i>NOTE: This includes pedestrian, vehicular, bicycle-based, water-based, and other tourism transportation services.</i>
		4.4.1.b To assess existing transportation system for quality, linkages, accessibility, service area, and other relevant tourism criteria by 2014.
		4.4.1.c To identify weaknesses and gaps in the existing tourism transportation system by 2014.
		4.4.1.d To develop incentives for upgrading and developing tourism transportation services consistent with World Park principles by 2015.
		4.4.1.e To complete the Pohnpei tourism transportation plan by 2015.

<b>OUTCOME</b> <b>(broad operational goals)</b>	<b>ACTIVITY</b> <b>(specific actions or projects)</b>	<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>
4.5 To integrate an island-wide tourism attractions, products, services and experiences master plan within the tourism development plan. (See 1.2.1)	4.5.1 Engage all relevant stakeholders in an island-wide tourism attractions, products, services, and experiences identification and development planning process.***	4.5.1.a To complete an inventory of existing and potential natural and cultural (both land- and water-based) tourism attractions, products (including arts and handicrafts), services, and experiences by 2014.
		4.5.1.b To assess existing and potential tourism attractions, products (including arts and handicrafts), services, and experiences for accessibility (private vs. public, access to transportation services, disability access), type, appropriateness as tourism sites, health and safety, and other relevant tourism factors, and for potential environmental/social/cultural impacts of tourist access by 2015.
		4.5.1.c To develop incentives for enhancing and developing tourism attractions, products (including arts and handicrafts), facilities, services, experiences consistent with World Park principles by 2015.
		4.5.1.d To complete the Pohnpei tourism attractions, products (including arts and handicrafts), services and experiences master plan by 2015.
	4.5.2 Develop guidelines for managing tourism attractions consistent with World Park values and principles (to include land owner negotiation for access,**** resource protection, visitor access issues, site development [level and type], visitor management, and resource interpretation).	4.5.2.a To develop guidelines for managing tourism attractions consistent with World Park values and principles (to include land owner negotiation for access,**** resource protection, visitor access issues, site development [level and type], visitor management, and resource interpretation) by 2016.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
<p>4.6 To integrate a tourism visitor information system within the tourism development plan that integrates messages, brand, and distribution for visitors, including pre-travel decision-making, travel planning, on-island visit, and post-visit.***** (See 1.2.1)</p>	<p>4.6.1 Develop a tourism visitor information system plan that is integrated with the tourism attractions (et al.) plan, the tourism marketing plan (that includes promotion), the tourist transportation plan, and the overall tourism plan.***/**</p>	<p>4.6.1.a To identify all tourist information needs (pre-, during, and post-visit) and potential effective media channels for communicating with tourists by 2014.</p>
		<p>4.6.1.b To identify all tourism-related information needs of Pohnpei residents (for creating a welcoming atmosphere for and positive image of Pohnpei by visitors) and potential effective media channels for communicating with Pohnpei residents by 2015.</p>
		<p>4.6.1.c To complete the tourism information system plan by 2015.</p>
	<p>4.6.2 Implement the tourism visitor information system.****/**</p>	<p>4.6.2.a To begin implementation of the tourism visitor information system by 2015. ****/**</p>
<p>4.7 To integrate a master plan for designating unique natural, historic, and cultural features/sites of Pohnpei within the tourism development plan.</p>	<p>4.7.1 Identify and classify significant (international [e.g., World Heritage Site], national, local) natural, cultural, and historic features/sites of Pohnpei with potential for designation under one of several cultural and natural heritage special recognition programs.</p>	<p>4.7.1.a To identify and classify significant (international, national, local) natural, cultural, and historic features/sites of Pohnpei with potential for special designation by 2016.</p>
	<p>4.7.2 Prioritize list of natural, cultural, and historic features/sites of Pohnpei for “special designation” nomination.</p>	<p>4.7.2.a To complete prioritization of list of natural, cultural, and historic features/sites of Pohnpei eligible for “special designation” by 2016.</p>
	<p>4.7.3 As appropriate, develop and submit nominations for designation of natural, cultural, and historic features/sites of Pohnpei.</p>	<p>4.7.3.a To submit nominations for designation of one priority Pohnpei feature/site (natural, cultural, and/or historic) each year.</p>
	<p>4.7.4 Develop “special feature/site” management plans (to include land owner negotiation for access,**** resource protection, visitor access issues, site development [level and type], visitor management, and resource interpretation) for designated sites.</p>	<p>4.7.4.a To develop “special feature/site” management plan for the annually nominated “special designation” site by 2017.</p>
		<p>4.7.4.b To begin implementation of “special feature/site” management plan upon designation of a site in 2018.</p>

- \* This includes, but is not limited to: zoning, siting [avoidance of environmentally sensitive areas], overall footprint, height, maximum number of rooms, sewage and waste treatment, power source, visual impact.
- \*\* Assess accommodations based on: size of footprint, number of rooms, height, location, quality/amenity ratings, amenities, consistent with Pohnpei-approved standards [see SG 6], and incorporation of World Park values and principles.
- \*\*\* This could include the “cultural center,” cultural and traditional activities, medicinal plant programs, arts and crafts, forest walks, and other ideas identified in the original matrix. But these ideas need to be developed within the context of the overall plan (to include existing, gaps, needs, business viability, etc.)
- \*\*\*\* Generally, for specially designated sites as well as other tourism site-based experiences, issues around land tenure must be addressed.
- \*\*\*\*\* Target audiences should include Pohnpei residents as well as tourists. Also note that the information system should integrate with other sector plans, as information about those sectors is relevant to tourists.
- \*\*\*/\*\* The tourism information system should provide promotional materials as well as information to tourists during all stages of their travel: information-gathering, trip planning; travel to Pohnpei (orientation information about the place and its people/culture, & appropriate visitor behavior, e.g., via videos on flights); on-site travel; post-travel extensions and reflections on Pohnpei travel experience. The information system should also target Pohnpei residents (all ages), via public education and public information campaigns, about the tourism experience, directions to tourist attractions/facilities, tourist needs and expectations, projecting a positive and welcoming atmosphere to visitors that reflects Pohnpeian and World Park principles and values;
- \*\*\*\*/\*\* The visitor information system could include media such as interactive web sites, plane-based videos, placards and fliers, brochures, posters, directional and labeling signs; interpretive signs; information-based restaurant placemats and table-tents; hotel room-based videos or tourism information channels; information center and/or kiosks; cell phone or iPod information; registers of historic, cultural, and environmental “special interest sites,” etc. For residents, media channels could include TV, radio, local newspaper, training workshops, K-12 education units, etc. For all components, consistent branding images/logos/music etc. aid in effectiveness. Media format options are extensive. The planning challenge is to appropriately link messages, target audiences and media channels appropriately and effectively.

NOTE: Several of the activities associated with 4.2 are elements of the accommodations planning process.

NOTE: Site management plans should be integrated (and consistent with) the overall tourism plan, the transportation plan, the visitor information plan, and with the relevant other sectors.

## POHNPEI SDP: *Tourism Sector*

**STRATEGIC GOAL 5.** To develop and implement a comprehensive Pohnpei World Park tourism marketing plan for both internal and external markets.

**Rationale:** It will not be sufficient to develop the infrastructure to support a world-class tourism destination without an effective and comprehensive strategy to communicate the uniqueness of the World Park. Marketing will be an important early and ongoing dimension of the operation of the Pohnpei tourism sector.

First, there is an important need to effectively communicate the World Park message internally to Pohnpeians to enable them to fully understand and interpret the values and ideals represented by the World Park.

Second, it will be necessary to engage international marketing expertise to develop effective strategies to draw the attention of international travelers to Pohnpei. It is important that all aspects of marketing (product, pricing, placement, packaging, people, process, performance, passion) – not only promotion – are incorporated into the tourism marketing plan, and that marketing research is conducted regularly.

Tourism Sector	<b>OUTCOME</b> (broad operational goals)	<b>ACTIVITY</b> (specific actions or projects)	<b>OUTPUT</b> (measurable objectives for each activity)
	5.1 To prepare the Pohnpeian public for their roles in creating an effective tourism economy.*	5.1.1 Develop an awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities.	5.1.1.a To develop an updated awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities by 2013.
		5.1.2 Implement an ongoing awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities.	5.1.2.a To begin implementation of an ongoing awareness campaign to inform the public about tourism issues, opportunities, benefits, and ‘public’ responsibilities by 2014.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
5.2 To internationally market Pohnpei as a World Park tourism destination based on natural and cultural heritage.	5.2.1 Conduct market research** with primary target markets for Pohnpei.	5.2.1.a To complete tourism market research for Pohnpei by 2013.
	5.2.2 Develop a Pohnpei World Park tourism marketing plan based on natural and cultural heritage.***	5.2.2.a To complete revision of the Pohnpei World Park tourism marketing plan by 2014.
		5.2.2.b To complete a Pohnpei World Park branding strategy in 2013.
		5.2.2.c To develop and approve a World Park brand-based logo for Pohnpei by the end of 2013.****
	5.2.3 Implement the Pohnpei World Park tourism marketing plan.	5.2.3.a To begin implementation of the Pohnpei World Park tourism marketing plan by the end of 2013.
5.3 To internationally market Pohnpei as a destination for MICE (Meetings, Incentives, Conventions, and Exhibitions) events.	5.3.1 Conduct market research* with potential Meeting, Incentive, Convention, & Exposition (MICE) markets for Pohnpei.	5.3.1.a To complete tourism market research for MICE events by 2015.
	5.3.2 Develop a Pohnpei World Park tourism marketing plan targeting MICE events.***	5.3.2.a To revise the Pohnpei Tourism Marketing and Promotions Plan to include a comprehensive MICE events marketing plan by 2016.
	5.3.3 Implement the Pohnpei World Park tourism marketing plan targeting MICE events.	5.3.3.a To begin implementation of the Pohnpei World Park tourism marketing plan for MICE events by 2017.

- \* SG 5.1 is a duplicate of SG 3.1 (public awareness campaign about World Park and tourism), which is relevant also to the comprehensive, integrated tourism marketing plan.
- \*\* Market research to include elements such as what experiences potential tourists are looking for, what images they have currently of Pohnpei, potential tourists' willingness to pay and their typical holiday travel expenditures, market segmentation, etc.)
- \*\*\* Marketing plan and branding strategy should be integrated with the visitor information system plan.
- \*\*\*\* Note that the broader goal is for the entire FSM to be designated as World Park, so it would be useful to develop a "brand" (logo) that can unify the FSM under a single logo image that has one component that is changeable and that can reflect the State-specific image identified later for each FSM State.
- \*\*\*\*\* Ideally, this should be completed in time for the formal designation (although there is limited time between now and then to complete marketing research, develop a marketing plan, and develop a brand in time for the planning formal designation).

## POHNPEI SDP: *Tourism Sector*

**STRATEGIC GOAL 6.** To establish and implement industry-wide in-state tourism quality standards.

**Rationale:** To effectively meet the expectations of international visitors, to protect the health and safety of visitors, and to protect the World Park brand, tourism services, attractions, experiences, and products must be scrutinized for quality, authenticity, appropriateness, and impacts. Existing international standards can be consulted as models for development of an internal set of standards, which then would be used as the basis for monitoring the various elements of the tourism system.

Tourism Sector

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
6.1 To meet current industry standards ( <i>international where they exist and as appropriate</i> ) for health and safety of tourists.	6.1.1 Implement a compliance program of health and safety maintenance and operational standards for tourism-related businesses.	6.1.1.a To develop a standards & inspection system for taxis relevant to Pohnpei and based on current industry standards by 2014.
		6.1.1.b To begin implementation of the taxi safety standards & inspection program by 2015.
		6.1.1.c To develop a standards & inspection system for rental cars/motorcycles/scooters/ electric vehicles relevant to Pohnpei and based on current industry standards by 2014.
		6.1.1.d To begin implementation of the rental car/motorcycle/scooter/electric vehicles safety standards & inspection program by 2015.
		6.1.1.e To develop a standards & inspection system for tourist passenger boats relevant to Pohnpei and based on current industry standards by 2014.
		6.1.1.f To begin implementation of the tourist passenger boat safety standards & inspection program by 2015.
		6.1.1.g To develop a standards & inspection system for Pohnpei-based air transportation based on current industry standards by 2015.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
6.1 (cont.)	6.1.1 (cont.)	6.1.1.h To begin implementation of the Pohnpei-based air transportation safety standards & inspection program by 2016.
		6.1.1.i To develop a standards & inspection system for tourist bicycles relevant to Pohnpei and based on current industry standards by 2014.
		6.1.1.j To begin implementation of the tourist bicycle safety standards & inspection program by 2015.
		6.1.1.k To develop a standards & inspection system for tourist accommodations relevant to Pohnpei and based on current industry standards by 2014.
		6.1.1.l To begin implementation of the tourist accommodations safety standards & inspection program by 2015.
		6.1.1.m To develop a standards & inspection system for restaurants relevant to Pohnpei and based on current industry standards by 2015.
		6.1.1.n To begin implementation of the restaurants safety standards & inspection program by 2016.
		6.1.1.o To develop a standards & inspection system for tourism business operators relevant to Pohnpei and based on current industry standards by 2015.
		6.1.1.p To begin implementation of the tourism business operators safety standards & inspection program by 2016.
		6.1.1.q To develop a tour guide certification and licensing system by 2014.*
		6.1.1.r To begin implementation of tour guide certification training by 2015.*
		6.1.1.s To begin implementation of tour guide licensing system by 2015.*

<b>OUTCOME</b> <b>(broad operational goals)</b>	<b>ACTIVITY</b> <b>(specific actions or projects)</b>	<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>
6.2 To meet current tourism industry standards ( <i>international where they exist and as appropriate</i> ) for quality customer service throughout the Pohnpei business community.	6.2.1 Implement a monitoring and improvement program for customer service, including for tourism, throughout the Pohnpei business community.	6.2.1.a To develop customer service quality standards, monitoring and improvement system for taxi operators relevant to Pohnpei and based on current industry standards by 2014.
		6.2.1.b To begin implementation of the customer service quality standards, monitoring and improvement system for taxi operators and drivers by 2015.
		6.2.1.c To develop customer service quality standards, monitoring and improvement system system for car/motorcycle/scooter/electric vehicle rental operators relevant to Pohnpei and based on current industry standards by 2015.).
		6.2.1.d To begin implementation of the customer service quality standards, monitoring and improvement system for rental car/motorcycle/scooter/electric vehicle operators and personnel by 2016.
		6.2.1.e To develop customer service quality standards, monitoring and improvement system for tourist passenger boat operators relevant to Pohnpei and based on current industry standards by 2015.
		6.2.1.f To begin implementation of the customer service quality standards, monitoring and improvement system for tourist passenger boat operators and personnel by 2016.
		6.2.1.g To develop customer service quality standards, monitoring and improvement system for local air transportation operators relevant to Pohnpei and based on current industry standards by 2015.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
6.2 (cont.)	6.2.1 (cont.)	6.2.1.h To begin implementation of the customer service quality standards, monitoring and improvement system for air transportation operators and personnel by 2016.
		6.2.1.i To develop customer service quality standards, monitoring and improvement system for tourist bicycle rental operators relevant to Pohnpei and based on current industry standards by 2017.
		6.2.1.j To begin implementation of the customer service quality standards, monitoring and improvement system for tourist bicycle rental operators and personnel by 2018.
		6.2.1.k To develop customer service quality standards, monitoring and improvement system for tourist accommodation operators relevant to Pohnpei and based on current industry standards by 2013.
		6.2.1.l To begin implementation of the customer service quality standards, monitoring and improvement system for tourist accommodations operators and personnel by 2014.
		6.2.1.m To develop customer service quality standards, monitoring and improvement system for restaurant service personnel relevant to Pohnpei and based on current industry standards by 2013.
		6.2.1.n To begin implementation of the customer service quality standards, monitoring and improvement system for restaurant operators and personnel by 2014.

Tourism Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	6.2 (cont.)	6.2.1 (cont.)	6.2.1.o To develop customer service quality standards, monitoring and improvement system for tourism business operators (including tour guides) relevant to Pohnpei and based on current industry standards by 2014.
			6.2.1.p To begin implementation of the customer service quality standards, monitoring and improvement system for tourism business operators and personnel (including tour guides) by 2015.
	6.3 To develop a cohesive World Park tourism system, based on the industry's health, safety and quality standards and World Park principles.	6.3.1 Develop a World Park brand tourism accreditation and licensing system for local tourism operators, based on compliance with standards (see 6.1 and 6.2) and World Park principles.	6.3.1.a To develop a World Park brand tourism accreditation and licensing system for local tourism operators, based on compliance with standards (see 6.1 and 6.2) and World Park principles, by 2016.
6.3.2 Implement a World Park brand tourism accreditation and licensing system for local tourism operators, based on compliance with standards (see 6.1 and 6.2) and World Park principles.		6.3.2.a To begin implementation of a World Park brand tourism accreditation and licensing system for local tourism operators, based on compliance with standards (see 6.1 and 6.2) and World Park principles, by 2017.	
6.4 To develop a Pohnpei products certification program.	6.4.1 Develop a "made in/grown in" Pohnpei certification program for handicrafts, locally grown/caught foods, etc.)	6.4.1.a To develop a "made in/grown in" Pohnpei certification program for handicrafts, locally grown/caught foods, etc. by 2015.	
	6.4.2 Implement a "made in/grown in" Pohnpei certification program for handicrafts, locally grown/caught foods, etc.	6.4.2.a To begin implementation of a "made in/grown in" Pohnpei certification program for handicrafts, locally grown/caught foods, etc. by 2015.	

\* Tour guide licensing should include elements such as: language skills in English, Japanese, and Chinese; information about traditional governance systems; tour group management; first aid/health/safety; content (natural, cultural, historical information); interpretive skills; etiquette. (list is not comprehensive)

## POHNPEI SDP: *Tourism Sector*

**STRATEGIC GOAL 7.** To preserve, promote, and expand use of local knowledge, tangible expressions of culture, and traditional livelihood skills, and to link them to the tourism system.

**Rationale:** Central to World Park principles – and the basis for development of sustainable tourism services, attractions, experiences, and products in Pohnpei – is the perpetuation and celebration of Pohnpeian cultural traditions. Pohnpeian traditional leadership, culture, history, and environment are honored via the establishment of the World Park. Unique Pohnpeian traditions and expressions of indigenous cultures, as selected by Pohnpeians, can be developed specifically for the tourism industry as well as infused in other economic sectors, and all can be shared through the tourism experience.

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
Tourism Sector	7.1.1 Develop and implement a program* to preserve, promote, and expand, and to protect the intellectual property rights of seafaring, traditional sailing, and navigation knowledge.	7.1.1.a To develop a program to preserve, promote, and expand seafaring, traditional sailing, and navigation knowledge by 2016.
		7.1.1.b To begin implementation of a program to preserve, promote, and expand seafaring, traditional sailing, and navigation knowledge by 2017.
		7.1.1.c To create a task force to examine strategies to protect the property rights associated with seafaring, traditional sailing and navigation by 2014.**
	7.1.2 Develop and implement a program* to preserve, promote, and expand, and to protect the intellectual property rights of, knowledge of traditional medicines.	7.1.2.a To develop a program to preserve, promote, and expand knowledge of traditional medicines by 2016.
		7.1.2.b To begin implementation of a program to preserve, promote, and expand knowledge of traditional medicines by 2017.
		7.1.2.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional medicines by 2014. **

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
7.1 (cont.)	7.1.3 Develop and implement a program* to preserve, promote, and expand knowledge of local plants and animals.	7.1.3.a To develop a program to preserve, promote, and expand knowledge of local plants and animals by 2016.
		7.1.3.b To begin implementation a program to preserve, promote, and expand knowledge of local plants and animals by 2017.
		7.1.3.c To create a task force to examine strategies to protect the intellectual property rights associated with knowledge of local plants and animals by 2014. **
	7.1.4 Develop and implement a program* to preserve, promote, and expand, and to protect the intellectual property rights of, local historical knowledge.	7.1.4.a To develop a program to preserve, promote, and expand local historical knowledge by 2016.
		7.1.4.b To begin implementation of a program to preserve, promote, and expand local historical knowledge by 2017.
		7.1.4.c To create a task force to examine strategies to protect the intellectual property rights associated with local historical knowledge by 2014. **
	7.1.5 Develop and implement a program* to preserve, promote, and expand, and to protect the intellectual property rights of, knowledge of traditional legends and other local stories.	7.1.5.a To develop a program to preserve, promote, and expand traditional knowledge of legends and other local stories by 2016.
		7.1.5.b To begin implementation of a program to preserve, promote, and expand traditional knowledge of legends and other local stories by 2017.
		7.1.5.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional legends and other local stories by 2014. **

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
7.1 (cont.)	7.1.6 Develop and implement a program* to preserve, promote, and expand knowledge and use of local languages.	7.1.6.a To develop a program to preserve, promote, and expand knowledge and use of local languages by 2013.
		7.1.6.b To begin implementation of a program to preserve, promote, and expand knowledge and use of local languages by 2014. **
7.2 To preserve, promote, and expand knowledge and use of, and to protect the intellectual property rights of, Pohnpeian and Micronesian tangible expressions of culture.	7.2.1 Develop and implement strategies to reinforce knowledge and use of, and to protect the intellectual property rights of, ceremonial and other traditional practices.	7.2.1.a To develop strategies to reinforce knowledge and use of ceremonial and other traditional practices by 2016.
		7.2.1.b To begin implementation of strategies to reinforce knowledge and use of ceremonial and other traditional practices by 2017.
		7.2.1.c To create a task force to examine strategies to protect the intellectual property rights associated with ceremonial and other traditional practices by 2014. **
	7.2.2 Develop and implement a program* to preserve, promote, and expand knowledge and production of, and to protect the intellectual property rights of, traditional arts and crafts.	7.2.2.a To develop a program to preserve, promote, and expand production of knowledge and traditional arts and crafts by 2016.
		7.2.2.b To begin implementation of a program to preserve, promote, and expand production of traditional arts and crafts by 2017.
		7.2.2.c To create a task force to examine strategies to protect the intellectual property rights associated with , traditional arts and crafts by 2014. **
	7.2.3 Develop and implement a program* to preserve and promote knowledge and use of, and to protect the intellectual property rights of, traditional dance.	7.2.3.a To develop a program to preserve & promote knowledge and use of traditional dance by 2016.
		7.2.3.b To begin implementation of a program to preserve and promote knowledge and use of traditional dance by 2017.
		7.2.3.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional dance by 2014. **

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
7.2 (cont.)	7.2.4 Develop and implement a program* to preserve and promote knowledge and use of, and to protect the intellectual property rights of, traditional music.	7.2.4.a To develop a program to preserve and promote knowledge and use of traditional music by 2016.
		7.2.4.b To begin implementation of a program to preserve and promote knowledge and use of traditional music by 2017.
		7.2.4.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional music by 2014. **
	7.2.5 Develop and implement a program* to preserve and promote knowledge and use of, and to protect the intellectual property rights of, traditional stories and storytelling.	7.2.5.a To develop a program to preserve and promote knowledge and use of traditional stories and storytelling by 2016.
		7.2.5.b To begin implementation of a program to preserve and promote knowledge and use of traditional stories and storytelling by 2017.
		7.2.5.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional stories and storytelling by 2014. **
	7.2.6 Develop and implement a program* to preserve and promote knowledge and use of, and to protect the intellectual property rights of, traditional food preparation.	7.2.6.a To develop a program to preserve and promote knowledge and use of traditional food preparation by 2016.
		7.2.6.b To begin implementation of a program to preserve and promote knowledge and use of traditional food preparation by 2017.
		7.2.6.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional food preparation by 2014. **

OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
7.3 To preserve knowledge and use of Pohnpeian livelihood skills.	7.3.1 Develop and implement a program* to preserve knowledge and use of traditional fishing practices.	7.3.1.a To develop a program to preserve knowledge and use of traditional fishing practices by 2016.
		7.3.1.b To begin implementation of a program to preserve knowledge and use of traditional fishing practices by 2017.
		7.3.1.c To begin incorporation of traditional fishing practices and fish products into the Pohnpei tourism experience by 2015.
	7.3.2 Develop and implement a program* to preserve knowledge and use of traditional farming practices.	7.3.2.a To develop a program to preserve knowledge and use of traditional farming practices by 2016.
		7.3.2.b To begin implementation of a program to preserve knowledge and use of traditional farming practices by 2017.
		7.3.2.c To begin incorporation of traditional farming practices and local foods into the Pohnpei tourism experience by 2015.
	7.3.3 Develop and implement a program* to preserve knowledge and use of traditional canoe and boat building skills.	7.3.3.a To develop a program to preserve knowledge and use of traditional canoe and boat building skills by 2016.
		7.3.3.b To begin implementation of a program to preserve knowledge and use of traditional canoe and boat building skills by 2017.
		7.3.3.c To begin incorporation of demonstration of traditional canoe and boat-building skills and boat sailing opportunities into the Pohnpei tourism experience by 2015.

Tourism Sector	OUTCOME (broad operational goals)	ACTIVITY (specific actions or projects)	OUTPUT (measurable objectives for each activity)
	7.3 (cont.)	7.3.4 Develop and implement a program* to preserve knowledge and use of traditional architecture, building materials, and construction skills.	7.3.4.a To develop a program to preserve knowledge and use of traditional architecture, building materials, and construction skills by 2014. 7.3.4.b To begin implementation of a program to preserve knowledge and use of traditional architecture, building materials, and construction skills by 2015. 7.3.4.c To begin incorporation of traditional architecture and building materials into tourism accommodations and other facilities by 2014. 7.3.4.d To begin incorporation of demonstration of traditional construction skills into the Pohnpei tourism experience by 2015.
	7.4 To support cultural heritage preservation through a Pohnpei cultural center.	7.4.1 Develop a plan for a Pohnpei State cultural center that serves multiple functions of artisan incubator, tourism demonstrations, and sales of local handicrafts and other products.	7.4.1.a To develop a Pohnpei State cultural center that serves multiple functions of artisan incubator, tourism demonstration, and outlet for sales of local handicrafts and other products by 2023.
		7.4.2 Begin operation of the Pohnpei State cultural center facility and programs.	7.4.2.a To begin operation of the Pohnpei State cultural center facility and programs by 2023. <i>NOTE: This might be a phased project, with multiple outputs and dates identified in the future.</i>

LOCAL: Locally produced foods (agricultural products, meat, poultry, fish, spices, etc.), local fish/fishing; local building materials and architecture; local crafts; local cultural expressions (art, music, dance)

\* A “program” can include a variety of strategies, such as integration in school curricula, regular performance and/or sharing, apprenticeships, workshops, media coverage (e.g., TV, radio, newspaper, web), oral histories, and documentary films, etc. A “program” can also engage multiple organizations (public, private, non-profit). Additionally, a “program” can include a variety of incentives, such as “annual heritage awards” or other special recognition programs/showings/performances. Finally, a “program” should consider needed staffing with expertise in specific traditional skills/knowledge (and potential partners).

\*\* Although “creation of a task force to explore protection of intellectual property rights” is listed for many “outputs,” only a single task force is needed to address this issue across all cultural domains.



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## **Rationale Statements for Sector Outputs**

NOTE: This section includes the rationales to support the Activities and Outputs (measurable objectives) identified in the Pohnpei Strategic Planning Matrices.



## Agriculture Sector SG 1: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.1.a To increase each crop's yield by 10% by 2015.	A 10% target is achievable using Pohnpei-stated priority crops (staple crops and important food and market crops).
1.1.2.a To increase the number of hectares in agricultural production by 10% by 2015.	Non-crop land is still available and needs to be cultivated as productive land; thus, 10% is reachable by 2015.
1.1.2.b To identify a profile of agricultural crop diversity appropriate to the Pohnpeian ecosystem by 2015.	Based on indigenous knowledge of agroforest farming system, 50% is achievable.
1.1.2.c To place 50% of road easement in agricultural production by adjacent landowners by 2015.	Use of the road easement currently is commonly practiced by many landowners. Therefore, based on good examples and an incentive system, additional landowners will follow.
1.1.3.a To increase number of each livestock species (pigs, poultry and goats) by 10% by 2015.	Realistically, all Pohnpeian households seek opportunities to increase their respective livestock production; thus, with training and livestock availability, a 10% increase shall be easy to achieve by 2015.
1.1.4.a To improve genetic makeup by 10% through artificial insemination (AI) and importation of improved breeding stocks by 2015.	Genetic livestock improvement using AI and breeding/distribution is ongoing for swine and day-old imports for poultry. The prevailing demand for improved breeds is high by small-holder growers.
1.1.5.a To establish a local chicken egg production system by 2015.	One or two local farmers already have shown interest in engaging in local egg production. Thus, starting an egg production system by 2015 is realistic.
1.1.6.a To create a plan for implementing a comprehensive, state-wide environmentally friendly farming program by 2015.	A dry litter piggery management system has been introduced recently and adopted for its many benefits, including environmental gains. Thus, the 2015 target date is fitting.
1.1.6.b To begin implementation of the comprehensive, state-wide traditional agroforestry farming program by 2015.	An agroforestry program is ongoing, so extending the agroforestry program state-wide by 2015 is achievable.
1.1.6.c To identify and promote environmentally friendly best management practices by 2013 and ongoing.	There is an ongoing program of fallowing based on the Pohnpeian traditional agroforest farming system; thus, the 2013 target is very possible.
1.1.7.a To establish a Pohnpei seed bank for local food crops by 2015.	Pohnpei farmers traditionally share planting materials; thus, use of on-farm (In-situ) sources of planting materials should be easy to achieve by 2015.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.7.b To increase the number of crop varieties stored in the seed bank by 10 per year ( <i>until 100% level is achieved</i> ).	Farmers understand the importance of seed-banking, so participating in field collection of local seeds is easy. Thus, increasing the number of varieties each year by 10 crops is achievable.
1.1.7.c To create a local food crop seed distribution program for local producers ( <i>commercial and personal use</i> ) by 2015.	Local food crop seed distribution is an ongoing practice, so the only requirement is to expand awareness of local farmers.
1.1.8.a To have at least one commercial nursery for selected major local food crops (breadfruit, banana, taros, yams, coconut, pandanus, citrus, and vegetables) in operation by 2013.	Having a local nursery for major food crops will help in the provisioning of farmers with quality planting materials of selected major food crops, with at least 1 crop source available by 2013.
1.1.9.a To establish at least one rearing facility for each livestock species (pigs, poultry, goats) by 2014.	Using rearing facilities is an ongoing practice, but we need to increase the quantity and quality of such operations. This is achievable, with government and NGO technical support, within the next 2 years.
1.1.10.a To increase the number of hectares in agro-forestry production by 10% by 2015.	Primarily improving productivity of current hectares under the agroforest system is easy for local farmers.
1.1.11.a To determine feasibility and appropriateness of various “improved livestock breeds” for introduction into the Pohnpeian ecosystem by 2015.	Pohnpei can achieve this goal with technical assistance from established government, educational institutions, and NOGs available both locally and from abroad.
1.1.12.a To increase ongoing training for production and use of compost, especially as linked to livestock management systems by 10% annually beginning in 2013.	This training is ongoing. Additionally, there are support systems for implementation of “improved livestock breed” programs.
1.2.1.a To establish food quality standards for local commercial production by 2015.	FSM National Export Strategy endorsed ready for implementation by Pohnpei stake holders earliest.
1.2.2.a To develop a food quality control program by 2013.	Pohnpei has a critical need for food quality control as we proceed to engage in production of food for sale locally and for export by 2013.
1.2.2.b To train food quality control inspectors beginning in 2014.	Training of local food inspectors is needed as early as possible, but no later than 2014.
1.2.2.c To implement the food quality control program beginning in 2014.	Food quality control is needed no later than 2014 as Pohnpei intensifies its production for local and export consumption.
1.3.1.a To develop a value chain assessment process, with assessment to begin in 2014.	Value chain assessment, including assessing control and monitoring components, is essential as early as possible, but no later than 2014.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.3.2.a To write measurable objectives for individual value chain projects as soon as they are identified by 2013.	Value chain assessment, including assessing control and monitoring components for individual products/chains, is essential as early as possible, but no later than 2013.
1.4.1&2.a To write measurable objectives for individual elements of the crop harvesting/food distribution/ transportation system based on the assessment result by 2015.	Setting standards for crop harvesting, food distribution, and transportation is needed as early as possible, but no later than 2015.
1.5.1.a To meet all the objectives of the <i>Pohnpei State Agriculture Strategic Action Plan, 2011-2015</i> , associated with Output #1 by the times specified in the action plan.	This plan is already guiding agricultural operations of Pohnpei, so should continue to be followed.
1.6.1.a To develop a advertisement and recruitment program annually with public and private school systems by 2013 and forward.	Such a program can help students to decide early about studying agriculture at the College level.
1.6.1.b To increase the graduation rate of General Agriculture majors at COM-FSM by 10% beginning in 2014.	The 10% target matches the number of farmers reaching retirement age of current agriculture service departments and agencies. Thus, educated youth are needed to fill these positions.
1.6.2.a To develop one COM-FSM/4-year college or university matriculation agreements for agri-science/agri-business degree programs by 2014 and forward.	Strong matriculation agreements serve as incentives for agriculture college students. These should be developed as soon as possible and in effect as of 2014.
1.6.3.a To implement a 4-year agri-science/agri-business degree scholarship program by 2013. Ongoing.	This ongoing program cultivates interest with students and encourages them to move on to graduate level fields in agriculture.

## Agriculture Sector SG 2: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.1.1.a To complete a comprehensive agricultural crop & livestock census survey by 2013.	Baseline data critical is for agriculture development plans. Follow-up with the national government for FAO assistance would help implement an agricultural census by 2013.
2.1.2.a To complete a comprehensive survey and analysis of current locally produced crops and agricultural products being produced for domestic and export markets by 2013.	Survey of locally produced crops is ongoing. We should follow up with IFCP with 2013 updates.
2.1.3.a To identify, based on the 2.1.2.a. market survey, potential high value commodities and products for the export market by 2013.	Based on the ongoing data survey, we can assess the crops most likely to have high value, based on assessment of export market potential.
2.1.4.a To increase the amount and variety of local food products available in local markets by 20% by 2015.	Improvements already are taking place as a result of prior and current initiatives. Thus, 20% increase by 2015 is achievable.
2.1.4.b To increase the number of local markets selling local food products by 20% by 2015.	Efforts already are underway to increase availability of local products in markets, so a 20% increase by 2015 is achievable.
2.1.4.c To increase the number of restaurants serving local food by 10% by 2013.	Efforts already are underway to increase availability of local products in Pohnpei restaurants, so a 10% increase by 2013 is achievable.
2.1.5.a To connect high value agricultural commodities and products to global markets beginning in 2013.	The export of agricultural products of Pohnpei can be facilitated by the FSM national export strategy.s
2.1.5.b To increase the export of high value agricultural commodities and products by 10% by 2014.	It is in the best economic interest of Pohnpei to export high-value commodities/products. In the past, its geographic isolation has made this difficult. Improvements in product development, transportation/ shipping technology, and packaging makes an increase possible.
2.2.1.a To implement a state-wide culinary training institute focused on preparation of local-food-based menu items starting in 2012 and ongoing.	By increasing knowledge of preparing local foods will increase demand for local agricultural products, is consistent with World Park values and principles, and contributes to healthy eating.
2.2.1.b To increase the use of local food in Pohnpei restaurants by 10% by 2014.	Increasing use of local foods contributes to healthy eating, meets tourist demand for local foods, helps grow and economy, and is consistent with World Park values and principles. The ongoing target is 10% by 2014, and new targets will be developed after 2014.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.2.1.c To increase the number of restaurants serving local foods by 10% annually, beginning in 2013.	Established restaurants already are increasing their serving of local foods. Thus, a 10% increase is realistic, beginning in 2013.
2.2.1.d To expand a tourism-based local foods campaign beginning in 2013, building on 2012 efforts.	Increased availability of local foods (both in shops and restaurants) will serve the needs of many tourists as well as benefit local farmers. It is fitting to start expanding this campaign in 2013.
2.2.1.e To provide at least two farmer/chef workshops annually, beginning in 2013.	Farmer/chef workshops have already begun; this effort needs to continue at least twice a year to support expanded use of local foods in Pohnpei.
2.2.2.a To provide a minimum of two per year agriculture-based business training workshops to promote entrepreneurial activities beginning in 2013.	Agriculture business development workshops have already begun; this effort needs to continue at least twice a year to support expanded agricultural production and successful related businesses.
2.2.2.b To add at minimum of one new agriculture-based product to the tourist sales market by 2013.	Such a progressive program will continue to connect agriculture to tourism, thus benefitting the Pohnpeian economy and local farmers.
2.2.3.a To develop an action plan for agriculture-based tourism experiences by 2014.	This action complements the FSM SDP and recently adopted first FSM agriculture policy, plus relevant policy guidelines stating Agriculture and Tourism as priority sectors. A focused action plan needed by 2014.
2.2.3.b To provide one per year training workshop to subsistence and commercial farmers in developing tourism experiences beginning in 2012 and ongoing.	Local capacity building is needed by providing annual training workshop starting 2012 and yearly thereafter.
2.2.3.c To implement a minimum of one agriculture-based tourism experiences beginning in 2013.	To successfully grow agriculture-based and supported tourism, at least one agriculture-based tourism experience should be added each year, beginning as soon as possible. Thus, the year 2013 is selected, to continue each year thereafter.

## Agriculture Sector SG 3: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To develop age-appropriate multi-media materials for youth promoting the values, benefits and business opportunities associated with agriculture by 2013.	Targeting youth as important agents of change as future farmers and local consumers is important to the maintenance and growth of local agriculture. This should start as soon as possible; thus, 2013.
3.1.1.b To provide experiential learning opportunities for youth ( <i>can be during and/or after the school day</i> ) beginning in 2012 and ongoing.	Hands-on experience promotes and teaches needed skills in an engaging manner; existing efforts should be continued and expanded.
3.1.1.c To increase the number of youth actively involved in agriculture training programs by 20% by 2014.	Ongoing engagement of youth in agricultural production brings economic and cultural benefits. By continuing and expanding current efforts, it is feasible to reach 20% by 2014.
3.1.2.a To develop multi-media materials for adult learners promoting the values, benefits and business opportunities associated with agriculture by 2013.	Adults and youth alike actively use multi-media. Thus, development of relevant materials is a relevant need for Pohnpei by 2013.
3.1.2.b To provide experiential learning opportunities for adults** beginning in 2013.	Hands-on experience promotes and teaches needed skills in an engaging manner as effectively for adults as for youth. Also, skill development for current service delivery personnel is highly needed; thus, efforts should begin as soon as possible.
3.1.2.c To increase the number of adult Pohnpeians actively involved in hands-on training programs, in family-based agriculture, and in commercial agriculture by 10% by 2013.	Most Pohnpeian families are engaged in some degree of farming; thus, a targeted 10% increase by 2013 is achievable.
3.1.3.a To develop a plan to work with the Pohnpei Farmers Association (PFA) to enhance local agriculture beginning in 2012 and ongoing.	PFA already is formally established and has developed an action plan that is ready for implementation and can be updated on as-needed basis.
3.1.4.a To increase the number of agriculture partners involved with programs/projects associated with activities 3.1.1 – 3.1.3 above beginning in 2012 and ongoing.	This action is ongoing and can be improved yearly after 2012.
3.1.5.a To increase the number of cross-sector partnerships to promote the values, benefits, and business opportunities associated with agriculture by 20% by 2014.	Partnerships are key to progress; a 20% increase in cross-sector partnerships by 2014 is reasonable.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.2.1.a To establish at least 20 school/ community gardens starting in 2012 and ongoing.	Already 20 school and community gardens have been established. We hope to continue to add new gardens annually into the future, with strong partnership support.
3.2.1.b To provide training in safe food production and use in conjunction with the 20 schools and community gardens by 2013.	Capacity building is critically needed for safe food production. Thus the priority need to address this beginning in 2013, especially with the growth of community and school gardens.
3.2.2.a To collaborate on the expansion of the school lunch program to include <i>all</i> Pohnpei schools by 2014.	This is the administrative target.
3.2.2.b To collaborate on the enhancement of the school lunch program to include healthy preparation of local foods at 100% of the Pohnpei school sites by 2014.	Healthy food preparation is an essential component of the school lunch program.
3.2.3.a To implement a statewide “local, healthy foods” campaign that includes provision of <i>local, healthy</i> foods at government, traditional, and church events beginning in 2012 and ongoing.	There is continuing need within communities to eat local, healthy foods – to improve health, reduce dependence on imports, and help build the local economy.

## Agriculture Sector SG 4: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1.a To complete an assessment of traditional/natural farming relative to current best practices of agro-forestry farming by 2014.	A comprehensive assessment is needed to establish best practices moving into the future.
4.1.2.a To conduct a minimum of one traditional Pohnpei agro-forestry farming training programs each year beginning in 2012.	Traditional agroforestry training was provided with assistance of visiting UH scientists. There is a need to continue such training annually into the future.
4.1.3.a To provide training in the transition from traditional subsistence to integrated traditional and commercial farming practices in 2013.	Initial training in the transition from traditional subsistence to integrated traditional and commercial farming practices took place with resource people from UH through COM-FSM CES. Also, the concept of doing farming as a business is needed for local farmers to improve their performance and profitability.
4.1.4.a To provide ongoing assistance to enable farmers to meet certification standards in organic products by 2016.	Assistance is a prerequisite to entering the organic market.
4.2.1.a To develop a protocol for sharing of indigenous intellectual properties and genetic materials by 2014.	There are a number of identified unique Pohnpeian agricultural practices, medicinal plant knowledge, and unique genetic material that should be legally protected for Pohnpeians. Traditional leaders have passed some related resolutions (waiting for translations), so this should provide a solid foundation for protocols.
4.3.1.a To implement one new iSTOP activity annually.	This is feasible by working collaboratively with the iSTOP program staff.
4.3.1.b To eradicate five targeted invasive species by 2015.	Efforts, in collaboration with iSTOP, are ongoing.
4.3.1.c To increase the capacity of biosecurity staff by 2014.	This effort requires collaboration with the responsible officer of the FSM national government.
4.4.1.a To include IPM research in the Agriculture Research Action Plan (see 4.7.2.a) by 2015.	IPM is critically needed as an alternative to heavy use of inputs (to protect the environment and maintain healthy foods); also, there is a critical need for such an approach in the absence of expertise and budget.
4.4.2.a To complete development of an IPM training program by 2015.	To implement an IPM program, training is needed.
4.4.3.a To conduct a minimum of one IPM training program each year, beginning in 2014.	To implement an IPM program, training is needed.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.4.4.a To develop an incentive system for adoption of IPM strategies for subsistence and commercial farming by 2014 ( <i>consistent with start of IPM training</i> ).	Incentives can facilitate faster adoption of IPM processes, which ultimately will result in lower costs and environmental benefits.
4.4.4.b To increase the number of subsistence garden/farmers using IPM by 10% by 2014.	Subsistence agriculture is locally affordable, and use of IPM keeps costs down and helps protect the environment.
4.4.4.c To increase the number of commercial farmers using IPM by 10% by 2014.	Commercial agriculture could eventually occur on significant portions of land, particularly when added to subsistence land acreage. Thus, use of IPM helps protect the environment and keeps costs down.
4.5.1.a To advocate for the promulgation and implementation of the national bio-security enabling legislation, with a target date of 2013.	We must adhere to FSM national law.
4.5.2.a To enforce national bio-security legislation as soon as national legislation is passed.	We have a Constitutional mandate to maintain effective bio-security.
4.6.1.a To include soil conservation research in the Agriculture Research Action Plan (see 4.7.2.a) by 2013.	Soil conservation efforts are critical to maintaining and enhancing the limited agricultural lands of Pohnpei. USDA NRCS is available to assist.
4.6.2.a To complete development of a soil conservation training program by 2013.	To implement effective soil conservation efforts, training is a critical and a priority for Pohnpei.
4.6.3.a To conduct a minimum of one soil conservation training program each year beginning in 2012.	To implement effective soil conservation efforts, training is a critical and a priority for Pohnpei. Training was provided with assistance of UH soil scientist through COM FSM CRE.
4.6.4.a To develop an incentive system for adoption of soil conservation practices for subsistence and commercial farming by 2012.	In the long term, conserving our soils and their quality will result in low cost, long-term sustainability to support agriculture.
4.6.4.b To increase the number of subsistence garden/farmers using soil conservation practices by 50% by 2015.	Much of the current subsistence agriculture, particularly in the uplands, leads to soil erosion. Thus, there is a critical need to conserve soils if subsistence gardening/farming is to be continued in the long term.
4.6.4.c To increase the number of commercial farmers using soil conservation practices by 10% by 2014.	With continued transition of subsistence farmers to commercial farming (assuming more intense farming practices), the need for soil conservation will increase. Thus, the target to increase such practices in the near term (2014).

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.7.1.a To conduct a water usage & conservation assessment survey in all municipalities and outer island communities by 2015.	In spite of the main island of Pohnpei having seemingly ample rainfall, it is important to assess how water is being utilized for agriculture on both Pohnpei proper and on the outer islands. Pohnpei's outer islands have a limited water supply.
4.7.2.a To develop a Pohnpei State agriculture water use and conservation plan by 2016.	Having a plan in place will help Agricultural advisors and farmers apply water resources where and when they are needed.
4.8.1.a To include agro-forestry research in the Agriculture Research Action Plan (see 4.7.2.a) by 2013.	On-site research is needed to test crops and cropping systems under local conditions.
4.8.2.a To complete development of an agro-forestry training program by 2013.	Capacity building is critically important to long term viability of Ag programs. A training program must be developed prior to implementation.
4.8.3.a To conduct a minimum of 4 agro-forestry training programs each year beginning in 2013.	Capacity building is critically important to long-term viability of agriculture programs.
4.8.4.a To develop an incentive system for adoption of agro-forestry practices for subsistence and commercial farming by 2013 (consistent with start of agro-forestry training).	It is important for farmers to utilize accepted agroforestry practices for improved crop success, yield, and for commercial and subsistence benefits. Incentives often help to encourage people to try something new.
4.8.4.b To increase the number of subsistence garden/farmers using agro-forestry practices by 20% by 2014.	It is important for farmers to utilize accepted agroforestry practices for improved crop success, yield, and for commercial and subsistence benefits. Incentives often help to encourage people to try something new.
4.8.4.c To increase the number of commercial farmers using agro-forestry practices by 20% by 2015.	It is important for farmers to utilize accepted agroforestry practices for improved crop success, yield, and for commercial and subsistence benefits. Incentives often help to encourage people to try something new.
4.9.1.a To include livestock waste management research in the Agriculture Research Action Plan (see 4.9.2.a) by 2014.	Livestock waste management has an impact on the environment and on agricultural propagation. Research is needed to determine impacts, both positive and negative, to determine how waste can be used to enhance productivity and minimize negative environmental impacts
4.9.2.a To complete development of a livestock waste management training program by 2013.	Capacity building is critically important to long-term viability of agriculture programs. Such programs should begin without delay.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.9.3.a To conduct a minimum of three (3) environmentally sound livestock waste management training programs each year beginning in 2014.	Capacity building is critically important to long-term viability of agriculture programs. Such training programs should begin as soon as the programs are developed.
4.9.4.a To develop an incentive system for adoption of environmentally sound livestock waste management practices for subsistence and commercial farming by 2014 ( <i>consistent with start of livestock waste management training</i> ).	Incentives may help farmers adopt sustainable waste management practices and to help them see value in a long-term commitment to managed livestock waste management strategies.
4.9.4.b To increase the number of subsistence garden/farmers using environmentally sound livestock waste management practices by 20% by 2013.	Impacts of subsistence garden/farmers are an important component of overall efforts to protect the environment.
4.9.4.c To increase the number of commercial farmers using soil conservation practices by 20% by 2014.	Use of soil conservation practices can improve crop yield and lead to higher profitability for farmers.
4.10.1.a To develop a process for regular sharing and coordination between MARDI and Pohnpei's other agriculture organizations conducting research by 2015.	Coordination and effective use of limited resources is important so that duplication of efforts is minimized.
4.10.2.a To complete a 10-year agriculture research action plan by 2015.	Ongoing long-term research is needed in order for agriculture specialists to truly ascertain the issues faced by farmers and to ensure viability of agriculture programs.
4.10.3.a To increase the number of Pohnpeian agriculture researchers to at least 3 by 2020.	Local capacity is critically important. Building capacity in this area may help Pohnpeian farmers relate to agriculture researchers more effectively.



## Education Sector SG1: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.1.a To increase the number of 6 <sup>th</sup> , 8 <sup>th</sup> , and 10 <sup>th</sup> grade students scoring at or above the proficiency level on the National Minimum Competency Test (NMCT) (Mathematics, English, with Science and Social Studies to be added in the future) by a minimum of 3% annually beginning in 2013.	In order to provide quality education, 65% of the students tested must score at or above the proficiency level. Percentage was determined by the result of the NMCT/SBA.
1.1.2.a To increase the number of certified Early Childhood Education (ECE), elementary, and secondary teachers by 5% annually beginning in 2013.	Currently (as of 2012), 66% of teachers are certified. Teacher competency Exam prep is ongoing (continuing in summer 2013).
1.1.3.a To improve attendance of Early Childhood Education (ECE), elementary, and secondary teachers by 5% annually beginning in 2013.	Our baseline measurement for assessing percentage increases in 2013 will be based on data from PEDMS school year 2010-11 (5%).
1.1.4.a To launch the continuing education incentive program for all teachers by 2014.	2014 should provide enough time to develop an incentive system for teachers.
1.1.4.b To have at least 90% of all ECE, elementary and secondary teachers in Pohnpei complete at least one continuing education program/class/workshop during a school year, beginning in the first year of implementation of the continuing education incentive program (see year in 1.1.4a – 2014).	Teachers are autonomous learners and focus on their own goals and objectives. Education incentives will prioritize training for primary level teachers, which include ECE to 3rd graders (e.g. DISTRIP). It is deemed critical for as many teachers as possible (hence 90% is a realistic target) for teachers to complete at least one continuing education class/program or workshop per year.
1.1.4.c To have 100% of all teachers incorporate new classroom instructional/learning techniques/approaches in their classrooms by 2014.	The Annual Teachers Forum is focused primarily on good teaching practices that work. Thus, teachers should be self-motivated to incorporate these techniques. By 2014 it is reasonable that 90% or more of all teachers (with the goal being 100% inclusion) will be skilled enough to incorporate new teaching techniques.
1.1.4.d To increase student grades and NMCT scores by a minimum of 3% by 2014 (as a result of implementation of new teaching/learning techniques) .	The NMCT scores will assess the effectiveness of teaching/learning techniques as delivered in regular classrooms. A 3% minimum by 2014 is a conservative yet realistic goal for a new program.
1.1.5.a To add Pohnpeian language as the 5th core subject area of the ECE-12 school curriculum by 2014.	This is a State curriculum requirement. The Pohnpeian Studies Coordinator is developing a scope of work and Pohnpeian instructional materials for the program. They should be ready by 2014.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
1.1.5.b To add a Pohnpeian language as a component of the high school entrance exam by 2015.	The scope of work is in place; therefore, by 2015 the Pohnpeian language will be a component of the high school Entrance Test.
1.1.6.a To spend \$40.67 per student for each early childhood education student for instructional materials and textbooks annually.	This is the amount per student currently appropriated by the Legislature, based on student population and current total education allocation. but we need to increase it when there's sufficient funding available from the State Legislature.
1.1.6.b To spend \$24.20 per student for each elementary student for instructional materials and textbooks annually.	This is the amount per student currently appropriated by the Legislature, based on student population and current total education allocation. but we need to increase it when there's sufficient funding available from the State Legislature.
1.1.6.c To spend \$34.27 per student for each secondary student for instructional materials and textbooks annually.	This is the amount per student currently appropriated by the Legislature, based on student population and current total education allocation. but we need to increase it when there's sufficient funding available from the State Legislature.
1.2.1.a To have the Child Find Coordinator and Special Education Specialist will recruit special needs students once each year.	We must ensure that students with disabilities are provided with the services they need regardless of their mobility. FSM is responsible for ensuring that every child residing in the FSM, from birth through age 21, having a disability, is identified, located, and evaluated. LEA is responsible for conducting Child Find activities that ensure students with disabilities are identified both in school and in the community. LEA is required to describe their specific community-based Child Find activities as part of their IDEA, Part B - LEA Application for funding each year.
1.2.1.b To have the Child Find Coordinator and Special Education Specialist will provide training of resource teachers each year.	We need to upgrade/train resource teachers for specially-designed instruction (special education services), which means adapting, as appropriate to the needs of an eligible child, the content, methodology, or delivery of instruction and such developmental, corrective, and other supportive services as are required to assist a child with a disability to benefit from special education (related services)."

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
1.2.2.a To complete an annual assessment to address the needs of each student with a disability.	We must ensure that the needs of all students with disabilities are addressed and met. Evaluations are conducted (initially, annually and every 3 <sup>rd</sup> year) to determine whether a child has a disability and is in need of special education and related services) and the nature and extent of the special education and related services that the child needs (§300.15). Evaluation includes assessment and eligibility procedures in all areas of suspected disability.
1.2.2.b To assist each Resource Person in completion of each annual Individual student Education Plan (IEP).	We must ensure that the needs of all students with disabilities are addressed and met. An IEP is developed when a student is determined eligible for special education and related services An IEP must be reviewed and, if necessary, revised at least once each year. Sometimes this is referred to as the Annual IEP Review Meeting.
1.2.2.c To assist each Resource Person in completion of each annual Individual Education Plan (IEP) process.	We must ensure that the needs of all students with disabilities are addressed and met, as is required by the special Education Procedural manual.
1.2.2.d To assure that the resource teacher, parents, school administrator, other related service providers, and the student with a disability must all be involved with each year's IEP process.	The review process for students with disabilities should involve mutual understanding and collaboration among critical stakeholders.
1.2.3.a To provide home-bound services to all students with severe disabilities each year.	We must ensure that students with disabilities are provided with the services they need regardless of their mobility.
1.2.4.a To increase by 2% the number of families of children with disabilities who can describe the NO CHILD LEFT BEHIND (NCLB) program by 2013.	Assessing ability of families to be able to describe services available to them provides a measure of effectiveness about existing awareness efforts. 2013 selected because this is a high priority element.
1.3.1.a To provide at least one teacher workshop per year on relevant content at each grade level, beginning in 2013.	A teacher workshop already is being implemented each summer; this program will continue beginning in summer of 2013.
1.3.2.a To administer the National certification assessment test to all Pohnpei teachers continuing in 2013 and beyond.	As a way to determine qualification of teachers, we need to annually administer the national certification assessment test and certify all teachers who have passed the competency test.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
1.3.2.b To certify to national standards at least 80% of all ECE, elementary and secondary teachers by 2014.	With the workshop conducted in summer of 2014, we will be able to attain a target of 80% of teachers who will pass the TCE (Teacher's Competency Exam).
1.3.3.a To update teacher certification database annually.	This is needed to improve the accuracy of tracking certified teachers so that non-certified teachers can be targeted for additional training and education.
1.3.4.a By 2014, Pohnpei State will publish a public register of all currently qualified teachers in Pohnpei (to be updated annually).	This is to improve transparency with the public about continuing improvement of teachers.
1.4.1.a Each Education Specialist will conduct at least 4 scheduled classroom visits each year.	Action is needed to improve classroom lesson delivery, so Education Specialist visits will help provide information needed by teachers to improve assistance to students.
1.4.1.b Specialists will respond to 100% of teacher requests for assistance.	Action is needed to meet the needs of all teachers by providing assistance requested.
1.4.2.a To provide at least two (2) Pohnpeian language workshops to teachers annually.	Language loss is a critical issue. We wish to keep and expand our language because it is a key element in our unique heritage. Pohnpeian language can be of great value in tourism development.
1.4.3.a To provide at least two (2) content and teaching skills workshops to teachers annually.	Knowledgeable and creative teachers can increase student interest, engagement, and ultimately increase effectiveness of student education. Regular training is needed to continually upgrade teacher skills and knowledge.
1.5.1.a To conduct annual student achievement assessments using National and Pohnpei State standardized tests beginning in 2013 and forward.	These are essential assessments offering performance and progress data. This activity is ongoing and should be continued.
1.5.1.b To improve NMCT math, English, science, and social science scores by 3% each year at each testing point (6 <sup>th</sup> , 8 <sup>th</sup> , 10 <sup>th</sup> grades).	Assessment helps assure that curricula have been implemented according to instructional standards and that students are meeting standards of achievement. Results also can be used to address individual student needs based on their scores. Improving scores illustrate educational improvements.
1.5.2.a To upgrade the instructional materials based on National and Pohnpei standards tests (and student scores) by 2013.	Upgrading of instructional materials can be used to ensure that curriculum and standards are aligned, and that curricula have been implemented according to instructional standards and linked to student performance.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
1.5.3.a To develop specialized instructional materials in coordination with relevant NGOs by 2% by 2013.	The Department of Education can take advantage of external resources and expertise in developing quality and relevant curricula by collaborating with NGOs. In working with NGOs, we should promote uniformity and equitable treatment.
1.5.4.a To complete development of all elementary and secondary tourism curricula by 2014.	Because Pohnpei is developing a sustainable tourism-based economy, tourism education is needed in elementary and secondary programs. Educational staff should be involved in tourism curriculum development. Such educational materials will help prepare students for interacting with tourists and preparing them for tourism-related careers. 2014 is chosen as this is a high priority, but this allows some time for the curriculum to be completed (some training modules already exist).
1.5.5.a To provide at least 2 tourism curriculum workshops to teachers annually, beginning in 2014.	Teacher training is needed to raise their awareness of tourism principles so they can more effectively implement tourism-related curricula in classroom. Also, such training will assist teachers in understanding tourism curriculum and how it integrates across sectors and is coordinated with State development policy. Teacher training must start before the curriculum can be implemented in classrooms.
1.5.6.a To begin implementation of the tourism curriculum in all elementary and secondary classrooms by 2015.	Development of tourism curriculum will be completed by the end of 2014, so the implementation can take place by 2015
1.5.7.a To develop curriculum elements to reinforce knowledge and use of traditional governance practices by 2014.	A plan to reinforce use of traditional practices should be part of the Pohnpei studies curriculum. The curriculum will take time to develop, so 2014 has been chosen.
1.5.7.b To begin integration of curriculum elements that reinforce knowledge and use of traditional governance practices by 2015.	Once the curriculum has been developed (2014), it can be introduced into the classroom.
1.6.1.a To have 100% of Pohnpei's schools fully meet the requirements of the FSM Schools Accreditation system by 2014,.	This is a critically important element in developing a quality education system based on accreditation standards. The importance of this system to improve school facilities, staff capacity, and instruction means this needs to be an on-going process. A task force should be initiated by the DOE to monitor school compliance with accepted accreditation standards

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
1.7.1.a To develop a systematic process for identifying GED program candidates by 2014.	The process of identifying GED candidates is in the FSM recruitment policy handbook.
1.7.1.b To begin implementation of the GED candidate identification process by 2013.	This is in place, and is an on-going process that should be continued into the future.
1.7.2.a To develop a GED enrollment incentive program by 2013.	There is a general need to develop capacity to assist in improvement of the economy. An incentive program for GED is in the scheme of work and will be implemented by 2013.
1.7.2.b To begin implementation of the GED enrollment incentive program by 2014.	The incentive program is scheduled to begin after development of the incentive program.
1.7.3.a To develop a retention program for GED students by 2013.	Additional support is needed to continually provide opportunities for dropouts to earn diplomas to improve their opportunities for economic success as adults.
1.7.3.b To begin implementation of a retention program for GED students by 2014.	This program is needed to assist individuals who have dreams for entering college and to improve their opportunities for economic success as adults. There is real need for this to begin as soon as feasible; hence, 2014.
1.7.3.c To increase the number of Pohnpei State non-high school graduates successfully completing their GED by 15% each year.	Reaching out to non high school graduates is a key component of a successful GED program. Increasing the number of training from one per year to twice per year should improve completion rates.
*1.8.1.a To train all early childhood education teachers in incorporating environmental education lessons within their curricula by 2014.	Environmental awareness and understanding of the interconnectedness of environmental systems are necessary foundations for implementation of policies and behaviors consistent with sustainable practices (personal, business, and political). In many cases, sustainable practices can reintroduce traditional behaviors, thus reinforcing linkages across environmental and cultural sectors. Early childhood education teachers must understand basic environmental education curriculum and how to teach it for young children.
1.8.1.b To increase the number of early childhood education programs/classes actively implementing age-relevant environmental curricula by 2% each year.	By being exposed to age-relevant environment curricula, students will come to understand the importance of our environment and how it forms the basis for all aspects of our lives.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
1.8.1.c To increase compliance with (specific environmentally conscious behaviors*) by early childhood education students by 3% each year.	Behavioral change should be one result from the educational efforts, even for young children, ultimately contributing to a broader effort to continually build stronger environmental stewardship, beautification, and cleanliness ethics in our youth. Lessons learned early are likely to be built upon later in school and life.
*1.8.2.a To train all elementary education teachers in incorporating environmental education lessons within their curricula by 2014.	Environmental awareness and understanding of the interconnectedness of environmental systems are necessary foundations for implementation of policies and behaviors consistent with sustainable practices (personal, business, and political). In many cases, sustainable practices can reintroduce traditional behaviors, thus reinforcing linkages across environmental and cultural sectors. Elementary education teachers must understand the environmental education curriculum and how to teach it in the classroom.
1.8.2.b To increase the number of elementary education programs/classes actively implementing age-relevant environmental curricula by 2% each year.	By being exposed to age-relevant environment curricula, students will come to understand the importance of our environment and how it forms the basis for all aspects of our lives. Elementary education curricula build on the early childhood curricula.
1.8.2.c To increase compliance with (specific environmentally conscious behaviors*) by elementary students by 3% each year (after behaviors are identified).	Behavioral change should be one result from the educational efforts, ultimately contributing to a broader effort to continually build stronger environmental stewardship, beautification, and cleanliness ethics in our youth. Lessons learned early are likely to be built upon later in school and life.
*1.8.3.a To train all secondary education teachers in incorporating environmental education lessons within their curricula by 2014.	Environmental awareness and understanding of the interconnectedness of environmental systems are necessary foundations for implementation of policies and behaviors consistent with sustainable practices (personal, business, and political). In many cases, sustainable practices can reintroduce traditional behaviors, thus reinforcing linkages across environmental and cultural sectors. Secondary education teachers must understand the environmental education curriculum and how to teach it in the classroom.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
1.8.3.b To increase the number of secondary education programs/classes actively implementing age-relevant environmental curricula by 3% each year.	By being exposed to age-relevant environment curricula, students will come to understand the importance of our environment and how it forms the basis for all aspects of our lives. Secondary education curricula build on the elementary curricula.
1.8.3.c To increase compliance with (specific environmentally conscious behaviors*) by secondary students by 3% each year.	Behavioral change should be one result from the educational efforts, ultimately contributing to a broader effort to continually build stronger environmental stewardship, beautification, and cleanliness ethics in our youth.

## Education Sector SG2: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.1.1.a To meet all accreditation requirements by Western Associate of Schools and Colleges by 2014.	This is an ongoing stated policy of the College, and all efforts are being made to ensure future accreditation.
2.2.1.a To complete a comprehensive assessment of Pohnpei's public and private workforce needs by 2014.	This is an ongoing activity utilized to assess workforce needs and should continue.
2.3.1.a To incorporate content within each division's curriculum to meet 100% of the assessment-identified workforce needs by 2014.	Workforce needs must be linked to curriculum in both vocational and academic programs. This linking has to happen in order to gauge effectiveness of curriculum meeting workforce manpower needs.
2.3.1.b To increase by 3% annually the number of graduates getting jobs in a degree-related field within 6 months of their graduation.	This is an important output measure that matches workforce needs with educational programming/curriculum. We want to increase near future employment rates for graduates.
* 2.4.1.a To train all post-secondary education teachers how to incorporate environmental lessons/topics within their particular curricula by 2013 year.	Assisting teachers with curriculum development can increase the rate of success in delivering relevant environmental education.
2.4.1.b To increase the number of post-secondary programs that actively incorporate environmental lessons/topics/decision-making processes by 2% each year.	Environmental education is obviously important, and a 2% annual increase in incorporation of environmental content in post-secondary programs is a realistic and attainable increase.
2.5.1.a To complete sustainability audits at both Pohnpei COM-FSM locations by 2013.	These are ongoing and are used to make adjustments in future sustainability planning and implementation efforts.
2.5.2.a To develop a sustainability plan for each Pohnpei COM-FSM location by 2013.	This is an ongoing effort due for completion in 2013. Such data are needed to provide a baseline for future sustainability planning.
2.5.3.a To begin implementation of a sustainability plan for each Pohnpei COM-FSM location by 2013.	Implementation of the sustainability plan is the critical step in making progress toward increased sustainability.
2.5.3.b To increase compliance with (specific environmentally conscious behaviors) by post-secondary students at each Pohnpei COM-FSM campus by 2% each year.	Behavioral compliance is a measurable output of environmental education, which also ensures ever-increasing sustainable actions and activities in students' lives. A target increase of 2% per year is a modest and measureable output, helping to show how students actually live in a more sustainable and environmentally conscious manner.

## Education Sector SG3: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To increase the number of Pohnpeians receiving scholarships for post secondary education by 5% each year.	The main intention of the 5% increase each year abides and aligns with the directives reflected in the JEMCO Resolution.
3.1.2.a To increase the number of Pohnpeians receiving foreign scholarships for postsecondary education by 10% each year.	This target is needed to accommodate the decrement of compact funding to the program by 2016 (Post-Secondary Scholarship).
3.1.3.a To have 100% of all scholarship-granting organizations regularly reporting annual scholarship awards/student progress to the central tracking system by 2014.	This action will enhance transparency and provide adequate data report that would effects decision making to continue to allocate money for scholarship.
3.1.4.a To publish the first annual report by the centralized scholarship tracking entity (COM-FSM) by 2014.	An annual report is needed to help build awareness of scholarship programs with the public and to provide administrators with current results data.
3.2.1.a To have 100% of all instructors regularly reporting students' annual progress to the central tracking system at COM-FSM beginning in 2014.	It is important to have current data that is centrally located and available so that students, teachers, administrators, and parents can receive timely and accurate progress reports.
3.2.1.b To have 100% of all other institutions of higher learning reporting students' annual progress to the central tracking system at COM-FSM beginning in 2014.	This will help administrators, educational planners, and teachers understand the issues facing Pohnpeian students studying abroad. This information should be centrally located and easily accessed by administrators.
3.2.2.a To increase the retention rate of COM-FSM students by 10 %, measured annually.	Increasing retention rates is a critical component in ensuring COM-FSM students continue and graduate, and so that, with their enhanced capacity, they can become active contributors to a growing Pohnpeian economy.
3.2.2.b To increase the graduation rate of COM-FSM students by 5% by 2014.	Increasing graduation rates is critical to ensuring COM-FSM students enhance their capacity so they can become active contributors to a growing Pohnpeian economy.
3.2.2.c To have 100% of all scholarship awardees successfully complete each semester for which they receive a scholarship.	This policy helps to make sure that students with scholarships are currently enrolled and have successfully passed classes ensures efficient use of scholarship funds.
3.2.3.a To increase the number of COM-FSM students transferring to other institutions of higher learning to 5% by 2014.	Students who complete fields of study they are pursuing by extending their educations beyond COM-FSM degrees will enhance their capacities in chosen fields, ultimately leading to personal and state-wide economic development.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
3.2.3.b To increase the number of Pohnpei scholarship-funded students graduating from other institutions of higher learning to 5% by 2014.	It is important for Pohnpeian students on local scholarships to graduate from foreign institutions as their level of education and experience should/may be higher from doing so. Additionally, completion of higher education degrees will enhance their capacities in chosen fields, ultimately leading to personal and state-wide economic development.
3.2.4.a To provide tutoring in all subject areas each semester, beginning in 2013.	The tutoring program is ongoing to assist all students who need tutoring/mentoring across all subject areas to enhance their potential for degree completion, to increase their skill and knowledge capacity, and to contribute positively to a growing Pohnpeian economy.

## Education Sector SG4: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1.a To update the comprehensive vocational skills training plan by 2014 ( <i>note: based on needs assessments, which are ongoing</i> ).	An ongoing plan must continue to be updated by COM-FSM to address vocational skills training needs. Effective training cannot happen without a plan.
4.1.2.a To complete and pilot-test at least two new vocational certificate programs by 2014.	COM-FSM has an ongoing program aimed at diversifying the offerings of the COM-FSM vocational program to more closely match workforce needs.
4.1.2.b To certify 3% of unemployed graduates and vocationally illiterate adults annually.	The vocational program is intended to help reduce unemployment and increase the skilled worker base in Pohnpei.
4.1.3.a To develop at least two new CTE training programs at COM-FSM by 2012.	Diversifying and expanding CTE trainings is intended to meet the goal of filling business employment needs, particularly the need for employees with specific skills.
4.1.3.b To implement the above two new CTE training programs at COM-FSM by 2012.	These CTE programs are being implemented.
4.1.3.c To facilitate enrollment of 2% of secondary level graduates in the Job Corps program.	This will assist students in gaining opportunities not available in Pohnpei. Many of these skills can be gained and brought back to the State, thus increasing employment and available services in Pohnpei.
4.1.4.a To implement a new scholarship program for vocational training by 2015.	There is an ongoing apprenticeship program. A vocational scholarship program will be implemented by 2015. This will be a good incentive for vocational education candidates.
4.2.1.a To certify 2% of high school graduates <i>in at least two</i> -cultural skills annually, beginning in 2014.	A planning effort for cultural skills training is ongoing at this time. By 2014 certification will be available in at least two cultural skills. This is deemed important for enhancing local culture and in delivering high quality tourism products and services.
4.3.1.a To complete and pilot-test a pre-employment curriculum developed by 2014.	Pre-employment training can help create lower worker turn-over and higher rates of productivity.
4.3.1.b To implement the first pre-employment training program in 2015.	Implementation of pre-employment training to increase productivity, job satisfaction and worker retention should begin after the program is pilot-tested and revised.
4.3.1.c To offer at least one pre-employment training program annually, beginning in 2015.	Based on assessment results of the first training program in 2015, the program can be modified and implemented continually into the future.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.4.1.a To provide at least one social skills training workshop annually for Job Corps and overseas employment, continuing in 2013 and forward.	Social skills training, particularly for interacting socially in a foreign environment, will help increase success rates for Job Corps program completion and overseas employment.
4.4.2.a To increase the number of annual applications for the Job Corps program by 50% over 2012 levels by 2014 and onward.	This will assist an increasing number of students in gaining opportunities not available in Pohnpei. Many of these skills can be gained and brought back to the State, thus increasing employment and available services in Pohnpei.
4.5.1.a To offer at least two (2) “current issue-relevant” environmental lessons/topics/decision-making processes through lifelong learning programs beginning in 2014.	Island-life, environmentally, will be easily affected by sea level rise due to global warming, over-population and such... Issues and such topics need to be addressed in curricula for lifelong learners (future awareness). There are current issues and topics that can be focused upon to stimulate solutions discussion and to foster student/public awareness.
4.5.1.b To increase involvement in public debate about policy decisions that impact Pohnpei’s environmental resources by 2% each year.	Ever increasing involvement in the public discussion of issues can help leadership to understand and move toward thoughtful solutions.
4.6.1.a To increase compliance with specific environmentally friendly policies* by 2% each year.	Understanding policies is one output and another critical measure of success is whether citizens/student actually comply with environmental policies. A 2% annual increase is a realistic improvement measure that, over time, may have significant positive impacts. Additionally, implementation of programs such as Women’s Liberation Day, beautification contests, and can recycling can help clean up Pohnpei and supplement public awareness campaigns that are ongoing.

## Education Sector SG5: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
5.1.1.a To complete an initial comprehensive needs inspection for Pohnpei school district classrooms by 2014.	Action is needed to collect accurate information about what is needed in school classrooms. This should be completed in 2014 so the information can be used for future planning.
5.1.1.b To complete an initial comprehensive needs inspection for Pohnpei school district playgrounds by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.1.c To complete an initial comprehensive needs inspection for Pohnpei school district facilities by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.1.d To complete an initial comprehensive needs inspection for Pohnpei school district special needs access by 2014.	Action is needed to ensure safety and access for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.2.a To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district classrooms by 2014.	Action is needed to ensure a safe and effective learning environment for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.2.b To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district playgrounds by 2014.	The plan will ensure safety for all students and will align future actions with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.2.c To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district facilities by 2014.	Action is needed to ensure safety and effectiveness of facilities for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.2.d To develop a comprehensive conditions standards and maintenance plan for Pohnpei school district special needs access by 2014.	The plan will ensure safety and access for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.3.a To identify funding to implement the maintenance plan for Pohnpei school district classrooms by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
5.1.3.b To identify funding to implement the maintenance plan for Pohnpei school district playgrounds by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.3.c To identify funding to implement the maintenance plan for Pohnpei school district facilities by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.3.d To identify funding to implement the maintenance plan for Pohnpei school district special needs access by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.4.a To distribute standards and maintenance plans for Pohnpei school district classrooms to school principals, teachers and parents by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.4.b To distribute standards and maintenance plans for Pohnpei school district playgrounds to school principals, teachers and parents by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.4.c To distribute standards and maintenance plans for Pohnpei school district facilities to school principals, teachers and parents by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.4.d To distribute standards and maintenance plans for Pohnpei school district special needs access to school principals, teachers and parents by 2014.	Action is needed to ensure safety for all students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.5.a To implement the maintenance plan for Pohnpei school district classrooms beginning in 2014.	Action is needed to ensure safety and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.5.b To implement the maintenance plan for Pohnpei school district playgrounds beginning in 2014.	Action is needed to ensure safety and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.5.c To implement the maintenance plan for Pohnpei school district facilities beginning in 2014.	Action is needed to ensure safety and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
5.1.5.d To implement the maintenance plan for Pohnpei school district special needs access beginning in 2014.	Action is needed to ensure safety of the students and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.6.a To assure that all classrooms have a ceiling fan installed by 2014.	Action is needed to ensure classroom adequacy and appropriateness for learning and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.7.a To assure that all classrooms have lighting that meets FSM DOE educational lighting standards by 2014.*	Action is needed to ensure classroom adequacy and appropriateness for learning and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.8.a To provide annual training for all school maintenance personnel on the standards and procedures for meeting classroom, playground, school facility, and special needs access conditions and maintenance standards beginning in 2014.	Action is needed to ensure safety and to align with the directives reflected in the JEMCO Resolution and FSM congress resolution on School Accreditation.
5.1.9.a To assess maintenance staffing needs annually, beginning in 2014.	Baseline data is needed to ensure that staffing needs are met so that maintenance standards can be upheld.
5.2.1.a To continue annual classroom observations in all outer island schools.	Action is needed to improve teaching strategies in the classroom and to assess where training and support are needed.
5.2.2.a To continue annual pre-screening of outer islands students from first through eighth grades in reading and math.	Action is needed to improve the reading level and math capabilities of the students.
5.2.3.a To continue annual recruiting of eligible outer island children to enroll in ECE.	Action is needed to meet recruitment policy requirements, thus ensuring continuing educational access to all Pohnpeian children.
5.2.4.a To continue annual administration of SBA and NMCT tests to outer island students.	Action is needed to provide equal treatment to outer island students in assessing their needs as the first step toward applying appropriate educational opportunities.
5.2.5.a To continue providing the high school entrance exam to all 8th grade outer island students annually.	This program is ongoing. DOE administers the entrance test to all outer island students. Results are critically important information helping us assess and place students.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
5.3.1.a To provide nutritionally balanced lunches utilizing primarily local foods, to all ECE, elementary, and secondary students beginning in 2014.	Action is needed to improve the health, classroom alertness (capacity to learn more effectively) and to help promote the importance of local agriculture to students.
5.3.2.a To upgrade the nutrition education program at all levels of the school curricula by 2014.	Nutrition education is critically important for inclusion across curriculum. Healthy students learn more effectively.
5.3.3.a To incorporate the upgraded nutrition education within school curricula at all levels by 2015.	Students need to learn how to eat for better health and a better education. 2015 is chosen given time will be needed to develop and implement an upgraded nutrition education program.
5.4.1.a To ensure that 100% of students living more than 5 miles from school are provided bus service within 25 minutes before and after the scheduled class day.	Action is needed to meet the needs of students as stated in the Education Act.
5.4.2.a To continue enforcement of the current school transportation standards regularly during each school year.	Action is needed to ensure the safety of all students.
5.4.3.a To hire (and retain) an adequate number of trained maintenance staff to safely and reliably maintain school buses, beginning no later than 2015.	Action is needed to maintain school property and to ensure the school properties are safe for students, teachers and administrators.
5.4.4.a To continue annual inspection and maintenance of all school buses to established safety standards.	Bus safety is a top priority because inspections provide the foundation for a safe bus transportation program. Annual bus inspections help keep students safe.
5.5.1.a To continue to provide dormitory rooms for 100% of outer island students who pass the high school entrance test.	Action is needed to ensure that outer island students have adequate and appropriate lodging during their high school years.
5.5.2.a To continue to provide adequate, nutritious meals for outer island students boarded at the high school.	Action is needed to ensure that outer island student health and nutrition needs are met by providing meals to boarded students.



## Fisheries Sector SG1: Rationales

*NOTE: Rationales not needed for SG1;  
all EEZ waters beyond the 12-mile zone are managed at the national level.*

## Fisheries Sector SG2: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.1.1.a To increase regular monitoring of the biodiversity of inshore marine resources by 5% annually, beginning in 2013.	This action is needed to improve coordination and involvement of Community Conservation Officers (CCOs) to increase regular monitoring.
2.1.1.b To publish data on the biodiversity of marine resources within Pohnpei's jurisdiction annually, beginning in 2014.	This would provide all stakeholders up to date information on the biodiversity of marine resources within Pohnpei's jurisdiction.
2.1.1.c To continue in 2013 advocating for legislation, as needed, to support sustainable marine ecosystem management within Pohnpei's jurisdiction.	This action is needed to continue to influence legislation that has bearing on sustainable ecosystem management.
2.1.1.d To develop regulations to operationalize legislation supporting sustainable inshore marine ecosystem management.	This action is needed to ensure appropriate management and enforcement practices aimed at improving and maintaining our marine ecosystem for the biodiversity and natural beauty of Pohnpei.
2.2.1.a To develop policies for sustainable protocols in fisheries production and management by 2014.	This action is needed to enable sustainable management of fisheries production by 2014.
2.2.1.b To begin implementation of policies for sustainable protocols in fisheries production and management by 2015.	With dwindling inshore and near-offshore fish stocks, we have to move forward as soon as feasible.
2.3.1.a To add new and current content to strengthen and expand the current comprehensive public awareness campaign, beginning in 2013, promoting sustainable environmental practices to reduce damage to marine and coastal resources.	Community awareness and enforcement is essential to promote a high level of understanding and appropriate environmental practices. This can be enhanced by adding new content, disseminating information via diverse media to meet Pohnpei needs, and by offering more programs.
2.3.2.a To collaborate with Conservation Society of Pohnpei to develop a monitoring program with which to identify marine and coastal pollutant sources in coastal and upland communities by 2014.	This action is needed to identify and locate the main causes and sources of the coastal & upland pollutants.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
2.3.2.b To begin implementing a monitoring program to identify marine and coastal pollutant sources in coastal and upland communities by 2015.	Monitoring will help identify pollution sources and impacts on marine & coastal resources.
2.3.3.a To hire ten additional Fish and Wildlife enforcement officers in 2014.	With an increase of 10 officers, we will be able to improve enforcement activities as required by law (SL No. 7L-80-11).
2.3.3.b To develop a training program for Fish and Wildlife enforcement officers in 2013.	Adequate training is needed to equip DFW officers with proper knowledge and skills that will enable more effective monitoring and public interaction.
2.3.3.c To implement the training program for Fish and Wildlife enforcement officers beginning in 2014.	Necessary training should commence no later than 2014 in order to meet monitoring, enforcement, and community interaction needs.
2.3.3.d To increase enforcement activities (number of hours patrolling, number of monitoring activities) by 20% to reduce marine and coastal pollution in coastal and upland communities by 2015.	Additional enforcement and monitoring activities and programs can be increased by 20% given hiring and newly trained officers.

## Fisheries Sector SG3: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To develop an in-service training plan and modules to address key aspects of inshore and offshore marine ecosystems management by the end of 2014.	Currently no training program exists to address inshore and offshore marine ecosystems management. If we are to adequately protect this critical resource, a management training program is a high priority.
3.1.1.b To conduct 6 per year in-service trainings covering all aspects of inshore and offshore marine ecosystems management beginning in 2015.	This action is needed to ensure that all enforcement personnel are up to date in all aspects of inshore and offshore marine ecosystems management. It will take time to develop these comprehensive training programs.
3.2.1.a To increase the number of fish and marine species monitoring encounters with foreign trans-shipment vessels within Pohnpei State waters to 100% of vessels by 2015.	This action is critical to curbing illegal transshipment of fish, for protecting the fish stocks, and protecting the economic interests of Pohnpei.
3.2.2.a To develop and improve the existing training, monitoring, and incentives program for recognizing and preserving evidence of fishing violations by 2013.	Up-to-date training, monitoring, and incentive programs are essential to enable DFW Enforcement Officers to recognize, collect, and preserve the evidence of fishing violations.
3.2.2.b To begin implementation of the improved training, monitoring, and incentives program for recognizing and preserving evidence of fishing violations 2014.	It is important to begin training as soon as feasible to upgrade enforcement officers skills in identifying and reporting fishing violations in order to protect the fish stocks and protect the economic interests of Pohnpei.
3.2.3.a To board and inspect 100% of all commercial fishing vessels within Pohnpei's waters to monitor their fishing activities, beginning in 2015.	It is important to assess and maintain accurate records of all fishing activities taking place within Pohnpei's waters by routine boarding and inspection of all vessels licensed to fish in Pohnpei's waters. This helps the fish stocks and protects the economic interests of Pohnpei.
3.2.4.a To produce quarterly and annual observation and compliance reports on commercial fishing vessels, beginning in 2014.	This action is needed to facilitate transparency of information about commercial fishing observation and compliance activities.
3.2.4.b To disseminate quarterly and annual observation and compliance reports on commercial fishing vessels for stakeholder review, beginning in 2014.	This action is needed to help inform all stakeholders regarding commercial fishing observation and compliance.
3.3.1.a To complete a feasibility study to determine if a reward system for citizen-reporting of illegal fishing activities is appropriate and viable by 2013.	This study will allow Fisheries and Wildlife to work more closely with the public.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.3.2.a If feasible (see 3.3.1.a), to develop public education program about a reward system of reporting of illegal fishing activities 2014.	It is important to develop continuing public information/education programs in order to bring enforcement officers and the public into a closer working relationship.
3.3.2.b To begin implementation of a public education program about a reward system for reporting of illegal fishing activities by 2015.	If the program is deemed appropriate, there is no need to wait.
3.3.2.c To receive at least one public report each month about illegal fishing within the 12-mile zone of Pohnpei by 2015 (assuming that illegal fishing is actually occurring).	This minimum of a one public report per month is a good start and should be increased over time, as warranted.
3.4.1.a To increase reporting by local markets of fish inventories and sales by 20% by 2017.	Increasing the generation of new information by 20% is important. Fish stocks are dropping and we need to have as much current data as possible.
3.4.1.b To increase data collection by from consumers about their fish catch and consumption by 20% by 2017.	Increasing the generation of new information by 20% is important. Fish stocks are dropping and we need to have as much current data as possible.
3.4.1.c To produce quarterly reports on tuna catch and stocks within the Pohnpei State EEZ beginning in 2013.	More information will empower officers and officials to know the true health of inshore and offshore stocks
3.4.1.d To develop and keep updated a tuna information and monitoring website, beginning in 2014.	Given the growing number of Internet-linked households, a web site makes sense for disseminating public information on pelagic stocks and issues.
3.5.1.a To negotiate and implement regional and international fishing treaties and agreements that are internationally recognized and locally acceptable for Pohnpeian EEZ waters (within the 12-mile limit) by 2016.	This action is needed to advocate for and implement international fishing treaties that protect the rights of Pohnpeians to own the dollar value of fish caught within the State's EEZ and to ensure that the pelagic stocks that inhabit the EEZ of Pohnpei State are made sustainable for the future.
3.5.1.b To advocate for renegotiation of FSM regional and international treaties, arrangements, and protocols, as consistent with Pohnpei and World Park values and principles, and that are internationally recognized and locally acceptable, for all of Pohnpeian EEZ waters beginning in 2013.	The World Park principle of developing our economy, but not to the detriment of our environment, is important. We wish to foster an open public dialogue about how fishing treaties are negotiated and how benefits are spread to our people.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
3.5.1.c To develop public education programs about international fishing treaties and adaptations of Pohnpeian traditional practices to comply with these treaties by 2013 (programs to be modified as treaties are modified).	It is critically important for Pohnpeians to understand the international fishing treaties that affect our rights to fish our waters and to benefit from fishing that takes place in our waters.
3.5.1.d To begin implementation of public education programs about international fishing treaties and adaptations of Pohnpeian traditional practices to comply with these treaties by 2014 (programs to be modified as treaties are modified).	Because global data show that pelagic fish stocks are declining, it is important for Pohnpeians to understand the interrelationships among fish stocks, fisheries health, and fishing practices. Time is of the essence if we are to save the highly threatened species and fish stocks.
3.5.2.a To participate in at least one regional or international fisheries conference annually, beginning in 2017.	Having yearly updated information and opinion from global conferences would be helpful in policy making.
3.5.2.b To publish at least one scientific fisheries article/report/other document about local fisheries issues and management annually beginning in 2017.	This recognizes the importance of public education and having an ongoing data development program to assist in future Fisheries policy development.
3.6.1.a To propose legislation that places environmental protection regulations on foreign fisheries operations by 2014.	EPA regulations must be developed as they apply to foreign fishing vessels that use our waters for transshipment, wharfage, and fishing operations.
3.6.1.b To develop policies and regulations consistent with new environmental protection legislation on foreign fisheries operations, as needed, by 2015.	New policies and regulations will enable enforcement officers to more effectively protect State resources.
3.7.1.a. To conduct an assessment to determine the adequacy of enforcement of existing fishing regulations by 2014.	An assessment will provide a data baseline from which new and revised regulations can be developed.
3.7.1.b To develop a plan to address any inadequacies in current enforcement effectiveness of fishing regulations by 2015.	A written plan will enable all fisheries personnel to work toward common goals of addressing inadequacies.
3.7.1.c To implement the plan to address any inadequacies in current enforcement effectiveness of fishing regulations beginning in 2016.	After the plan is in place and funding identified, we should not delay in addressing inadequacies. 2016 should allow ample time to develop and fund the plan and its implementation.
3.7.2.a To increase number of inspections of fish at local markets by 15% by 2015.	The 15% projection is a modest yet attainable increase by 2015.
3.7.3.a To implement monthly inspections of marine products at local markets beginning in 2013.	Monthly inspections of marine products other than fish are needed to ensure food safety and minimize negative environmental impacts.
3.8.1.a To increase the frequency of patrols for enforcing safe vessel operations and maintenance to at least once per month by 2020.	Increasing patrols will lead to safer boat operations and fewer search and rescue operations.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.8.2.a To offer semi-annual workshops to train local fishermen in safe boating practices, beginning in 2014.	Having an ever-increasing trained fleet of local boaters will free up patrol personnel to engage in increased monitoring activities.
3.8.3.a To offer enough workshops to train 10% of local fishermen annually, beginning in 2013, in equipment and non-polluting engine maintenance skills until 100% of all local fishermen are trained.	Having an ever-increasing trained fleet of local boaters will free up patrol personnel to engage in increased monitoring activities.
3.8.4.a To begin an advocacy effort in 2013 with the Governor and Legislature to pass boat registration regulations and a compliance system.	This advocacy will help move legislation forward that can make for a safer boating environment in Pohnpei State.
3.8.4.b To develop a small vessel inspection training program for marine officers by 2014.	This training program will assist officers in staying current with safe boating regulations.
3.8.4.c To conduct annual small vessel training for marine officers beginning in 2014.	This action is needed to increase boat handling and safety skills amongst officers, which will lead to a safer on-water environment for all boaters.
3.8.4.d To inspect all vessels for registration and safety compliance annually, beginning in year 2016.	This action is needed to ensure universal safe boating within Pohnpei State waters.
3.8.4.e To license all motor engine operators by 2020.	This action is needed to help ensure that boat drivers are skilled in boat handling and safety procedures.
3.9.1.a To conduct three Emergency Management training and drills per year beginning in 2017.	Given known budget constraints, coupled with knowledge of need, we think at least three trainings per year is a start that can quickly upgrade officers' skills in handling emergency situations.
3.9.1.b To certify all fisheries officers in Emergency Management Training by 2017.	Certification will enable all fisheries officers to understand standard operating procedures for Emergency Management.
3.9.2.a To upgrade the current emergency water-based response system so that it is reliable, continually on call (available on a 24-hour basis), and adequately equipped to handle all waterborne operational water emergencies by 2018.	This program will make Pohnpeian waters a safer place for all boating activities.
3.10.1.a To conduct a comprehensive assessment of trans-shipment facilities and processes by 2015.	An assessment will help set a data baseline that can be used to examine compliance issues.
3.10.2.a To obtain all appropriate ISO standards certifications in fish handling and processing by 2015.	Achieving ISO standards will enable our fish can be sold worldwide.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.10.3.a To complete construction of a Pohnpei fish canning and processing facility by 2017.	A new facility will provide employment opportunities for Pohnpeians and will help the State capture a higher percentage of fishing revenues.
3.10.3.b To begin operation of the Pohnpei fish canning and processing facility upon completion of construction of the facilities in 2017.	A new facility will provide employment opportunities for Pohnpeians and will help the State capture a higher percentage of fishing revenues.
3.11.1.a To conduct an integrated transportation system feasibility study in support of the fishing industry by 2015.	Results of a feasibility study will help us identify efficiencies in fish handling and transshipment.
3.11.2.a To develop a new commercial fisheries port facility by 2020.	A new port will enable us to handle an increase in fishing vessels and to process them in a timely manner.
3.12.1.a To conduct at least two (2) each of HACCP and ISO training workshops for industry and government fisheries management personnel, beginning no later than 2017.	This training is needed to ensure that fisheries management personnel are continually upgrading their skills in fish product handling, thereby ensuring high quality fish/fish products for local consumption and export.
3.12.2.a To review and revise, as needed, Pohnpei seafood quality and safety standards to be consistent with international food security standards by 2013.	Updated and relevant standards should be available for immediate use in order to maintain high quality of fish and fish products and to assure implementation of safe handling controls.
3.12.3.a To implement the revised seafood quality and safety standards program, beginning in 2014.	Updated and relevant standards should be available for immediate use in order to maintain high quality of fish and fish products and to assure implementation of safe handling controls.
3.13.1.a To develop programs for elementary, secondary, and post-secondary students about fisheries career opportunities by 2013.	This education is ongoing and should be continued by Fisheries and Wildlife and CSP because public education is critical to sustainable fisheries.
3.13.1.b To begin implementing programs for elementary, secondary, and post-secondary students about fisheries career opportunities in 2015.	This education is ongoing and should be continued by Fisheries and Wildlife and CSP because public education is critical to sustainable fisheries.
3.13.2.a To develop a program for the general public about fisheries career opportunities by 2015.	This education program will take time to develop, but should be a priority to help the citizens of Pohnpei to understand how they can be a part of the fisheries industry.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.13.2.b To implement at least one program per year for the general public about fisheries career opportunities , beginning in 2016.	Time will be needed to develop the program, so 2016 is the year selected to implement it.
3.14.1.a To develop a stakeholder information awareness program about fishing and fisheries management training and educational opportunities by 2015.	The public information program can only be developed after the career opportunities program is developed or while it is being developed. So 2015 is selected as the year for this.
3.14.1.b To implement a stakeholder information awareness program about fishing and fisheries management training and educational opportunities, beginning in 2016.	2016 is selected for stakeholder awareness program implementation, leading to implementation of the career opportunities program.
3.14.2.a To revise sustainable fisheries management training and education programs to include best practices based on science and traditional knowledge by 2014.	Staffing constraints in Fisheries will need to be resolved to enable this to be done.
3.14.3.a To develop a scholarship program for post-secondary training and education in sustainable fishing and fisheries management by 2013.	A scholarship program is ongoing and should be continued as an important step in helping young people understand and possibly pursue careers in fisheries management.
3.14.3.b To seek non-governmental funding to support the scholarship program for post-secondary training and education in sustainable fishing and fisheries management by 2013.	This funding has been forthcoming from NGOs and is ongoing.
3.14.3.c To award at least two (2) scholarships per year for post-secondary training and education in sustainable fishing and fisheries management beginning in 2013.	These scholarships have been awarded consistently and the program will continue.
3.14.4.a To increase the number of Pohnpeians who are certified in international commercial fishing and, subsequently, employed on local and foreign commercial fishing vessels by 50% by 2014.	These local workers are an important component in the effort to have more Pohnpeians employed in fishing.
3.15.1.a To work with Pohnpei DOE and COM-FSM to develop curriculum materials in sustainable fisheries system studies for ECE, elementary, and secondary levels by 2016.	We have expertise that may be of value in the curriculum development process.
3.15.2.a To work with Pohnpei DOE and COM-FSM to train and certify 50 teachers in sustainable fisheries system studies by 2019.	We have sufficient skills and knowledge to serve as important resources in the training and certification of teachers who will be teaching fisheries management content.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
3.16.1.a To document local knowledge and practices (written and multimedia, including in local languages) related to sustainable fisheries management beginning in 2014.	It is important to catalogue and preserve sustainable traditional fishery best practices in order to maintain a critical part of our island heritage.
3.16.1.b To begin enforcing an Intellectual Property Act regarding fisheries by 2020.	The intellectual property rights of Pohnpeians must be protected because there is potential monetary value to Pohnpeians in such protection.
3.16.2.a To conduct four (4) public workshops on traditional and scientific knowledge applied to sustainable marine resources management annually beginning in 2015.	2015 is selected because developing this program will take time, and we will need to identify and assign staff and other resources.
3.16.3.a To conduct training on sustainable production in artisanal fisheries beginning in 2014.	2014 is selected because staff, funding, and other resources will have to be identified and secured to conduct this activity.
3.16.3.b To increase sustainable artisanal fisheries production by 15% by 2018.	This is a global growth market. Becoming a player in this market will take planning and sufficient production for Pohnpei to be a competitive supplier.
3.16.4.a To conduct four educational programs per year on sustainable management of marine ecosystems, beginning in 2013.	This is an important ongoing program that should continue.
3.16.5.a To update public education programs in post-harvest technology by 2013.	This program is ongoing and should be continued.
3.16.5.b To conduct two public education programs per year in post-harvest technology beginning in 2013.	This program is ongoing and should be continued.
3.17.1.a To update public awareness programs promoting household consumption of local marine products at a sustainable level by 2013.	This program is ongoing and should be continued.
3.17.1.b To continue implementation of public awareness programs promoting household consumption of local marine products at a sustainable level, beginning in 2013.	This program is ongoing and should be continued.

## Fisheries Sector SG4: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1.a To develop a Pohnpei Aquaculture Development plan (integrated with state and community natural resources management plans) by 2013.	This idea has been presented to the Legislature, but has not yet been acted on. A plan is critically important and should be developed as soon as feasible.
4.1.1.b To begin implementation of a Pohnpei Aquaculture Development plan (integrated with state and community natural resources management plans) by 2013.	This idea has been presented to the Legislature, but has not yet been acted on. A plan is critically important and should be implemented as soon as feasible after development of the plan.
4.1.2.a To conduct at least three aquaculture training program(s) for each targeted marine species annually, beginning in 2013.	Training for developing aquaculture is dependent on development of the Aquaculture Development Plan.
4.1.3.a To develop an aquaculture investment strategy by 2015.	This is a critical issue that can be addressed only with sufficient staffing, which has yet to be accomplished. So 2015 has been selected.
4.1.4.a To develop a promotional campaign on sustainable aquaculture, with associated materials in local languages, by 2015.	Developing a promotional campaign on sustainable aquaculture is dependent on having an Aquaculture Development Plan. We have selected 2015 to enable human resources and funding to be identified.
4.1.4.b To implement a promotional campaign on sustainable aquaculture, with associated materials in local languages, within local communities, beginning in 2015.	Implementing a promotional campaign on sustainable aquaculture is dependent having an Aquaculture Development Plan and development of promotional materials. We have selected 2015 to enable human resources and funding to be identified.
4.1.5.a To establish at least one fish hatchery in Pohnpei by 2015.	Limited funding and human resources are the issues that have this important hatchery program scheduled until 2015. A fish hatchery is important to help rebuild depleted fish stocks and to develop a sustainable fishery.
4.1.5.b To increase the number of fry, fingerlings, spats, and seedlings distributed by 20% from baseline levels by 2017.	A 20% increase is needed to rebuild the inshore fishery.
4.1.5.c To maintain 30-40% survival rate of hatchery-spawned fish for each farmed species, beginning in 2016.	2016 is selected because the proposed hatchery would be opened and operating in 2015. An adequate survival rate is necessary to maintain viable hatchery operations.
4.1.5.d To minimize disease risk in all aquaculture production by 2016.	After hatchery production begins, we will be able to implement methods to minimize disease risk. The hatchery is scheduled to open in 2015, so 2016 makes sense.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.6.a To develop written protocols for sustainable management of invasive and introduced species within the aquaculture system by 2015.	2015 selected because of current limits in human and financial resources.
4.2.1.a To conduct at least one training annually in all aspects of the aquaculture industry for each targeted aquaculture species, beginning in 2013.	This is an ongoing program that should be continued.
4.2.1.b To conduct at least one training annually in post-harvest handling for each targeted aquaculture species, beginning in 2013.	This is an ongoing program that should be continued.
4.2.1.c To increase the number of trained technicians in the aquaculture industry by 15% over 2012 levels by 2016.	A 15% increase is needed to help in the development of non-wild (farm-raised) fish stocks of sufficient quality and quantity to export.
4.2.2.a To increase the proportion of trained fisheries workers currently engaged in the aquaculture industry by 30% by 2017.	Aquaculture has been identified as a growth segment in the fishing industry. If Pohnpei continues to pursue aquaculture, then a 30% increase in the aquaculture work force by 2017 will be needed to help in the development of non-wild (farm-raised) fish stocks of sufficient quality and quantity to export.
4.2.2.b To double the number of qualified staff in aquaculture industries, based on current numbers (2012), to meet demand by 2016.	Having a trained workforce is necessary for success in aquaculture. There are currently four workers in aquaculture. Having eight is seen as the minimum needed to meet the potential demand of the aquaculture industry.
4.2.3.a To work with Pohnpei DOE and COM-FSM to incorporate aquaculture content in elementary, secondary, and post-secondary curriculum materials beginning in 2013.	This is an ongoing process that should continue.
4.2.3.b To phase in aquaculture education into all curricula levels beginning in 2016.	This is an ongoing program that should continue and expand.
4.2.4.a To train 10% of teachers annually in basic aquaculture curricula, beginning in 2014.	2014 is selected because it will allow time to develop a sufficient number of teachers who can begin to deliver curriculum in aquaculture by 2016.
4.2.5.a To provide at least two post-secondary scholarships for students in aquaculture studies each year, beginning in 2016.	This program is ongoing and should continue.
4.3.1.a To conduct an international feasibility study to identify markets for aquaculture products by 2015.	This study will take staffing and resources. Time is needed to develop staff capacity and to identify adequate resources. Completing the study in 2015 will help guide subsequent product development decisions.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.3.1.b To develop an aquaculture export plan by 2015.	2015 is selected because time is needed to identify the staffing and resources to develop the plan.
4.3.1.c To begin implementation of the aquaculture export plan in 2016.	2016 is selected for implementation of the export plan after the plan has been developed.
4.4.1.a To develop a promotional program to encourage local consumption of aquaculture products by 2016.	2016 is selected because time is needed to identify the staff and resources to develop the promotional plan.
4.4.1.b To implement a promotional program to encourage local consumption of aquaculture products, beginning in 2016.	2016 is selected to begin implementation of the promotional program as soon as the plan has been completed.
4.4.1.c To increase the amount of locally sold aquaculture products by 5% by 2017.	2017 is selected to allow for product development in 2016. A 5% increase in sales in 2017 seems feasible.
4.5.1.a To complete an aquaculture marketing and promotions plan by 2015.	2015 is selected so that the plan is in place before the 2016 production year begins.
4.5.1.b To begin implementing the aquaculture marketing and promotions plan by 2016.	2016 is selected so the plan developed in 2015 can be implemented at the beginning of 2016.
4.6.1.a To develop an aquaculture operations manual for each targeted aquaculture species, and a separate manual on poly-culture, utilizing science-based best practices and traditional Pohnpeian methods by 2015.	This manual(s) will enable workers to successfully implement aquaculture operations by species. 2015 is selected as the appropriate year to implement operations procedures that will lead to higher production levels in aquaculture by 2017.
4.7.1.a To reduce export of wild fish by 50% each year, beginning in 2017, until there is no viable commercial export of wild fish.	Inshore species populations are in decline. Thus, this is an aggressive and important goal if we are to reverse the declining stock trend.
4.7.2.a To expand export of farmed fish by 100% each year, beginning in 2018, until sustainable production levels are reached.	Inshore species populations are in decline. Thus, this is an aggressive and important goal if we are to reverse the declining stock trend.

## Health SG 1: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.1.a To conduct a minimum of 26 immunization education programs annually beginning in 2013.	This is an on-going activity that is very sporadic, therefore, we would like to increase to a biweekly activity.
1.1.1.b To increase the immunization rate of 2-year-old children to 85% by 2015.	We believe this percent is attainable by 2015 because current rate is ~75%.
1.1.2.a To conduct a minimum of 26 hypertension education programs annually beginning in 2013.	The hypertension education program already exists, but is sporadic. We want to increase and regularize the schedule for these programs.
1.1.2.b To provide hypertension screening and monitoring during 75% of all PH/PHC encounters by 2015.	Hypertension screening is on-going, but screening is depending on whether they go to the clinic or dispensaries. We want to increase screenings at dispensaries, and believe at 75% rate is achievable by 2015.
1.1.3.a To conduct a minimum of 52 contraception education programs annually beginning in 2015.	Most current contraception education occurs on a personal level (one-on-one with health care worker). We want to develop and eventually increase contraception programs (including in the dispensaries) to once a week. This is achievable by 2015.
1.1.3.b To increase contraception use to 50% of all women of child-bearing age seeking family planning services by 2015.	We conduct family planning clinics in the high schools, where the rate is about 45% currently. We want to expand impact of contraception services to <i>all</i> women of child-bearing age, not just high school students.
1.1.4.a To conduct a minimum of 52 “healthy pregnancy” education programs annually, beginning in 2013.	Because the prenatal clinic is conducted once a week, it is the intention of this activity that health education is held in all prenatal clinics.
1.1.4.b To have every woman, for each pregnancy, complete at least 3 pre-natal visits, beginning in 2013.	This activity will encourage pregnant women to come for prenatal clinic early on during the course of pregnancy in order for us to detect problems in pregnancy. 2013 is picked because this is an on-going activity.
1.1.5.a To conduct a minimum of 26 diabetes and nutrition education programs annually, beginning in 2013.	This is an on-going activity. Therefore we would like to increase to a bi-weekly activity during 2013 and onward.
1.1.5.b To increase to 100% the number of overweight/obese patients receiving diabetes screening and nutrition counseling by 2015.	Using the WHO weight standard for Pacific Islanders as measurement for overweight, those who fall within the category of “overweight “ will be screened for diabetes and receive instruction on diabetes and its control. 2015 is picked so that we have time to organize the program.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.5.c To decrease diabetes-related admissions to 50% of 2004 levels by 2014.	This will help determine the status of the problem of Diabetes in Pohnpei. Diabetes-related complications are very expensive and are eating up the budget of the Department of Health.
1.1.6.a To broadcast at least 50 radio and TV programs related to substance abuse programs annually, beginning in 2014..	Currently Health education is very sporadic, so we want to increase to a weekly activity. Because this is an on-going activity, we want to continue forward, beginning in 2014.
1.1.6.b To conduct at least 12 community visits related to substance abuse programs annually, beginning in 2014.	Currently Health education is very sporadic, so we want to increase to a monthly activity. Because this is an on-going activity, we want to continue forward, beginning in 2014.
1.1.7.a To broadcast through radio and TV at least 25 programs per quarter about the extent of the cancer problem in Pohnpei, beginning in 2013.	Because cervical cancer predominates all types of cancer in Pohnpei (according to a survey conducted) and etiologies are mostly from HBV and has immunization for, it is worthwhile disseminating this information to the General Public.
1.1.7.b To increase the annual rate of immunization for cervical cancer for females age 12-25 by 2% over the 2011 rate, beginning in 2013.	In 2011 the HBV immunization started in Pohnpei and baseline data could be established.
1.1.7.c To screen at least 80% of high school and college students for oral cancer, beginning in 2014.	Oral cancer in betel nut chewers requiring off-island referrals is currently on the increase, mostly among young population.
1.1.8.a To increase the number of newborns receiving hearing screening tests to least 90% by 2014.	The new program of hearing screening for newborns has been detecting infants with hearing problems. Thus, we need to ensure assessment of more children.
1.1.8.b To increase first-trimester health care visits to at least 60% of pregnant women, beginning in 2014.	The rate for first-trimester first-visits is low and many young pregnant mothers are first coming to clinics only during their late pregnancy. First trimester visits are vital because this is the stage during which a fetus is developing body parts.
1.1.8.c To increase Well Baby Clinic (WBC) visits of two-week old newborns to at least 90%, beginning in 2014.	Currently, visits to the WBC for two-week-olds are less than the intended rate.
1.1.9.a To reduce new occurrences of tuberculosis, as a result of an active prevention program, by 50% by 2015.	2015 is picked because we need some time to increase programming to have an impact on behavior
1.1.9.b To reduce new occurrences of leprosy to less than one per 10,000 population by 2015 ("elimination" goal).	2015 is picked because that is the global leprosy elimination target date.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
1.1.10.a To conduct at least 52 programs (radio, TV, community visits, special events) related to STDs and HIV beginning in 2014.	This is an on-going program that we would like to maintain, using the current arrangement of community visits, and adding TV and radio programs to enhance the widespread dissemination of the needed information.
1.1.10.b To increase screening for STDs and HIV by 2% over 2012 levels (50,000 screened in 2012) by 2014.	This is an on-going activity that we would like to increase by 2% more than previously. We would like to target 2014 so we have time to complete enough screenings to attain that percentage.
1.2.1.a To develop a comprehensive long-term "health and local foods consumption" public education campaign by 2015.	2015 is picked to give us enough time to develop plans to execute this activity effectively.
1.2.1.b To begin implementing the comprehensive long-term "health and local foods consumption" public education campaign by 2015.	2015 is picked so that implementation will begin immediately after completion of the plans.
1.2.2.a To develop a phased-in K-12 student education curriculum focusing on production, preparation, and consumption of local, healthy foods to complement the School Lunch Program in 2015.	2015 is picked to give us enough time to work with Pohnpei State Department of Education and other stakeholders to review existing plans/curricula.
1.2.2.b To begin implementing the K-12 student education curriculum on production, preparation, and consumption of local, healthy foods to complement the School Lunch Program in 2015.	Implementation will begin immediately after development of the curriculum in 2015.
1.3.1.a To make at least two visits to every school on Pohnpei annually, beginning in 2014..	Currently schools are visited only once each year. Thus, clients who need to be on follow-up care sometimes are not seen again, so are not receiving needed treatment.
1.3.1.b To screen at least 95% of students at each school for a variety of childhood conditions beginning in 2014.	Screening already exists, but we should be able to increase the percent of students screened by making 2 school visits per year rather than one.
1.3.1.c To increase immunization rate from 67% to 85% of all school children by 2013.	We already immunize school, but we should be able to increase the immunization rate by making two school visits per year rather than one.
1.3.1.d To conduct at least one health education program during each school visit (once every 6 months), beginning in 2013.	By increasing the number of visits to two per school each year, we can offer health education during each of these visits.
1.4.1.a To develop a public education campaign to inform citizens about services at local health dispensaries and encourage them to use local health dispensaries for primary health care issues by 2015.	Currently dispensaries are not fully utilized for the purpose intended for these sites. Therefore, the Department of Health Services needs to inform the public about proper use of the dispensary services rather than using self-referral to visit specialty clinics.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
1.4.1.b To implement a public education campaign to inform citizens about services at local health dispensaries and encourage them to use local health dispensaries for primary health care issues by 2015.	This will be implemented in 2015 to allow sufficient time to prepare the communities for this endeavor.
1.4.1.c To increase utilization of basic PHC services provided at dispensaries by 20% by 2020.	Currently most patients are coming to receive basic Primary Health Care services at the main hospital in Kolonia. This is inefficient and an expensive use of resources.
1.4.1.d To decrease utilization of basic PHC services provided at the hospital outpatient clinic by 50% by 2023.	This indicates significant progress in achieving the needed shift of provision of basic health care services from the Outpatient Department of the hospital to the community-based facilities.

## Health SG 2: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.1.1.a 1 To conduct at least three (combined) supervisory, monitoring, and training programs per year at each health dispensary, beginning in 2014.	The dispensary managers are also the Health Assistants and are doing both clinical and administrative management of the operation. Most of their training revolves around how to treat patients; therefore, there is need for more skills in administration.
2.1.2.a To implement an active recruitment process to hire qualified personnel at the Pohnpei State Health Department level to supervise and train HAs, beginning in 2014.	Training of the mid-level health workers needs to be in place to address the shortage of personnel in the state. Physicians could do the training; however, due to manpower shortage in this area, physicians find no time to do such training.
2.1.2.b To hire two (2) qualified personnel at the Pohnpei state health department level to supervise and train HAs by 2014.	Training of the mid-level health workers needs to be in place to address the shortage of personnel in the state. Physicians could do the training; however, due to manpower shortage in this area, physicians find no time to do such training.
2.1.3.a To schedule and assure presence of at least one HA at each dispensaries/health center on official business at least 90% of the time, beginning in 2015.	The official Government working time is from 8:00 am to 5:00 pm. To assure such coverage outside of these hours would require extra personnel to look after the health of the people in the communities in Pohnpei.
2.1.3.b To increase utilization of basic PHC services provided at the dispensary by 100% by 2020.	2020 is the final step down in the compact funding; however, the basic PHC services decentralization needs to be in place at this time.
2.1.3.c To decrease utilization of basic PHC services provided at the hospital outpatient clinic by 100% by 2020.	By 2020, only the specialty clinics will be offered at the hospital as a result of referrals made from the dispensaries.
2.2.1.a To hire 10 qualified HAs to staff all of Pohnpei's dispensaries/health centers by 2018.	Currently we have 10 dispensaries (5 on the main island, and 5 on the outer islands). Many of the dispensaries are staffed by one Health Assistant. Hiring of the extra H/A would provide at least 2 H/A in each of the dispensaries to cover the hours outside of regular working hours.
2.2.2.a To schedule and assure presence of at least one Health Assistant (HA) on site at each dispensary/health center at least 100% of standard operating hours by 2018.	Currently we have 10 dispensaries (5 on the main island, and 5 on the outer islands). Many of the dispensaries are staffed by one Health Assistant. Hiring of the extra H/A would provide at least 2 H/A in each of the dispensaries to cover the hours outside of regular working hours.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
2.2.3.a To increase the immunization rate of all 2-year-old children to 85% by 2015.	Our present rate of immunization coverage for two-year-olds is 67%, and we are hoping to reach 85% by 2015.
2.2.4.a To provide hypertension screening and monitoring during 100% of all PH/PHC encounters by 2013.	Since the recent step survey revealed that 50% of our population is either at risk or already has developed hypertension, It is imperative that hypertension screening should be routinely done in every encounter.
2.2.5.a To have every woman (100%), for each pregnancy, complete at least three (3) pre-natal visits, beginning in 2015.	This activity will encourage pregnant women to come for prenatal clinic early on during the course of pregnancy in order for us to detect problems in pregnancy. 2015 is picked to build on previous (2013) increase in % of pregnant women making a minimum of one pre-natal visit.
2.2.6.a To provide diabetes screening and nutrition counseling to at least 50% of overweight/obese patients by 2015.	Using the WHO weight standard for the Pacific Islanders as measurement for overweight, all those who fall within the category of “overweight “ will be screened for diabetes and receive instruction on diabetes and its control. 2015 is picked so that we have time to organize the program.
2.3.1.a To complete a comprehensive assessment of the quality of public health and disease prevention services in Pohnpei as related to World Health Organization (WHO) standards by 2020.	To assess the status of the Pohnpei Public Health Services to determine if we are meeting the WHO goal of 2020.
2.3.2.a To complete a plan to improve public health and disease prevention services in Pohnpei based on deficiencies identified in the assessment (2.3.1) by 2017.	Develop plan(s) based on findings to improve services.
2.3.3.a To begin implementation of the plan (2.3.2) to improve public health and disease prevention services in Pohnpei by 2018.	To assess the status of the Pohnpei Public Health Services to determine if we are meeting the WHO goal of 2020. Develop plan(s) based on findings to improve services.
2.3.4.a To increase PH promotion visits to all municipalities by 100% from baseline, as indicated on the 2012 monthly dispensary report form, by 2020.	By 2020 PHC is aiming to double the number of PH promotion visits based on the 2012 report.
2.3.5.a To have a full range of services and PH teams in place and operating at 75% of the Pohnpei Health Care (PHC) dispensaries by 2015.	Same goal as for decentralization of services to the dispensaries, but to be measured at a different time interval

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.4.1.a To develop a plan to acquire and deliver an adequate supply of drugs, medical supplies and equipment to PHC and PH teams, and to outer island dispensaries by 2015.	Currently there is no structured planning on how these facilities are supplied with drugs, medical supplies, and equipment on a regular basis. They are only provided upon request. Thus, there is a need for a plan.
2.4.1.b To begin implementation of the plan to acquire and deliver an adequate supply of drugs, medical supplies and equipment to PHC and PH teams, and to outer island dispensaries by 2015.	Currently there is no structured planning on how these facilities are supplied with drugs, medical supplies, and equipment on a regular basis. They are only provided upon request. Thus, there is a need for a plan.
2.4.1.c To have at least 80% of Pohnpei's dispensaries report no drug/medical supply shortages lasting more than two weeks in any fiscal year, as measured annually, beginning in 2015.	Currently there is no structured planning on how these facilities are supplied with drugs, medical supplies, and equipment on a regular basis. They are only provided upon request. Thus, there is a need for a plan.
2.4.2.a To develop a training program for pharmacy and medical supply personnel by 2015.	The current staff of the medical supply and Pharmacy are lacking proper training in these areas. Currently these personnel are trained on the job.
2.4.3.a To complete implementation of pharmacy and medical supply training for 100% of PHC procurement personnel by 2016.	The current staff of the medical supply and Pharmacy are lacking proper training in these areas. Currently these personnel are trained on the job.
2.5.1.a To develop a regular cleaning, maintenance, and repair plan for each PHC facility by 2015.	PHC facilities, to be operated regularly, safely, and hygienically by medical personnel, must be regularly cleaned, and all equipment and facilities properly maintained and repaired. "First do no harm." PHC facilities should not pose additional risks to patients.
2.5.2.a To implement the plan for regular cleaning, maintenance, and repair of each PHC facility, beginning in 2015.	PHC facilities, to be operated regularly, safely, and hygienically by medical personnel, must be regularly cleaned, and all equipment and facilities properly maintained and repaired. "First do no harm." PHC facilities should not pose additional risks to patients. A plan will provide the foundation and procedures for funding and implementing these actions effectively and efficiently.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
2.5.3.a To monitor the regular cleaning, maintenance, and repair of each PHC facility based on the plan (2.5.1), beginning in 2015.	PHC facilities, to be operated regularly, safely, and hygienically by medical personnel, must be regularly cleaned, and all equipment and facilities properly maintained and repaired. "First do no harm." PHC facilities should not pose additional risks to patients. Regular monitoring provides accountability and helps assure proper implementation of the plan.
2.6.1.a To conduct meetings of health care stakeholders in each community to discuss primary health care provision needs and local dispensary operation by 2015.	In order to develop an accessible and effective health care system, particularly as offered in local communities through dispensary operations, it is critical to understand users' needs, where they get information, and based on what criteria they make their personal health care and treatment decisions. It will take some time to conduct meetings in all communities throughout Pohnpei.
2.6.2.a To develop a community-based health partnership action plan in each Pohnpei community by 2015.	Effective community-based health care relies on collaboration and partnering with all relevant stakeholders and providers. Establishing and reinforcing all of these relationships takes time.
2.6.2.b To complete a local primary health care MOU that is signed by relevant health care partners in each community by 2015.	Effective community-based health care relies on collaboration and partnering with all relevant stakeholders and providers. An MOU formalizes such partnerships, establishes accountability systems, and clarifies responsibilities as well as procedures for collaboration.
2.6.3.a To begin implementation of a health care partnership action plan in each community by 2017.	Effective community-based health care relies on collaboration and partnering with all relevant stakeholders and providers. It will take some time to lay a strong foundation for a health care partnership, and to complete all the steps necessary (2.6.1.a – 2.6.2.b) to ensure successful implementation.

## Health SG 3: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To have in place operational protocols and practice standards for all medical functions of the Pohnpei state hospital by 2013.	All Policies and Procedure Manuals for Pohnpei Department of Health Services are already in place; however, they are now undergoing field testing to determine if there are needs for revision. Our aim is that these manuals will be fully utilized by 2013 by all units within the Department of Health Services.
3.1.1.b To have in place operational protocols and practice standards for all medical support functions of the Pohnpei state hospital by 2013.	All Policies and Procedure Manuals for Pohnpei Department of Health Services are already in place; however, they are now undergoing field testing to determine if there are needs for revision. Our aim is that these manuals will be fully utilized by 2013 by all units within the Department of Health Services.
3.1.1.c To have in place operational protocols and practice standards for all non-medical functions of the Pohnpei state hospital by 2015.	All Policies and Procedure Manuals for Pohnpei Department of Health Services are already in place; however, they are now undergoing field testing to determine if there are needs for revision. Our aim is that these manuals will be fully utilized by 2015 by all units within the Department of Health Services.
3.1.1.d To have in place operational protocols and practice standards for all medical and non-medical personnel of the Pohnpei state hospital by 2015.	All Policies and Procedure Manuals for Pohnpei Department of Health Services are already in place; however, they are now undergoing field testing to determine if there are needs for revision. Our aim is that these manuals will be fully utilized by 2015 by all units within the Department of Health Services.
3.1.1.e To hire two (2) key health personnel trained to conduct QA programs in their areas of specialty by 2017.	Currently there are not enough staff to implement the QA program to be fully used by all units.
3.1.1.f To reduce the average length of hospital stay, as a result of instituting the QA program, by 50% by 2015.	Based on the 2012 baseline, and to reduce in-hospital care costs by replacing them with quality out-patient care that is less costly.
3.1.1.g To reduce the hospital-acquired infection rate, as a result of instituting the QA program, by 50% by 2015.	Based on the 2012 baseline, and to reduce in-hospital complications that require extended care, with its accompanying additional costs.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.2.1.a To conduct at least one medical/ pharmaceutical supply procurement training each year for pharmacy and medical supply personnel, beginning in 2015.	Personnel in dispensaries throughout Pohnpei proper and the outer islands need refresher courses and updating in procedures. Because of staff retirement, we are currently short-staffed. We need time to train new staff who will provide this training.
3.2.2.a To establish a formulary for the Pohnpei state hospital by 2015.	To revisit the existing essential drug formulary and make revisions, as needed, for efficiency and effectiveness.
3.2.2.b To adopt rational pharmaceutical and supply management principles and practices in the Pohnpei state hospital and for other SHC services as of 2015.	Currently there is an automated system in place and more training is needed for the staff to manage the system effectively.
3.2.2.c To eliminate shortages of all formulary drugs and medical supplies at the Pohnpei state hospital by 2015.	There is an automated system in place to track supplies, but it is non-functional and needs to be rehabilitated and fully operational by 2015.
3.3.1.a To develop a standardized medical equipment list for Pohnpei state hospital by 2014.	Having standardized equipment across all facilities and units helps reduce costs, lost time, and operator mistakes.
3.3.2.a To purchase service contracts for all new medical equipment acquisitions (rentals and purchases) for the Pohnpei state hospital, beginning in 2013.	Non-operating equipment does not contribute to proper functioning of a hospital, or to the intended health care services upon which clients and staff depend. Assuring a plan for maintenance and repair can help reduce disruptions to health care services. Including service contracts into <i>all</i> future equipment acquisitions immediately is critical to effective long-term care and to improving Pohnpei's health services.
3.3.3.a To include a line item for medical equipment maintenance in each year's hospital budget beginning in 2014.	Funding is critical to implementation of an effective maintenance and repair program, which in turn helps reduce disruptions to health care services. It will take some time to build in a line item, and find a funding mechanism, for an active medical equipment maintenance program.
3.3.3.b To implement a regular preventive maintenance program for all Pohnpei state hospital medical equipment beginning in 2015.	Regular maintenance extends the life of equipment and helps reduce disruptions to health care services. Even though such a plan is critical, it will take some time to develop a plan, train personnel in minor maintenance and in reporting of equipment problems, and to find a funding mechanism for a maintenance program.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
3.3.3.c To reduce the down-time of all medical equipment by 50% by 2015 .	Effective meeting of objectives 3.3.2.a, 3.3.3.a & b will contribute to achievement of this objective. A target date of 2015 provides time for all other related actions to occur.
3.4.1.a To finalize a development plan for new medical facilities in Pohnpei by 2015.	A clear, feasible plan for new medical facilities is critical to designing and constructing a medical facility that will meet current and future health care needs of Pohnpei, and for an effective development program to fund the new facilities. Potential donors and other funders want assurance that funds will be spent wisely and will result in positive targeted outcomes.
3.4.1.b To construct new medical facilities in Pohnpei, in compliance with approved construction and medical standards, based on timelines established in the plan (3.4.1).	New medical facilities are needed to adequately meet current and future health care needs of Pohnpei. The plan (3.4.1.a) will lay out the timeline for funding, construction, and operation.
3.4.2.a To include a line item for medical facility maintenance and repair in each year's hospital budget beginning in 2014.	Funding is critical to implementation of an effective medical facility maintenance and repair program, which in turn helps reduce disruptions to health care services. We should begin building in budget lines for this in the next possible fiscal year.
3.5.1.a To expand physical access via ambulance service to the Pohnpei state hospital to 100% of Pohnpei main island citizens, residents, and visitors by 2015.	An equitable and effective health care system demands access to the system by all citizens, residents, and visitors. Ambulance emergency assistance and transport are critical components of such a system. It will take some time fund and create an integrated system that can serve people island-wide.
3.5.1.b To reduce the medical response time for traumatic injury by 50% beginning in 2014.	An equitable and effective health care system demands access to the system by all citizens, residents, and visitors. Rapid response times are integral to an effective emergency care system and increases the likelihood of positive outcomes.

## Health SG 4: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1.a To train 20% of permanent health service managers in Pohnpei DHS in fiscal planning and management by 2014.	Not all managers will be able to be trained at one point in time; therefore, only 20% will be trained in 2014 and the rest will be given the same training later.
4.1.2.a To train 95% of DHS managers in data-based decision-making using locally generated data by 2014.	Because this activity will be on-the-job training, it will be feasible to train at least 95% of all managers.
4.1.3.a To train 20% of health service administrators in performance-based planning and budgeting by 2014.	80% of the administrators have already received training in planning and budgeting because they are the ones doing the budgeting annually.
4.2.1.a To fully and competently staff Pohnpei's Health Statistics Unit by 2017.	Currently we do not have a person fully trained in Health Statistics. Staff is trained on the job; thus, there is need for time to fully train.
4.2.1.b (& 4.2.2.b) To have the state statistics system and equipment fully operable by 2018.	This length of time will allow us to recruit qualified personnel (statistics officers and MIS personnel) and secure appropriate equipment to run the system.
4.2.2.a To train two (2) Pohnpei statistics officers in use of MIS and health data reporting protocols by 2015.	Because the national government has personnel to train our Statistics staff, we are set to execute this activity in 2015.
4.2.2.b (& 4.2.1.b) To have the state statistics system and equipment fully operable by 2018.	This length of time will allow us to recruit qualified personnel (statistics officers and MIS personnel) and secure appropriate equipment to run the system.
4.2.3.a To establish a State Health Information System (HIS) working group by 2015.	Currently we do not have a HIS working group. It will take some time to establish such a group.
4.2.3.b To conduct a minimum of four (4) regular meetings per year of the Pohnpei HIS working group, beginning in 2013.	This will allow the group to assess the progress of the program at least once per quarter.
4.2.4.a To develop measurable indicators and data collection/tracking procedures for Pohnpei health monitoring by 2014.	Because we already have the quality assurance manual for this activity, we would like to implement this activity in 2014 to determine the usefulness of this manual.
4.3.1.a To develop a database of TA sources qualified to provide MIS assistance in the short or long term by 2015.	This will allow us two (2) years to put together a database of qualified TA sources qualified to do this activity.
4.3.1.a To contract with appropriate technical assistants or consultants, as needed, to meet short- and long-term health MIS needs.	This will allow us two (2) years to put together a database of qualified TA sources qualified to do this activity.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.4.1.a To complete a health care provider education needs assessment for Pohnpei by 2014.	With the current arrangement of Human Resources for Health (HRH), it is possible to carry out this activity by 2014.
4.4.2.a To develop a health care provider curriculum at COM-FSM to meet Pohnpei's PH, PHC, SHC, and first responder/ emergency care needs by 2014.	Because COM-FSM already has a Public Health training program in place, we are anticipating that COM-FSM will continue to develop training programs for other health disciplines.
4.4.2.b To enroll the first cohort of health care provider students in 2010.	We indicated 2010 because the first cohort taking Public Health courses was already recruited in 2010.
4.5.1.a To develop a long-term MOU with at least one medical school to provide on-site and distance health education for all types of professional health care providers.	Because Fiji National University is already establishing a campus in the Northern Pacific, beginning in 2011; it is likely to expand the trainings to other regions.
4.5.2.a To award a minimum of two (2) scholarships each year to Pohnpeian health care providers to enhance their medical expertise, beginning in 2015.	2015 is picked so that we could have sufficient time to identify resources to finance these scholarships.
4.5.3.a To begin implementation of an annual program of on-site training/ workshops for professional health care providers based on need in Pohnpei's health care system by 2015.	2015 is picked to provide enough time to identify resource personnel to do the training.
4.6.1.a To begin implementation of a training program for QA planning and reporting for Pohnpei's health care managers, senior personnel, and supervisors at the Pohnpei state hospital in 2013 and onward.	Currently we have a QA program already functional (started in 2010), so we want to continue in 2013 and onward.



## Infrastructure Sector SG 1 (Sustainable Funding): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.1.a To stay current with loan repayments for the sewer system, as prescribed by the agreement, until fully repaid.	A loan agreement currently exists. Pohnpei also wants to retain its unqualified audit record.
1.2.1.a To create a sustainable financing plan for each public utility function (providing power, water, sewer, solid waste) by 2013.	Pohnpei wants to provide the best services at the lowest costs, with costs shared equitably by users. Pohnpei also wants to retain its unqualified audit record.
1.2.1.b To begin implementation of the sustainable financing plan for each public utility function (providing power, water, sewer, solid waste) by March 2013.	Pohnpei wants to provide the best services at the lowest costs, with costs shared equitably by users. Pohnpei also wants to retain its unqualified audit record.

## Infrastructure Sector SG 2 (Air Transportation): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.1.1.a To increase commercial air services (domestic and long haul) revenues by 12% by 2014 as a result of new construction and airport facility improvements.	Additional aircraft arrivals direct from China, Korea, Japan and other places are expected as a result of expanded runway. China is expected to provide two more aircraft for domestic flights in 2014. With these increases, revenues are expected to increase.
2.1.1.b To increase domestic air services by two (2) aircraft by 2014.	China is expected to provide two more aircraft for domestic flights to help meet growing domestic demand, beginning in 2014.
2.1.2.a To increase commercial helicopter service revenues by 10% by 2014.	As a result of new construction and helicopter service facility improvements, we have the capacity to accept and service additional helicopter traffic.
2.1.2.b To increase helicopter air arrivals and related services to those helicopters by 20 arrivals by 2014.	As a result of new construction and helicopter service facility improvements, we have the capacity to accept and service additional helicopter traffic.
2.2.1.a To separate local traffic from airport-bound traffic by 2015.	Currently there is a lot of congestion along the causeway, which endangers pedestrians and creates vehicular congestion. A new roadway would reduce vehicle traffic congestion in and around the airport facility.
2.3.1.a To advocate for a law to impose a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs, to be passed by the second quarter of 2013 (fiscal).	To increase tourism in Pohnpei, it will be necessary to develop and implement a marketing plan. Tourism impacts infrastructure and services of Pohnpei. Funds will be needed to support these additional services and infrastructure improvements and to otherwise support the tourism system.
2.3.2.a To implement a new fee (for visitors, aircraft, and others) to support tourism development and promotion programs beginning in 2014.	To increase tourism in Pohnpei, it will be necessary to develop and implement a marketing plan. Tourism impacts infrastructure and services of Pohnpei. Funds will be needed to support these additional services and infrastructure improvements and to otherwise support the tourism system. 2014 provides time to develop the system to collect the fees after passage of the law.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
2.4.1.a To develop a redesign plan for the airport terminal façade that reflects “World Park brand” by 2014.	The airport is the first exposure to Pohnpei by tourists, so welcoming visitors to Pohnpei and the World Park at the airport sets the stage for the “Pohnpeian World Park Tourism Experience.” The new design would be in synch with the planned date of declaration and with the branding timeline identified in the Tourism Matrices.
2.4.1.b To complete redesign of the airport terminal façade by 2015.	The airport is the first exposure to Pohnpei by tourists, so welcoming visitors to Pohnpei and the World Park at the airport sets the stage for the “Pohnpeian World Park Tourism Experience.” 2015 allows time to develop the plan, secure funding, and implement the renovation.
2.4.2.a To install temporary “World Park brand” elements in the airport terminal interior by 2014.	The airport is the first exposure to Pohnpei by tourists, so welcoming visitors to Pohnpei and the World Park at the airport sets the stage for the “Pohnpeian World Park Tourism Experience.” The new design would be in synch with the planned date of declaration and with the branding timeline identified in the Tourism Matrices.
2.4.2.b To develop a redesign plan for renovation of the airport terminal interior to reflect “World Park brand” by 2014.	The airport is the first exposure to Pohnpei by tourists, so welcoming visitors to Pohnpei and the World Park at the airport sets the stage for the “Pohnpeian World Park Tourism Experience.”
2.4.2.c To complete renovation of the airport terminal interior to reflect “World Park brand” by 2015.	The airport is the first exposure to Pohnpei by tourists, so welcoming visitors to Pohnpei and the World Park at the airport sets the stage for the “Pohnpeian World Park Tourism Experience.” 2015 allows time to develop the plan, secure funding, and implement the renovation.

## Infrastructure Sector SG 3 (Marine Transportation): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To increase the number of private vessels serviced in the Commercial Seaport by 10% by 2013.	Due to the improvement of port facilities and services, we can attract and accommodate more private vessels.
3.1.1.b To increase the number of commercial fishing vessels serviced in the Commercial Seaport by 5% by 2013.	Based on our experience with size and richness of Pohnpei's fishing grounds, the competitive prices for fueling fishing vessels, availability of air services and processing facilities, we can attract and accommodate additional commercial fishing vessels.
3.1.1.c To increase the number of commercial cargo vessels serviced in the Commercial Seaport by 100% by 2013.	Micronesian Shipping Commission has granted two additional permits for shipping companies to call at the Pohnpei Port.
3.1.1.d To increase the number of commercial tankers serviced in the Commercial Seaport by 100 % by 2015.	Currently only one tanker calls at the Pohnpei Port each month. With only one tanker/month, Pohnpei's fuel supply inventory (stockpile) is limited to 26 days. Addition of another port call each month will provide fuel security to Pohnpei.
3.1.1.e To increase the number of cruise ships serviced in the Commercial Seaport by 50% by 2014.	Currently Pohnpei gets limited cruise ship port calls. A new association, Micronesian Cruise Association, has a mission to attract more cruise ships to a variety of atolls. These vessels will need to be serviced at the Pohnpei Commercial Seaport. The first cruise line under this service occurred in 2012. By 2014, we should have all services organized here to service cruise ships.
3.1.1.f To increase the number of helicopters serviced in the Commercial Seaport by 5% by 2014.	Due to the improvement of port facilities and services, we can attract and accommodate more helicopters (included those carried on fishing vessels). The additional fishing vessel-based helicopters are expected to increase the number serviced in Pohnpei by 5%. Negotiations for increased helicopter services in Pohnpei are expected to be completed by 2014.
3.1.1.g To increase revenue generation within the Commercial Seaport by 12% by 2013.	Based on a scoping study completed in 2010, we increased all our fees and tariffs. These policies already are being implemented; we expect full implementation by 2013.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
3.1.2.a To reduce average turn-around time for vessels by 24 hours beginning in 2014.	Shipping companies prefer short turn-around times. Being able to reduce turn-around time provides an incentive for vessels to make Pohnpei a port of call. Plans to extend the dock in the future should also assist with further reducing turn-around times.
3.1.3.a To increase capacity of seaport by 1,000 vessel port calls per year by 2015.	With the improvement of port facilities and services (underway), we can reduce their turn-around times and thus be able to service additional vessel calls each year.

## Infrastructure Sector SG 4 (Power/Energy): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1&2.a To complete development of a power system that will maintain a consistent supply of 10 MW of electricity by 2014.	Recently Pohnpei has been experiencing regular power outages. Additional MW of power are needed to meet Pohnpei's growing energy demands.
4.2.1&2.a To reduce fuel costs for electrical power generation by 10% by 2015.	It is necessary to cut our fuel costs by over one million dollar per year because, with increasing fuel costs, the current system is unsustainable.
4.2.3.a To install a 1MW solar generating system no later than 2014.	Developing alternative power generation will reduce our need for increasingly costly diesel fuel.
4.2.4.a To begin active feasibility studies of other renewable energy sources by 2014.	Developing alternative power generation will reduce our need for increasingly costly diesel fuel. Identifying alternative energy systems appropriate to the resources of Pohnpei, and that are cost effective (particularly over the long term), feasibility studies are needed.
4.3.1.a To reduce the # of unscheduled power interruptions to no more than 5 per year by 2013.	The current rate of power outages is excessive, and is very disruptive to our economic and social development.
4.3.2.a To satisfy work obligations averaging 8 work orders per day <b>each month, beginning</b> in 2014.	This is necessary to reduce the number of pending work orders.
4.3.3.a To increase the power system infrastructure replacement capacity to a level of replacing an average of four poles and associated cross-arms and power lines each day by 2014.	Over 1,450 wooden power poles currently exist around the island that have reached the end of their useful lives and need to be replaced with more durable concrete power poles.
4.3.4.a To conduct a transformer load assessment by 2014.	This action is necessary to help increase the efficiency of the distribution system.
4.3.4.b To increase the transformer and drop line replacement capacity to a level of replacing an average of four transformers and connections each day by 2016.	This action is necessary to reduce the losses currently occurring in the distribution system.
4.3.5.a To replace aluminum power lines with copper lines by 2023.	This would be possible only with a substantial infusion of funds (thus the distant time frame). This action may not be feasible.
4.4.1.a To hire an adequate number of staff to meet objectives associated with Outcome 4.3 by 2014.	Without an adequate number of employees, we may not be able to achieve the objectives to reduce unscheduled power outages.
4.4.1.b To train staff to meet objectives associated with Outcome 4.3 by 2014.	Without trained, capable employees, we may not be able to achieve the objectives to reduce unscheduled power outages.

## Infrastructure Sector SG 5 (Water): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
5.1.1.a To reduce water system leakage by 100% by 2014.	This is necessary to stop waste of precious treated water and to reduce costs.
5.1.2.a To rehabilitate all five steel water tanks by 2014.	The steel water tanks are over 30 years old. To further their useful lives, they need to be rehabilitated.
5.1.3.a To increase the supply of water acquired via wells by 90% by 2015.	Wells are needed to supplement surface water during dry spells.
5.1.4.a To replace all existing water system pipes with 4" non-PVC pipes by 2013.	Installation of the larger 4" pipes is necessary for the densely populated areas.
5.1.5.a To complete a feasibility study for alternative potable water collection and management systems by 2016.	This is necessary to identify alternative and supplemental water systems to meet growing needs, including tourism growth in the future, and to reduce water-borne diseases.
5.2.1.a To rehabilitate the water treatment plant to international standards by 2014.	PUC is required by law to supply clean drinking water. PUC is also authorized by law to bottle drinking water for export, so this is one way of promoting Pohnpei water for export. Water to Pohnpei is like oil to the Middle East.
5.2.1.b To continually maintain and operate the water treatment plant to international standards beginning in 2014.	Once the international standard is achieved, it is to the benefit of Pohnpei to maintain that status.
5.2.2.a To install 8 chlorinator injectors by 2014.	The raw water coming to the Nanpohnmal Water Plant is currently being treated with chlorine. Additional chlorinators are needed to meet growing demand.
5.2.2.b To continuously maintain the chlorinators to international standards beginning in 2014.	This action is critical to maintain clean drinking water.
5.2.3.a To achieve and maintain to international water quality standards for 100% of the Pohnpei water supply beginning in 2014.	This action is critical to maintain clean drinking water.
5.2.3.b To support water quality laboratory services at a level needed to achieve international water supply standards by 2014.	Being able to test water quickly and regularly is essential to maintaining quality water supply standards.
5.3.1.a To hire an adequate number of staff to meet objectives associated with all SG 5 Outcomes by 2014.	Adequate number of staff is needed to maintain all quality water standards and supply distribution.
5.3.2.a To train staff to meet all objectives associated with all SG 5 Outcomes by 2014.	Adequately trained professional staff is needed to maintain all quality water standards and supply distribution.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
5.4.1.a To conduct feasibility and needs studies for new water treatment plants by 2016.	These studies are needed to determine future needs and successfully meet those demands.
5.4.2.a To expand the centrally distributed potable water system to 70% of Pohnpei’s population by 2018.	This action is necessary to reduce water-borne diseases.

## Infrastructure Sector SG 6 (Sewage/Wastewater): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
6.1.1.a To develop a cost-sharing scheme between sewer system users and the Government by 2013.	Considering our economic condition and the cost of operating and maintaining the system, it would be impossible for the current users to bear the cost-100%.
6.1.1.b To advocate for a law requiring connection to the sewer system by 2013.	Without the law, only people who can afford the sewer rate will be connected to the system and this will defeat the purpose of having such system, which is to protect both human and environmental health.
6.1.2.a To develop a sewer system operation and maintenance program by 2013.	This program is already under development and is scheduled to be completed in 2013.
6.1.3.a To procure a sufficient supply of spare sewer treatment plant pumps/motors, parts, and lift station equipment to support a fully functional sewerage treatment plant by 2013.	This activity is ongoing, so should continue in 2013 and forward.
6.1.4.a To procure sufficient equipment, vehicles and supplies to support a fully functional sewer system maintenance program by 2013.	Equipment, vehicles, and supplies have been ordered and are due to arrive in early 2013.
6.2.1.a To identify the responsible agency for oversight and management of the drainage system by 2012.	The Department of Transportation and Industry has been identified as the responsible party for oversight and management of the drainage system.
6.2.2.a To conduct a survey of the current drainage system island-wide, and link to sector 8 Outcome 8.1 ( <i>improve/maintain primary road</i> ) by 2020.	A survey is needed so that we can determine additional drainage needs and associated costs for capital improvements.
6.2.3.a To create a drainage system schematic diagram for an expanded system by 2020.	A schematic diagram of existing and planned expanded drainage system is needed so that we can more effectively an efficiently manage and maintain water drainage throughout Kolonia and Pohnpei.
6.2.4.a To develop a drainage system operation and maintenance program for the expanded drainage system by 2021.	A schematic diagram of existing and planned expanded drainage system is needed so that we can more effectively an efficiently manage and maintain water drainage throughout Kolonia and Pohnpei.
6.3.1.a To hire an adequate number of staff to meet objectives associated with Outcomes 6.1 and 6.2 by 2014.	It is necessary to hire an adequate number of staff to meet the objectives of maintaining thee existing systems, plus the implementing a new upgrade

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
6.3.2.a To train staff to meet objectives associated with Outcomes 6.1 and 6.2 by 2014.	Training is necessary to effectively and efficiently keep the system in good operable condition and also to keep up with the new technology. Objectives 6.2.2.a, 6.2.3.a, and 6.2.4.a will be met in the same way by the Department of Transportation and Industry.
6.4.1.a To complete feasibility studies for alternative wastewater management systems in dense and disbursed population areas of Pohnpei, including potential new tourism sites, by 2015.	Action is needed to keep Pohnpei clean and free of diseases related to wastewater and to keep the environment free of wastewater in a cost-effective, efficient manner.
6.4.2.a To develop a detailed sustainable wastewater management plan for all areas of Pohnpei based on appropriate technologies and health and safety standards by 2015.	Action is needed to keep Pohnpei clean and free of diseases related to wastewater and to keep the environment free of wastewater in a cost-effective, efficient manner.
6.4.3.a By 2016, 100% of all Pohnpei households, businesses, and public venues will comply with wastewater management standards.	Action is needed to keep Pohnpei clean and free of diseases related to wastewater and to keep the environment free of wastewater in a cost-effective, efficient manner.

## Infrastructure Sector SG 7 (Solid Waste): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
7.1.1.a To complete an independent contaminant leakage/ leachate assessment at the Dekehtik site by 2013.	Action is necessary to understand the severity of any lagoon contamination caused by the dumpsite. (All dates are estimated periods for completion based upon timing of other activities and complexity of the work involved.)
7.1.2.a To redesign the Dekehtik solid waste disposal site to prevent environmental contamination and to minimize negative visual impact by 2013.	Action is necessary to reduce negative impact (visual and pollution) of the dumpsite.
7.1.3.a To extend the berm to encompass the entire Dekehtik site by 2014.	Action is necessary to reduce negative impact (pollution) of the dumpsite on the area.
7.1.4.a To move the working face of the current operation north-northeast by ~50-100 meters so that it is not visible from the causeway by 2013.	Action necessary to reduce negative impact (visual) of the dumpsite.
7.1.5.a To build a visual barrier at the entrance to the Dekehtik site by 2013.	Action is necessary to reduce negative impact (visual) of the dumpsite.
7.2.1.a To open for operation the new solid waste disposal site before the current site reaches its capacity (estimated 2035).	Action is necessary to prevent interruption of municipal solid waste management services.
7.2.2.a To fully comply with all design, construction, and operational standards, as appropriate to site characteristics, for an environmentally secure solid waste disposal site by time of opening for operation.	Action is necessary to prevent interruption of municipal solid waste management services.
7.2.2.b To comply with operational standards for an environmentally secure solid waste disposal site as measured by annual assessments.	Action is necessary to reduce negative impact (pollution) of the dumpsite on the area
7.2.3.a To identify locations for transfer stations throughout Pohnpei proper to facilitate effective solid waste management in all the municipalities 2013.	Action is necessary to facilitate proper disposal methods by the general public and to reduce illegal dumping island-wide.
7.2.4.a To establish transfer stations at all the identified sites throughout Pohnpei proper by 2014.	Action is necessary to facilitate proper disposal methods by the general public and to reduce illegal dumping island-wide.
7.2.5.a To conduct an assessment to determine presence of toxins and hazardous materials from the Dekehtik site within 6 months of its closing.	Action is necessary to reduce future negative impact (pollution) of the dumpsite on the area.
7.2.5.b If needed, to remove environmental toxins and hazardous materials from the Dekehtik site within one year of its closing.	Action is necessary to reduce future negative impact (pollution) of the dumpsite on the area.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
7.2.5.c To reclaim the Dekehtik site to standards for human use within one year after removal of toxins and hazardous materials.	Action is necessary to create a safe area for future use.
7.2.5.d To redesign to Dekehtik site for future use (e.g., park or public space) in the year prior to closure of the site.	Action is necessary to develop area for future use.
7.3.1.a To develop policies that reduce the amount of packaging and other commercial materials shipped to the outer islands by 2015.	Action is necessary to reduce negative impact (visual and pollution) on outer islands.
7.3.1.b To implement a program to reduce the amount of packaging and other commercial materials shipped to the outer islands beginning in 2016.	Action is necessary to reduce negative impact (visual and pollution) on outer islands.
7.3.2.a To develop a system to remove solid waste from the outer islands by 2015.	Action is necessary to reduce negative impact (visual and pollution) on outer islands.
7.3.2.b To implement a system to remove solid waste from the outer islands beginning in 2016.	Action is necessary to reduce negative impact (visual and pollution) on outer islands.
7.3.3.a To develop an incentive system for collection and removal of solid waste from the outer islands by 2015.	Action is necessary to reduce negative impact (visual and pollution) on outer islands.
7.3.3.b To implement an incentive system for collection and removal of solid waste from the outer islands beginning in 2016.	Action is necessary to reduce negative impact (visual and pollution) on outer islands.
7.4.1.a To develop a comprehensive RRR management plan for solid waste for all areas of Pohnpei based on appropriate technologies and health and safety standards, and environmental protection standards by 2014.	Action is necessary to lessen the need for solid waste management related dumpsite/landfill by reducing the amount of debris flow into the site.
7.4.2.a To begin implementation of the RRR management plan by 2015.	Action is necessary to lessen the need for solid waste management related to dumpsite/landfill by reducing the amount of debris flow into the site.
7.5.1.a To hire an adequate number of staff to meet objectives associated with Outcomes 7.1 - 7.4 by 2015.	Action is necessary to lessen the need for solid waste management related to dumpsite/landfill by reducing the amount of debris flow into the site.
7.5.2.a To train staff to meet objectives associated with Outcomes 7.1 - 7.4 by 2015.	Action is necessary to lessen the need for solid waste management related to dumpsite/landfill by reducing the amount of debris flow into the site.

## Infrastructure Sector SG 8 (Roads/Sidewalks): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
8.1.1.a To complete rehabilitation of 42.5 miles of primary road by 2023.	A quality primary road will enhance Pohnpei's economy, serve its citizens, and facilitate tourism business.
8.1.2.a To replace 20 bridges along the primary road by 2023.	Safe and solid weight-bearing bridges, with associated beautification, will: facilitate tourism business, contribute to infrastructure to support land and home owners and to support new businesses. Improved infrastructure. Youth educated abroad can return to design, build, and service these bridges.
8.1.3.a To replace 10 culverts along the primary road by 2023.	Culvert replacement is a critical component of primary road rehabilitation. As with bridges, a quality road with culverts is a part of infrastructure that will support land and home owners and to support new businesses.
8.1.4.a To construct concrete drainage system along 42.5 miles of primary road by 2023.	An adequate drainage system is a critical component of primary road rehabilitation. As with bridges, a quality road with culverts is a part of infrastructure that will support land and home owners and to support new businesses.
8.1.5.a To utilize environmental protection practices for all road-related construction.	Road construction will occur in environmentally sensitive areas and in communities. Using environmental protection practices will protect the health of humans and the environment.
8.2.1.a To rehabilitate and pave 90 miles of secondary roads by 2028.	Currently many secondary roads are unpaved and in disrepair, and road surfacing washes away, creating additional sediment load in waterways and the lagoon. A quality secondary road system will also facilitate transport of farm products to market. Rehabilitation and pavement of all of these roads will take considerable time to fund and complete.
8.2.2.a To replace all bridges along the secondary roads by 2028.	Lack of adequate bridges creates challenges in transport of farm products to market, access to community services, and tourism access to inland attractions. Replacement of all bridges will take considerable time to fund and complete.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
8.2.3.a To replace all culverts along the secondary roads by 2028.	Culvert replacement is a critical component of secondary road rehabilitation. As with bridges, a quality road with culverts is a part of infrastructure that will support land and home-owners and support existing and new businesses.
8.3.1.a To construct To construct sidewalks and walkways from the hospital through Kolonia by 2028.	Dedicated walking space provides both access and safety for residents and tourists. Design and construction of sidewalks will take considerable time to fund and complete.
8.4.1.a To hire an adequate number of staff, as needed, to meet objectives associated with Outcomes 8.1 - 8.3.	Adequate staff is necessary for quality construction of roads, sidewalks, and associated infrastructure. Youth trained abroad may return to Pohnpei to work in these areas.
8.4.2.a To train staff, as needed, to meet objectives associated with Outcomes 8.1 - 8.3.	A trained staff is more efficient and produces higher quality construction work than untrained staff.
8.5.1.a To advocate for legislation allowing landowners adjacent to the roadway to extend their active agricultural production into the government's 15' right-of-way by 2017.	Cultivated land adjacent to the roadways will help reduce soil erosion and sedimentation as well as provide additional lowland arable land. Plants also contribute to beautification of the roadway for residents and tourists. Engaging adjacent landowners in commercial production of agricultural products will provide income for them. Legislation is needed to modify existing regulations about use of this land.
8.5.2.a To develop an incentive program for landowners adjacent to the roadway to cultivate their adjacent land with pepper and other agricultural products by 2017.	Cultivated land adjacent to the roadways will help reduce soil erosion and sedimentation as well as provide additional lowland arable land. Plants also contribute to beautification of the roadway for residents and tourists. Engaging adjacent landowners in commercial production of agricultural products will provide income for them. Incentives can facilitate program implementation.
8.5.2.b To implement an incentive program for landowners adjacent to the roadway to cultivate their adjacent land with pepper and other agricultural products beginning in 2017.	Cultivated land adjacent to the roadways will help reduce soil erosion and sedimentation as well as provide additional lowland arable land. Plants also contribute to beautification of the roadway for residents and tourists. Engaging adjacent landowners in commercial production of agricultural products will provide income for them. Incentives can facilitate program implementation.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
8.5.3.a To implement the right-of-way agricultural production public awareness program beginning in 2017.	Cultivated land adjacent to the roadways will help reduce soil erosion and sedimentation as well as provide additional lowland arable land. Plants also contribute to beautification of the roadway for residents and tourists. Engaging adjacent landowners in commercial production of agricultural products will provide income for them. Residents must be aware of the opportunity before they opt to participate.
8.5.3.b To increase the amount of roadway right-of-way private agricultural production by 10% annually beginning in 2017.	Cultivated land adjacent to the roadways will help reduce soil erosion and sedimentation as well as provide additional lowland arable land. Plants also contribute to beautification of the roadway for residents and tourists. Engaging adjacent landowners in commercial production of agricultural products will provide income for them. This program is an example of a project having multiple benefits.

## Infrastructure Sector SG 9 (Telecommunications): Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
9.1.1.a To survey existing telecommunications infrastructure, and its condition, to identify areas in need of improvement by 2013.	There is a desire to improve services, so we need to know what needs improvement. Demand requires that we do this as soon as possible.
9.1.2.a To amend current telecommunications plan to reflect survey findings within two (2) months of survey completion.	There is a desire to improve services, so we need to know what needs improvement. Demand requires that we do this as soon as possible.
9.1.3.a To identify funding sources, from internal and/or external sources, to implement the revised telecommunications plan within 12 months of plan adoption.	There is a need to seek funding beyond user fees and other revenues (in the form of grants and loans) to meet the plan specifications for capital improvements. Demand requires that we do this as soon as possible.
9.1.4.a To begin implementation of the revised telecommunications plan by January 2014.	Funding must be available before beginning implementation of telecommunications capital improvements.
9.2.1.a To conduct a feasibility study for lagoon and outer islands telecommunications service by 2012.	There is a desire to improve and expand services for the lagoon and outer islands, so we need to know what needs improvement. Demand requires that we do this as soon as possible. Feasibility study has been completed.
9.2.2.a To develop a lagoon and outer island telecommunications service plan by January 2014.	There is a desire to improve and expand services for the lagoon and outer islands. Demand requires that we do this as soon as possible, but it will take some time to develop a plan based on results of the feasibility study.
9.2.3.a To establish a task force to identify funding sources for the lagoon and outer island telecommunications services by 2013.	There is a need to select a task force to seek funding beyond user fees and other revenues (in the form of grants and loans) to meet the plan specifications for capital improvements across all the states. Pohnpei must cooperate with the other states to identify funding. Demand requires that we do this as soon as possible.
9.2.3.b To identify funding sources for the lagoon and outer island telecommunications services by July 2014.	There is a need to seek funding beyond user fees and other revenues (in the form of grants and loans) to meet the plan specifications for capital improvements. Demand requires that we do this as soon as possible.
9.3.1.a To complete identification of cell phone non-coverage areas in Pohnpei by 2012.	There is a desire to improve and expand cell phone services for Pohnpei proper and some outer and lagoon islands. This study has already been completed.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
9.3.2.a To Identify internal and external funding sources for new cell towers in each of Pohnpei’s non-coverage areas beginning in 2013.	There is a desire to improve and expand services for Pohnpei proper and some outer and lagoon islands. Demand requires that we do this as soon as possible, but it will take some time to secure funding.
9.3.3.a To complete construction of new cell towers in each of Pohnpei’s non-coverage areas by 2014.	There is a desire to improve and expand services for Pohnpei proper and some outer and lagoon islands. Demand requires that we do this as soon as possible, but it will take some time to fund and construct the new towers.



## Public Sector SG1: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.1.a To develop staff sufficiency guidelines and process for Pohnpei’s financial operations and management by July 2013.	There is a need to assure a “match” between job requirements and employee skill sets. This should be done as soon as possible for unit efficiency.
1.1.1.b To implement a staff sufficiency audit annually, beginning in August 2013.	There is a need to assure a “match” between job requirements and employee skill sets. This should be done as soon as possible for unit efficiency.
1.1.2.a To hire and/or retain at least 1 qualified financial management staff person to service each unit of the financial management system continuing in 2013.	This action is needed to improve financial management for Pohnpei State.
1.1.3.a To develop annual training programs for financial management, operations, and accountability, based on findings of the staff sufficiency audit, continuing in 2013.	This action is needed to improve financial management for Pohnpei State.
1.1.3.b To implement annual financial management, operations, and accountability training programs, as needed, based on findings of the staff sufficiency audit, continuing in 2013.	This action is needed to improve financial management for Pohnpei State.
1.1.4.a To assess the appropriateness, effectiveness, and efficiency of financial management technologies annually, beginning in 2013.	This action is needed to upgrade financial management technologies for increased efficiency and productivity. Enables us to take advantage of appropriate technologies. 2013 is chosen because this continues and expands on current training programs.
1.1.4.b To upgrade financial management technologies, as needed based on results of annual assessments, to meet Pohnpei’s changing financial management needs, beginning in 2014.	This action is needed to upgrade financial management technologies for increased efficiency and productivity. Enables us to take advantage of appropriate technologies. 2014 is chosen to allow time to allocate budget.
1.2.1.a To maintain annual unqualified audits of Pohnpei State government’s financial management.	Unqualified audits are required for government stability.
1.2.1.b To make readily available through the Office of the Director of Treasury and Administration to the public a copy of the annual audit report within two weeks of acceptance of the report.	Contributes to transparency of government operations.

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.3.1.a After adoption of the tax reform program, to increase the amount of annual local revenue collected by a minimum of \$5.5 million.	Contributes to stability and effective operations and services of government.
1.3.2.a To identify additional tax revenue sources appropriate to fund specific public services, to be reviewed annually.**	Contributes to stability and effective operations and services of government.
1.3.2.b To identify additional fees to fund specific public services, to be reviewed annually.	Contributes to development and operation of needed public services.
1.3.2.c To identify grant funds to support early development of new public services, to be reviewed annually.***	Contributes to development and operation of needed public services.
1.3.2.d To establish a World Park trust fund***** to support development of targeted World Park projects by 2013.	Contributes to development and operation of World Park management, services, and projects, and other government initiatives. World Park is scheduled to be declared in 2014. Funding mechanisms should be identified prior to designation.
1.3.3.a To implement the adopted policy for establishment of the “Lukop Micronesian Tourism” complex by 2017.	The complex, which will present the multicultural heritage of Pohnpei, is intended to be a focal attraction for tourists. 2017 allows time for development planning and fund acquisition.

## Public Sector SG2: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
2.1.1.a To complete assessment of current government operations by 2013 (calendar).	This action is needed to determine if government is appropriately staffed; need to complete this assessment by 2013 so that we are prepared for the step-down in Compact funds in 2014.
2.1.2.a To draft legislation for an updated policies and regulations to reform government services (including policies, procedures, plans and forms) by 2014 (fiscal).	There is a need to update policies and regulations; to be completed by 2014 as associated with decrement in Compact funding.
2.1.2.b To begin implementing government reform by 2014 (fiscal).	There is a need to implement revised policies and regulations; to be implemented beginning in 2014 to help address decrement in Compact funding and increase government efficiency.
2.1.3.a To draft legislation for privatizing some public services by 2014 (fiscal).	This action is needed to respond to changes in government services. Beginning in 2014 will help address decrement in Compact funding.
2.1.3.b To implement privatization plan for some public services by 2014 (fiscal).	This action is needed to respond to changes in government services. Beginning in 2014 will help address decrement in Compact funding.
2.2.1.a To develop compatible formats for all government records across state and local government agencies and levels by 2014 (fiscal).	Currently not all records are consistent between Pohnpei State and municipal governments; there is a need to improve operational efficiency and reduce costs. 2014 is chosen, partly because this is needed and partly to address decrement in Compact funding.
2.2.2.a To maintain accurate, complete, and timely government records, using compatible formats (2.2.1.a), at all state and local government agencies and levels beginning in 2014 (fiscal).	Currently not all records are consistent between Pohnpei State and municipal governments; there is a need to improve operational efficiency and reduce costs. 2014 is chosen, partly because this is needed and partly to address decrement in Compact funding.
2.2.3.a To begin active sharing of government records among agencies and all levels of state and local government, as appropriate for coordinated government operations, by 2014 (fiscal).	Currently not all records are consistent between Pohnpei State and municipal governments; there is a need to improve operational efficiency and reduce costs. 2014 is chosen, partly because this is needed and partly to address decrement in Compact funding.

## Public Sector SG3: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To complete a plan for a comprehensive, long-term public awareness and education campaign* about government functions, operations, and programs by 2014 (fiscal).	Needed so that we have an informed general public (within and outside of government), and to develop transparency for government operations. It takes some time to create a plan; plan will be coordinated with other government changes that will occur in 2014.
3.1.2.a To begin implementation of the public awareness and education campaign about government functions, operations, and programs by 2014 (fiscal).	Needed so that we have an informed general public (within and outside of government), and to develop transparency for government operations. Implementation will begin after plan creation is completed in 2014.
3.1.2.b At least 80% of Pohnpei's school-age and adult residents will access at least four (4) government information sources each year.	Needed so that we have an informed general public (within and outside of government), and to develop transparency for government operations. Implementation will begin after plan creation is completed in 2014. Target amount is less than 100% to be realistic regarding impact.
3.1.3.a To utilize best practices in information transfer and technology to assure accuracy and timeliness of government information beginning in 2014 (fiscal).	Informing general public (within and outside of government), and developing transparency for government operations should be done in a targeted and efficient manner. Implementation will begin after plan creation is completed in 2014.
3.2.1.a To develop a public participation and engagement program by 2014 (fiscal).	This action is needed so that we have an informed and engaged general public (within and outside of government), and to develop transparency for government operations. Implementation will begin after plan creation is completed in 2014.
3.2.2.a To implement a public participation and engagement program by 2014 (fiscal).	This action is needed so that we have an informed and engaged general public (within and outside of government), and to develop transparency for government operations. Implementation will begin after plan creation is completed in 2014.

## Public Sector SG4: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1.a To revise and expand the orientation training program for new government personnel by 2014 (fiscal).	The current training occurs only within government departments and agencies, so there is a need to train and communicate across units. 2014 allows us time to develop a cross-training program and implement as early as possible.
4.1.1.b To implement the revised and expanded orientation training program for new government personnel beginning in 2014 (fiscal).	The current training occurs only within government departments and agencies, so there is a need to train and communicate across units. 2014 allows us time to develop a cross-training program and implement as early as possible.
4.1.2.a To provide a minimum of one (1) relevant training opportunity to each government employee annually.	This helps us continuously upgrade employee skills so that we have a well-educated and effective workforce. This creates efficiency and higher productivity.
4.1.3.a To conduct annual job performance reviews of each government employee beginning in 2014 (fiscal).	Currently performance reviews are conducted only by request. As job functions and needs change, there is a need to assess performance and assure a “match” between job requirements and employee skill sets. Performance reviews can help motivate employees and help improve the performance of each individual and department/agency.
4.1.4.a To continue providing specialized training, as needed, for emerging technologies and other job skill needs beginning in 2013 (fiscal).	To upgrade staff skills for efficiency and productivity. Enables us to take advantage of appropriate technologies. 2013 is chosen because this continues and expands on current training programs.
4.1.5.a To begin budgeting for the incentives program to facilitate acquisition of critical skills needed to effectively perform specific government job functions by 2014 (fiscal).	We want employees to do a better job. Incentives help to motivate employees. 2014 is the earliest year for which we can include this in a future budget.
4.1.5.b To activate the government-wide incentives program beginning in 2014 (fiscal).	We want employees to do a better job. Incentives help to motivate employees. 2014 is the earliest year for which we can include this in a future budget.
4.2.1.a To identify at least three (3) sponsorships for selected government training programs annually.	This action is needed to have more funds (beyond annual state budget) to tap into for training.
4.2.1.b To conduct at least one (1) sponsored government training program annually.	This action is needed to enhance the work skills of employees in areas or fields of need.

<b>OUTPUT</b> <b>(measurable objectives for each activity)</b>	<b>RATIONALE</b> <b>(Why the chosen target amount and date? On what are these decisions based?)</b>
4.2.2.a To conduct at least one (1) joint inter-department/agency training programs annually.	This action is needed to create consistency and understanding across government departments/agencies, and to create operational efficiencies.
4.2.3.a To explore alternative models for government personnel capacity building (e.g., internet, professional journals, text and video library) by 2014 (fiscal).	This action is needed to provide training efficiently and at flexible times to accommodate individual employee schedules (convenience). 2014 is selected because it will take some time to do the research about opportunities available and determine preferences of employees to use these methods.
4.2.3.b To identify at least one alternative funding source for alternative government training programs annually.	T This action is needed to have more funds (beyond annual state budget) to tap into for training.
4.2.3.c To conduct at least one alternative government training program annually that is funded by non-governmental sources, beginning in 2015.	This action is needed to expand our ability to offer training without impacting the state budget.
4.3.1.a To complete assessment of government equipment needs by departments and agencies by 2013 (fiscal).	We need to determine if there are additional equipment needs to be met to increase operational efficiency.
4.3.2.a To procure equipment, based on budgetary allocations, beginning in 2016 (fiscal).	Funds are needed to meet additional equipment needs to increase operational efficiency. 2016 is selected so that VAT funds (from tax reform) have time to build to enable purchase of equipment.
4.3.3.a Provide basic equipment operation, supply replenishment, and maintenance training for all government staff on appropriate equipment beginning in 2014 (fiscal).	All these actions are needed to prolong operational lifetime of equipment and to increase operational efficiency. 2014 is selected to allow time to develop a training program and begin implementation.
4.4.1.a Complete a maintenance plan and budget for government equipment by 2014 (fiscal).	This action is needed to prolong operational lifetime of equipment and to allocate appropriate funds for equipment maintenance. 2014 is the earliest year for which we can add a budget line. This will also help address the audit finding regarding equipment maintenance.
4.4.2.a Begin implementing the equipment maintenance plan and budget (4.4.1) by 2014 (fiscal).	This action is needed to prolong operational lifetime of equipment and to allocate appropriate funds for equipment maintenance. 2014 is the earliest year for which we can add a budget line. This will also help address the audit finding regarding equipment maintenance.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.5.1.a To complete assessment of government facility needs by departments and agencies by 2016 (fiscal).	So that we can make appropriate and effective budget allocations and operational decisions, we must determine the adequacy of current facilities (number, size, condition) to meet the new and expanding functional needs of the government. It will take some time to conduct such an assessment. Funds from 2014-implemented VAT can be available by 2016.
4.5.2.a To complete a long-term government facilities development plan, by departments and agencies, by 2016 (fiscal).	A comprehensive plan will help guide effective and efficient decisions and budget allocations to address new and expanding functional needs of the government. It will take some time to conduct such an assessment. Funds from 2014-implemented VAT can be available by 2016.
4.5.3.a To begin implementation of the facilities development plan by 2018.	This is the action phase for meeting the facility needs, as assessed and planned for in 4.5.1 & 4.5.2, in support of new and expanding functions of the government. 2018 allows time to acquire funding for prioritized facilities.

## Public Sector SG5: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
5.1.1.a To increase consistent police presence in the community by 50% from current patrol levels by 2017.	Currently the ability to provide adequate police presence is restricted due to personnel, equipment, and funding limitations. However, there is a coordinated effort to provide a joint police presence by State and Local forces, which will help us meet this near-term goal.
5.1.2.a Police first responders will be on site in 30 minutes or less for at least 10% of the calls.	There is a need to gradually reduce response time to improve effectiveness. However, much of the future improvement is dependent on other factors (such as road and communications quality).
5.1.3.a To provide hospitality training to all police officers annually.	Anticipating increased tourism over time, hospitality of officer-tourist interactions becomes an important addition to their regular duties.
5.2.1.a To make publicly available all law enforcement policies in print and electronic formats by 2015.	Policies are currently in print, with the intent of making them available electronically by 2015 so that they are more widely and easily available.
5.2.2.a To develop a plan for identifying and communicating key laws, policies, and expected behaviors for which enforcement contributes significantly to quality of life for residents and visitors by 2015.	It is the intent to develop a plan for communicating key laws, policies and expected behaviors as a way of being transparent with the public, and to enhance residents' quality of life. It will take some time to identify relevant laws and policies, and to develop a communications plan.
5.2.3.a To begin implementing the communication plan for targeted laws/policies/behaviors (5.2.2) by 2015.	The intent is to begin implementation as soon as the plan is complete.
5.3.1.a To train law enforcement officers to utilize an awareness and education approach as a tool for carrying out their responsibilities as related to environmental and conservation laws/regulations beginning in 2013.	Such training is currently going on and should continue into the future.
5.3.2.a To develop a rationale-based public awareness and education program (for residents and visitors) about current and future enforcement of environmental and conservation laws/regulations by 2013.	As training is already in place, it can continue for residents. Law enforcement can work with other agencies (e.g., tourism) to develop and implement an awareness campaign for tourists and other visitors.
5.3.2.b To begin implementation of a rationale-based public awareness and education program (for residents and visitors) about current and future enforcement of environmental and conservation laws/regulations by 2014.	As plans are expanded (particularly for tourists), the comprehensive awareness campaign can begin by 2014.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
5.3.3.a To develop a progressive compliance policy and protocol for environmental and conservation laws/regulations enforcement by 2014.	As plans for a progressive compliance program are developed, the relevant policies and protocols can be simultaneously promulgated.
5.3.3.b To begin implementing the progressive compliance policy and protocols for environmental and conservation laws/regulations enforcement by 2015.	Implementation can begin as soon as policies and protocols are finalized.



## Tourism Sector SG1: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.1.1.a To develop an approved tourism policy document, based on World Park concepts and principles, that describes the integration of tourism with other economic sectors prior to initiation of the tourism planning process by 2013.	2013 is selected because the Legislature may pass legislation adopting the Pohnpei SDP. The Pohnpei SDP, structured around World Park principles, becomes State tourism policy. Because tourism development is the organizing component for the Pohnpei SDP, it is essential to implement supportive tourism policies as soon as feasible.
1.2.1.a To complete a Pohnpei State Tourism Development Plan by 2013.	Completion of the State Tourism Plan, including evaluation process, needs to occur immediately after approval and acceptance of the Pohnpei State Strategic Development Plan by the State Legislature. This will allow for implementation to begin in 2014.
1.1.1.b To begin implementation of the Pohnpei State Tourism Development Plan by 2014.	Implementation will begin after completion of the Tourism Development Plan is drafted in 2013.
1.2.2.a To allocate 3% of recurring state budget to be devoted to funding tourism development in the state, beginning in 2016.	In light of developing the State's economy based on tourism, this output by 2016 will help ensure adequate funding to ensure long-term viability of the sector.
1.3.1.a To develop a training program for Pohnpei State Tourism Office employees to enable effective planning, management, and coordination of Pohnpei's tourism development processes by 2013.	Capacity building has been stated as a need across government, the private sector, NGOs and tourism support organizations. Without immediate training, employees cannot operate professionally and effectively.
1.3.1.b To begin implementation of a training program for Pohnpei State Tourism Office employees to enable effective planning, management, and coordination of Pohnpei's tourism development processes by 2014.	Implementation will begin in 2014 to give us enough time to train employees to meet quality customer service standards as soon as feasible.
1.3.2.a To secure financial resources to support staffing, office equipment, technology, training, and operations of the Pohnpei State Tourism Office and the Pohnpei Visitors Bureau for Year One operations by 2014.	2014 was selected in order to address financial constraints and limitations within State and private sector tourism marketing and promotion offices/organizations enabling them to support staffing, office equipment, technology, training, and operations. Also, PNI is already in the 2013 fiscal year; the next possible fiscal year is 2014.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
1.3.3.a To assess SKAs (skills, knowledge, abilities) of existing Pohnpei State Tourism Office personnel to identify needs, which can be addressed through training and additional hiring, by 2013.	Skills assessment is a critical first step in the development of training programs that meet actual needs.
1.3.3.b To have an adequate number of trained tourism personnel on staff at the Pohnpei State Tourism Office by 2014.	2014 is selected in order for adequate staff to be hired, trained, and working to meet current business needs and any potential increase in tourism arrivals.
1.3.3.c To have Pohnpei State Tourism Office staff actively working toward meeting the Strategic Goals of this tourism matrix beginning in 2013.	2013 is selected with the expectation that the Pohnpei State SDP will be adopted by the Legislature; therefore, there is a need to act immediately, particularly because the Tourism Sector is the organizing component for the entire PSDP.

## Tourism Sector SG2: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
1.4.1.a To develop a tourism monitoring and evaluation system by 2014.	2014 has been selected so we can immediately begin to compile relevant tourism data to be used in future planning and implementation processes, including adjustment of outcomes, activities, and outputs.
1.4.1.b To begin implementation of the tourism monitoring and evaluation system (to establish a baseline) by 2014.	2014 is selected because there is no time to spare; we must establish baseline data from which we can plan into the future.
2.1.1.a To advocate for passage of a foreign investment law (that will facilitate foreign investment in the Pohnpeian tourism economy and assure primary benefits to Pohnpei’s citizens, residents, and businesses) to the Pohnpei State Legislature in 2013.	2013 was selected because foreign investment in tourism development is seen as crucial to the tourism sector development process.
2.2.1.a To assess tourism sector financial implications for all other economic sectors by 2013.	2013 is selected because data is needed to develop a realistic, comprehensive all-sector tourism financial implications report.
2.2.2.a To develop and assess a list of potential tourism-related financial resources earmarked for tourism development by 2013.	2013 is selected because having this information available is critical for the development of a State Tourism Development Plan.
2.2.2.b To advocate for legislation for an appropriate set of financial tools to support tourism, and to develop the accompanying structure (including system for collecting and allocating funds) earmarked for tourism development by 2014.	2014 has been selected because it will take time to analyze the assessments (2.2.1.a and 2.2.2.a) conducted to help make appropriate legislative recommendations for development of financial tools and requests for resource allocation in support of tourism development. Issues such as allocation of hotel tax, departure tax, etc., will also be reflected in the appropriation request.
2.2.2.c To seek external sources of funds to support tourism development beginning in 2013.***	2013 is selected to enable timely implementation of the programs and projects listed in the Tourism sector matrices. Priorities will be identified in the companion implementation plan.
2.3.1.a To complete identification and prioritization of tourism projects (appropriate for the “first 10 years of World Park development”) to receive cross-sector investment by 2014.	2014 was selected to allow ample time for identification and prioritization of projects and programs that will form the basis of the State SDP Implementation Plan.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
2.3.2.a To develop a detailed process that assures cross-sector engagement in decisions related to financing and investing in prioritized tourism development projects by 2014.	2014 was selected as the target year enable all sector representatives to meet to create a workable process that assures cross-sector engagement in decisions related to financing and investing in tourism development projects.
2.3.2.b To begin active use of the cross-sector engagement process for financing and investing in prioritized tourism development projects by 2014.	2014 was selected as the target year as it is the earliest feasible year in which the engagement process might be implemented across all sectors.

## Tourism Sector SG3: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
3.1.1.a To develop an awareness campaign to inform the public about tourism issues, opportunities, benefits, and 'public' responsibilities by 2013.	With the help of existing public awareness programs through Pohnpei State Historic Preservation Division, Tourism and Parks unit, and Pohnpei Visitors Bureau, this activity can be accomplished by the end of year 2013.
3.1.2.a To begin implementation of an ongoing awareness campaign to inform the public about tourism issues, opportunities, benefits, and 'public' responsibilities by 2013.	A year-long thorough and careful development process will facilitate effective implementation by the end of 2014.
3.2.1.a To develop K-12 curricula (including projects that engage youth) to introduce tourism concepts and 'public roles,' and develop tourism industry-related skills by 2014.	This activity is critical for nurturing tourism as a central role in developing the State's economy. This activity is new and will require collaboration and partnership with the Education sector. It is essential that be implemented according to and integrated with Education practices and principles if it is to be implemented. Time is needed for coordination and planning, but it is important to implement such curricula as soon as feasible.
3.2.2.a To begin implementation of K-12 curricula (including projects that engage youth) to introduce tourism concepts and 'public roles,' and develop tourism industry-related skills by 2015.	Because 3.2.1.a indicates completion of curriculum development by 2014, implementation can begin in 2014.
3.3.1.a To strengthen and expand a hospitality/ tourism management degree program, focused on sustainable natural and cultural heritage tourism, for COM-FSM students by 2013.	There is an ongoing program that exists at COM-FSM that needs strengthening and expansion by the end of 2013.
3.3.2.a To begin a process of integrating tourism-relevant knowledge and competencies into other courses and degree programs at COM-FSM in 2013. <i>NOTE: This can be phased in to various courses and degree programs in some priority order, so individual outputs may be needed in the future.</i>	While working with the COM-FSM in expanding tourism-specific degree programs, planning for the integration of courses can begin in 2013.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
3.3.3.a To develop a minimum of 4 additional continuing education courses, workshops, or other learning opportunities for tourism-related knowledge and skills development by 2014.	Continuing education opportunities are needed for the general public in addition to matriculated COM-FSM students. Some of the critical content can be identified while expanding the COM-FSM curricula. Because some of this curricula already exists, it is reasonable to adapt existing formal education content to continuing education training contexts.
3.3.3.b To provide a minimum of 10 (existing and new) continuing education courses annually, workshops, or other learning opportunities for tourism-related knowledge and skills development annually, beginning in 2014.	Because this activity will comprise both existing and new courses, and because the process of the activities 3.2.1 through 3.3.2 already address some of the content needed, the activity can begin in 2014.
3.4.1.a To Expand Small Business Development Center (SBDC) offerings to assist current and potential tourism sector entrepreneurs with small business development (e.g., business plans, market and financial analysis, and effective business practices) by 2014.	SBDC already exists; therefore, expansion of current programs can be accomplished by the year 2014.
3.4.2.a To implement the expanded Small Business Development Center (SBDC) offerings to assist current and potential tourism sector entrepreneurs with small business development (e.g., business plans, market and financial analysis, and effective business practices) by 2015.	SBDC already exists; therefore, expansion of current programs can be accomplished by the year 2015.

## Tourism Sector SG4: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
4.1.1.a To propose tourism accommodations development and renovation laws minimizing negative environmental impacts in 2013.	Laws must be passed requiring environmental impact assessments for any new accommodation facility or accommodations, which are to be renovated. This will help protect Pohnpei's environment. Tourism facility development is ongoing, so it is important to begin minimizing negative impacts as soon as possible.
4.1.1.b To advocate for tourism accommodations development and renovation laws (consistent with World Park principles and international standards) minimizing negative environmental impacts enacted by 2014.	This should be a priority by the end of 2014 to ensure that all new and renovated accommodations meet safe environmental standards. These elements are crucial if we are to become a sustainable island.
4.2.1.a To propose laws and procedures (consistent with World Park principles and international standards, including EIAs) for review and approval of new construction, and upgrading of existing accommodations by 2014.	This activity will involve numerous agencies and networking, which will take some time for developing such collaborations. However, this should be accomplished by 2014 to ensure new and renovated accommodations are in compliance with current State laws as soon as reasonably feasible.
4.2.1.b To advocate for having laws and procedures (consistent with World Park principles and international standards) for review and approval of new construction, and upgrading of existing accommodations, enacted by 2014.	2014 has been selected as the year in which new laws pertaining to new accommodations and renovations should be enacted (acting as soon as reasonably feasible to minimize future negative impacts).
4.3.1.a To complete an inventory of all existing tourism accommodations and associated facilities by 2013.	This information exists and can be reassessed and made available in 2013.
4.3.1.b To develop a state (eventually national) accommodations ranking system relevant to Pohnpei and World Park principles by 2014.	Ranking system development should be completed and ready for implementation by year's end of 2014 to enable potential foreign visitors to more easily gauge the quality and offerings of Pohnpeian accommodations. This should be an aid to marketing the State.
4.3.1.c To assess existing accommodation stock** for adequacy and appropriateness by 2015.	Assessing current stock requires manpower and financial resources that need to be secured. A reasonable completion date is by year's end of 2015.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.3.1.d To identify Pohnpei locations appropriate for future accommodation construction (based on minimizing environmental impacts, transportation access, and other critical factors [e.g., cultural impact]) by 2015.	Many appropriate locations already have been identified and others need to be catalogued. Existing and new information should be entered into a database for analysis, to be based on criteria identified in 4.3.1.d. This will take through 2015 given the manpower and financial resources currently available.
4.3.1.e To develop incentives for renovation, upgrading, and construction of tourist accommodations consistent with World Park principles and Pohnpei-accepted standards by 2015.	Developing and funding incentives for renovations acceptable for Pohnpei and the World Park may require time and effort. Therefore, the end of 2015 is considered to provide ample time to accomplish this.
4.3.1.f To complete the Pohnpei tourism accommodations plan by 2015.	The accommodations plan is an important part of the overall tourism plan, so should be integrated with the tourism planning process. The accommodations plan should include data from the assessment of existing stock, so cannot be completed until completion of the assessment (2015). See 4.3.1.e.
4.4.1.a To complete an inventory of existing transportation services and infrastructure that serve tourists by 2013. <i>Note: This includes pedestrian, vehicular, bicycle-based, water-based, and other tourism transportation services.</i>	2013 has been selected because collecting data for transportation and other infrastructure will require little effort as this information is readily available through the Pohnpei State Government.
4.4.1.b To assess existing transportation system for quality, linkages, accessibility, service area, and other relevant tourism criteria by 2014.	With a 2013 completion date for transportation inventory (see 4.4.1.a), assessment of the existing system will be possible by the end of 2014.
4.4.1.c To identify weaknesses and gaps in the existing tourism transportation system by 2014.	During the process of transportation inventory and assessment (see 4.4.1.a and 4.4.1.b), it will be possible to identify gaps and recommend potential improvements in the current system by the end of 2014.
4.4.1.d To develop incentives for upgrading and developing tourism transportation services consistent with World Park principles by 2015.	While identifying the gaps and potential for transportation service improvements, incentives for upgrading and developing these services should be formulated simultaneously (2015).
4.4.1.e To complete the Pohnpei tourism transportation plan by 2015.	Completion of the transportation plan is based on prior completion of Outputs 4.4.1.a through 4.4.1.d (all of which will be completed by 2015).

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.5.1.a To complete an inventory of existing and potential natural and cultural (both land- and water-based) tourism attractions, products (including arts and handicrafts), services, and experiences by 2014.	Careful identification and inventorying of sites for attractions may require some time and effort; therefore, 2014 was picked.
4.5.1.b To assess existing and potential tourism attractions, products (including arts and handicrafts), services, and experiences for accessibility (private vs. public, access to transportation services, disability access), type, appropriateness as tourism sites, health and safety, and other relevant tourism factors, and for potential environmental/social/cultural impacts of tourist access by 2015.	Assessment of attractions identified in 4.5.1.a (completion date of 2014) can be completed by the end of the following year, 2015.
4.5.1.c To develop incentives for enhancing and developing tourism attractions, products (including arts and handicrafts), facilities, services, and experiences consistent with World Park principles by 2015.	Inventory and assessment of potential attractions (see 4.5.1.a and 4.5.1.b) can stimulate ideas for developing potential tourism businesses and attractions; incentives can be formulated and implemented by the end of the following year, 2015, dependent on securing necessary funding.
4.5.1.d To complete the Pohnpei tourism attractions, products (including arts and handicrafts), services and experiences master plan by 2015.	Completion of the attractions, products, services, and experiences master plan is based on prior completion of Outputs 4.5.1.a through 4.5.1.c (all of which will be completed by 2015).
4.5.2.a To develop guidelines for managing tourism attractions consistent with World Park values and principles (to include land owner negotiation for access,**** resource protection, visitor access issues, site development [level and type], visitor management, and resource interpretation) by 2016.	Developing guidelines for management of tourism attractions requires a public awareness campaign, networking efforts, and resource management training. It is recognized that dealing with private land is a delicate and controversial issue for Pohnpeians. Thus, this process will need considerable time and careful thought. Therefore, a 2016 target date provides a suitable time frame for completion of this activity.
4.6.1.a To identify all tourist information needs (pre-, during, and post-visit) and potential effective media channels for communicating with tourists by 2014.	To be able to attract new and return visitors, we must consider all elements of the tourism experience, and provide appropriate information at each stage so tourists have a positive experience. This will take time given the manpower and financial resources on hand. Therefore, 2014 is selected as the year for completion of this tourist communication needs assessment.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
4.6.1.b To identify all tourism-related information needs of Pohnpei residents (for creating a welcoming atmosphere for and positive image of Pohnpei by visitors) and potential effective media channels for communicating with Pohnpei residents by 2015.	Pohnpeian citizens, residents, and business people must first understand tourism and tourist expectations and needs. Developing such an on-island plan will take some time. Therefore, 2015 is identified as the year for completion of this resident communication needs assessment
4.6.1.c To complete the tourism information system plan by 2015.	After identification of tourist and resident tourism information needs (by 2015), a tourism/visitor information plan can be authored later in 2015.
4.6.2.a To begin implementation of the tourism visitor information system by 2015. ****/**	Implementation of the tourism information system can begin as soon as the plan is complete and materials developed.
4.7.1.a To identify and classify significant (international, national, local) natural, cultural, and historic features/sites of Pohnpei with potential for special designation by 2016.	An identification and classification system already exists with the Pohnpei Historic Preservation Office, which can be modified or amended, as needed, by the end of 2016.
4.7.2.a To complete prioritization of list of natural, cultural, and historic features/sites of Pohnpei eligible for “special designation” by 2016.	This activity requires engagement by relevant agencies and the general public, so will take some time (thus, completion by the end 2016).
4.7.3.a To submit nominations for designation of one priority Pohnpei feature/site (natural, cultural, and/or historic) each year.	There are special programs funded by the U.S. National Park Service, accessible through the Pohnpei Historic Preservation Office, which already is engaged with such nominations. It is reasonable that nomination and designation of one site per year can be accomplished fairly easily by modifying or amending previous nominations.
4.7.4.a To develop “special feature/site” management plan for the annually nominated “special designation” site by 2017.	To successfully protect and manage designated sites, both to preserve them and make them accessible residents and tourists, considerable attention must be given to all elements of a management plan. 2017 was chosen because management plans can build on the information contained in the nomination packages.
4.7.4.b To begin implementation of “special feature/site” management plan upon designation of a site in 2018.	Management plans should be complete prior to designation so that effective management can begin as soon as designations occur.

## Tourism Sector SG5: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
5.1.1.a To develop an updated awareness campaign to inform the public about tourism issues, opportunities, benefits, and 'public' responsibilities by 2013.	Public awareness and support of tourism development is crucial to success in the sector. 2013 is selected because we need to develop the public awareness campaign before its implementation begins.
5.1.2.a To begin implementation of an ongoing awareness campaign to inform the public about tourism issues, opportunities, benefits, and 'public' responsibilities by 2014.	2014 was selected recognizing that development of a public awareness campaign will take some time. Public awareness and support of tourism development is crucial to success in the sector.
5.2.1.a To complete tourism market research for Pohnpei by 2013.	2013 was selected in order to provide sufficient time to collect data needed for revision of the Pohnpei Tourism Marketing Plan.
5.2.2.a To complete revision of the Pohnpei World Park tourism marketing plan by 2014.	2014 is selected to allow ample time to complete revision of the Pohnpei Tourism Marketing and Promotions Plan based on the new data and on World Park principles and values (5.2.1.a).
5.2.2.b To complete a Pohnpei World Park branding strategy in 2013.	2013 is selected because a branding strategy must be developed as a component of the marketing plan.
5.2.2.c To develop and approve a World Park brand-based logo for Pohnpei by the end of 2013.****	2013 selected as logo will support and be supported by the branding strategy.
5.1.2.d To develop a detailed and financially feasible Pohnpei World Park promotion campaign plan by the end of 2013.****	Due to the absence of such plan, it is important that the initial stages of developing the plan should be done in 2013 to 2014.
5.2.3.a To begin implementation of the Pohnpei Tourism Marketing and Promotions Plan by the end of 2014.	2014 selected as the earliest feasible date to implement the Pohnpei Tourism Marketing and Promotions Plan.
5.3.1.a To complete tourism market research for MICE events by 2015.	2015 was selected to allow ample time to conduct analysis of regional MICE markets.
5.3.2.a To revise the Pohnpei Tourism Marketing and Promotions Plan to include a comprehensive MICE events marketing plan by 2016.	2016 selected to allow ample time to complete the MICE marketing plan.
5.3.3.a To begin implementation of the Pohnpei World Park tourism marketing plan for MICE events by 2017.	2017 was selected to allow sufficient time to complete MICE market analysis and Pohnpei Tourism Marketing and Promotions Plan revision.

## Tourism Sector SG6: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
6.1.1.a To develop a standards and inspection system for taxis relevant to Pohnpei and based on current industry standards by 2014.	2014 has been selected to allow ample time to investigate current taxi standards and inspection protocols with the aim of developing updated standards leading to higher levels of safety and customer satisfaction.
6.1.1.b To begin implementation of the taxi safety standards and inspection program by 2015.	2015 was selected in order to begin quality and safety upgrades as soon as feasible after standards and inspection protocols have been developed.
6.1.1.c To develop a standards and inspection system for rental cars/motorcycles/scooters/ electric vehicles relevant to Pohnpei and based on current industry standards by 2014.	2014 was selected to allow ample time for developing a standards and inspection system.
6.1.1.d To begin implementation of the rental car/motorcycle/scooter/electric vehicles safety standards and inspection program by 2015.	2015 was selected as the earliest calendar year possible to begin assisting business operators in understanding and practicing safety and quality standards through a new inspection system.
6.1.1.e To develop a standards and inspection system for tourist passenger boats relevant to Pohnpei and based on current industry standards by 2014.	Given current manpower and financial resources, 2014 was selected as the earliest feasible year to develop a standards and inspection system for tourist passenger boats.
6.1.1.f To begin implementation of the tourist passenger boat safety standards and inspection program by 2015.	2015 was selected to allow for passage into law by the Legislature and implementation of the standards and inspection system as soon as feasible after standards and inspection protocols have been developed and legislation passed.
6.1.1.g To develop a standards and inspection system for Pohnpei-based air transportation based on current industry standards by 2015.	Given current manpower and financial resources, 2015 was selected as the earliest feasible year to develop a standards and inspection system for Pohnpei-based air transportation.
6.1.1.h To begin implementation of the Pohnpei-based air transportation safety standards and inspection program by 2016.	2016 was selected for implementation to allow time for development of the standards and inspection system (in 2015) and for passage into law by the Legislature.
6.1.1.i To develop a standards and inspection system for tourist bicycles relevant to Pohnpei and based on current industry standards by 2014.	Given current manpower and financial resources, 2014 was selected as the earliest feasible year to develop a standards and inspection system for Pohnpei-based tourist bicycle rentals.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
6.1.1.j To begin implementation of the tourist bicycle safety standards and inspection program by 2015.	2015 was selected for implementation to allow time for development of the standards and inspection system (in 2014) and for passage into law by the Legislature.
6.1.1.k To develop a standards and inspection system for tourist accommodations relevant to Pohnpei and based on current industry standards by 2014.	Given current manpower and financial resources, 2014 was selected as the earliest feasible year to develop a standards and inspection system for Pohnpei-based tourist accommodation rentals.
6.1.1.l To begin implementation of the tourist accommodations safety standards and inspection program by 2015.	2015 was selected for implementation to allow time for development of the standards and inspection system (in 2014) and for passage into law by the Legislature.
6.1.1.m To develop a standards and inspection system for restaurants relevant to Pohnpei and based on current industry standards by 2015.	Given current manpower and financial resources, 2015 was selected as the earliest feasible year to develop a standards and inspection system for Pohnpei-based restaurants.
6.1.1.n To begin implementation of the restaurants safety standards and inspection program by 2016.	2016 was selected for implementation to allow time for development of the standards and inspection system (in 2015) and for passage into law by the Legislature.
6.1.1.o To develop a standards and inspection system for tourism business operators relevant to Pohnpei and based on current industry standards by 2015.	Given current manpower and financial resources, 2015 was selected as the earliest feasible year to develop a standards and inspection system for Pohnpei-based tourism business operators.
6.1.1.p To begin implementation of the tourism business operators safety standards and inspection program by 2016.	2016 was selected for implementation to allow time for development of the standards and inspection system for tourism business operators (by 2015) and for passage into law by the Legislature.
6.1.1.q To develop a tour guide certification and licensing system by 2014.*	2014 was selected as the year in which the various agencies involved in certification can collaborate and finalize a tour guide certification and licensing system.
6.1.1.r To begin implementation of tour guide certification training by 2015.*	2015 was selected as the year to implement the tour guide certification and training program as the program is scheduled for development in 2014.
6.1.1.s To begin implementation of tour guide licensing system by 2015.*	2015 was selected for implementation to allow time for development of a licensing system and for passage into law by the Legislature.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
6.2.1.a To develop customer service quality standards, monitoring and improvement system for taxi operators relevant to Pohnpei and based on current industry standards by 2014.	2014 was selected to allow ample time for development of service quality standards and monitoring system for taxi operators.
6.2.1.b To begin implementation of the customer service quality standards, monitoring and improvement system for taxi operators and drivers by 2015.	2015 selected for implementation to allow ample time to orient taxi operators and relevant stakeholders to the new standards.
6.2.1.c To develop customer service quality standards, monitoring and improvement system for car/motorcycle/scooter/electric vehicle rental operators relevant to Pohnpei and based on current industry standards by 2015.).	2015 was selected to allow ample time for the development of service quality standards and monitoring system for car/motorcycle/scooter/ electric vehicle rental operators.
6.2.1.d To begin implementation of the customer service quality standards, monitoring and improvement system for rental car/motorcycle/ scooter/electric vehicle operators and personnel by 2016.	2016 selected for implementation to allow ample time to orient car/motorcycle/scooter/electric vehicle rental operators and relevant stakeholders to the new standards.
6.2.1.e To develop customer service quality standards, monitoring and improvement system for tourist passenger boat operators relevant to Pohnpei and based on current industry standards by 2015.	2015 was selected for implementation to allow ample time for development of service quality standards and monitoring system for tourist passenger boat operators.
6.2.1.f To begin implementation of the customer service quality standards, monitoring and improvement system for tourist passenger boat operators and personnel by 2016.	2016 selected for implementation to allow ample time to orient tourist passenger boat operators and relevant stakeholders to the new standards.
6.2.1.g To develop customer service quality standards, monitoring and improvement system for local air transportation operators relevant to Pohnpei and based on current industry standards by 2015.	2015 was selected to allow ample time for development of service quality standards and monitoring system for local air transportation operators.
6.2.1.h To begin implementation of the customer service quality standards, monitoring and improvement system for air transportation operators and personnel by 2016.	2016 selected for implementation to allow ample time to orient local air transportation operators and relevant stakeholders to the new standards.
6.2.1.i To develop customer service quality standards, monitoring and improvement system for tourist bicycle rental operators relevant to Pohnpei and based on current industry standards by 2017.	2017 was selected to allow ample time for development of service quality standards and monitoring system for tourist bicycle rental operators.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
6.2.1.j To begin implementation of the customer service quality standards, monitoring and improvement system for tourist bicycle rental operators and personnel by 2018.	2018 was selected for implementation to allow ample time to orient tourist bicycle rental operators and relevant stakeholders to the new standards.
6.2.1.k To develop customer service quality standards, monitoring and improvement system for tourist accommodation operators relevant to Pohnpei and based on current industry standards by 2013.	2013 was selected because development of service quality standards and monitoring system for tourist accommodation operators is an immediate priority.
6.2.1.l To begin implementation of the customer service quality standards, monitoring and improvement system for tourist accommodations operators and personnel by 2014.	2014 was selected as a priority time frame for implementation to orient tourist accommodation operators and relevant stakeholders to the new standards.
6.2.1.m To develop customer service quality standards, monitoring and improvement system for restaurant service personnel relevant to Pohnpei and based on current industry standards by 2013.	2013 was selected because development of service quality standards and monitoring system for restaurant service personnel and operators is an immediate priority.
6.2.1.n To begin implementation of the customer service quality standards, monitoring and improvement system for restaurant operators and personnel by 2014.	2014 was selected as a priority time frame for implementation to orient restaurant operators and personnel to the new standards.
6.2.1.o To develop customer service quality standards, monitoring and improvement system for tourism business operators (including tour guides) relevant to Pohnpei and based on current industry standards by 2014.	2014 was selected to allow ample time for development of service quality standards and monitoring system for tourism business operators and tour guides.
6.2.1.p To begin implementation of the customer service quality standards, monitoring and improvement system for tourism business operators and personnel (including tour guides) by 2015.	2015 selected for implementation to allow ample time to orient tourism business operators and tour guides to the new standards.
6.3.1.a To develop a World Park brand tourism accreditation and licensing system for local tourism operators, based on compliance with standards (see 6.1 and 6.2) and World Park principles, by 2016.	2016 was selected as this will allow ample time for development of the accreditation and licensing system.
6.3.2.a To begin implementation of a World Park brand tourism accreditation and licensing system for local tourism operators, based on compliance with standards (see 6.1 and 6.2) and World Park principles, by 2017.	2017 was selected for implementation to allow ample time for legislative deliberations pertaining to passage of accreditation and licensing system regulations.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
6.4.1.a To develop a “made in/grown in” Pohnpei certification program for handicrafts, locally grown/caught foods, etc. by 2015.	2015 was selected to allow ample time based on current manpower and resources to develop a “made in/grown in” Pohnpei certification program.
6.4.2.a To begin implementation of a “made in/grown in” Pohnpei certification program for handicrafts, locally grown/caught foods, etc. by 2015.	2015 was selected as a priority year to implement this important program that has linkages into public health and education.

## Tourism Sector SG7: Rationales

OUTPUT (measurable objectives for each activity)	RATIONALE (Why the chosen target amount and date? On what are these decisions based?)
7.1.1.a To develop a program to preserve, promote, and expand seafaring, traditional sailing, and navigation knowledge by 2016.	Pohnpeians have lost much local navigation knowledge. Traditional knowledge and skills will be an important tourism asset as the World Park develops. We have selected 2016 for development of a program to preserve, protect and expand navigation knowledge because we feel it will take that long given current resources.
7.1.1.b To begin implementation of a program to preserve, promote, and expand seafaring, traditional sailing, and navigation knowledge by 2017.	Program implementation should begin in 2017 as an important tourism attraction. 2017 has been selected to allow ample time to develop the program.
7.1.1.c To create a task force to examine strategies to protect the property rights associated with seafaring, traditional sailing and navigation by 2014. **	2014 has been selected because this task is critical in protecting our intellectual property rights before local knowledge is spread globally, and before an increase in tourist visits.
7.1.2.a To develop a program to preserve, promote, and expand knowledge of traditional medicines by 2016.	2016 has been chosen as realistic given our current manpower and financial resources.
7.1.2.b To begin implementation of a program to preserve, promote, and expand knowledge of traditional medicines by 2017.	2017 has been chosen as realistic given our current manpower and financial resources and to allow for development of the program.
7.1.2.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional medicines by 2014. **	2014 has been selected because this task is critical in protecting our intellectual property rights before local knowledge is spread globally, and before an increase in tourist visits.
7.1.3.a To develop a program to preserve, promote, and expand knowledge of local plants and animals by 2016.	2016 has been chosen as realistic given our current manpower and financial resources.
7.1.3.b To begin implementation a program to preserve, promote, and expand knowledge of local plants and animals by 2017.	2017 has been chosen as the follow on implementation step to completion of the program developed in 2016.
7.1.3.c To create a task force to examine strategies to protect the intellectual property rights associated with knowledge of local plants and animals by 2014. **	2014 has been selected because this task is critical in protecting our intellectual property rights before local knowledge is spread globally, and before an increase in tourist visits.
7.1.4.a To develop a program to preserve, promote, and expand local historical knowledge by 2016.	2016 has been chosen as realistic given our current manpower and financial resources. 2016 will coincide nicely with tour guide training and interpretation.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
7.1.4.b To begin implementation of a program to preserve, promote, and expand local historical knowledge by 2017.	2017 selected as the logical start year after the development of the historic knowledge program.
7.1.4.c To create a task force to examine strategies to protect the intellectual property rights associated with local historical knowledge by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program protect intellectual property rights associated with local historical knowledge prior to an increase in tourist visits, and as a foundation of a program to preserve, promote, and expand local historical knowledge, to be implemented by 2016.
7.1.5.a To develop a program to preserve, promote, and expand traditional knowledge of legends and other local stories by 2016.	2016 has been chosen as realistic given our current manpower and financial resources. 2016 will coincide with tour guide training and interpretation training.
7.1.5.b To begin implementation of a program to preserve, promote, and expand traditional knowledge of legends and other local stories by 2017.	2017 has been chosen for implementation as realistic given our current manpower and financial resources. 2017 will coincide with tour guide training and interpretation.
7.1.5.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional legends and other local stories by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with traditional legends and other local stories prior to an increase in tourist visits, and as a foundation for a preservation and promotion program to be implemented by 2017.
7.1.6.a To develop a program to preserve, promote, and expand knowledge and use of local languages by 2013.	2013 has been chosen as realistic given our current manpower and financial resources. We feel this is a critically important element to both tourism and public education.
7.1.6.b To begin implementation of a program to preserve, promote, and expand knowledge and use of local languages by 2014. **	2014 has been selected as we feel local language preservation and promotion is a key ingredient to the overall tourism experience and to help strengthen our culture.
7.2.1.a To develop strategies to reinforce knowledge and use of ceremonial and other traditional practices by 2016.	2016 has been chosen as realistic given our current manpower and financial resources. It is important to ensure that local ceremonial and other traditional practices be strengthened in view of a growing tourism economy and impacts of globalization.
7.2.1.b To begin implementation of strategies to reinforce knowledge and use of ceremonial and other traditional practices by 2017.	2017 was selected as a logical follow on implementation year after strategies to reinforce knowledge and use of ceremonial and other traditional practices are developed.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
7.2.1.c To create a task force to examine strategies to protect the intellectual property rights associated with ceremonial and other traditional practices by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with ceremonial and other traditional practices prior to an increase in tourist visits, and as a foundation for a preservation and promotion program to be implemented by 2017.
7.2.2.a To develop a program to preserve, promote, and expand production of knowledge and traditional arts and crafts by 2016.	2016 has been selected because it is important that high quality local arts and crafts be developed to meet increasing tourism demand with implementation of the World Park, and to serve as an economic opportunity for Pohnpeians.
7.2.2.b To begin implementation of a program to preserve, promote, and expand production of traditional arts and crafts by 2017.	2017 has been selected as a logical start year following development of the preservation, promotion and expansion program related to traditional arts and crafts.
7.2.2.c To create a task force to examine strategies to protect the intellectual property rights associated with , traditional arts and crafts by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with traditional arts and crafts prior to an increase in tourist visits, and provide a foundation for development of the preservation and promotion program, to be implemented in 2017.
7.2.3.a To develop a program to preserve and promote knowledge and use of traditional dance by 2016.	2016 has been selected as realistic given our current manpower and financial resources. Preservation and promotion of local dance is a critical element in developing Pohnpei tourism attractions.
7.2.3.b To begin implementation of a program to preserve and promote knowledge and use of traditional dance by 2017.	2017 has been selected as a logical start year following development of the preservation, promotion for local dance.
7.2.3.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional dance by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with traditional dance prior to an increase in tourist visits, and provide a foundation for development of the preservation and promotion program, to be implemented in 2017.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
7.2.4.a To develop a program to preserve and promote knowledge and use of traditional music by 2016.	2016 has been selected as realistic given our current manpower and financial resources. Preservation and promotion of traditional music is a critical element in developing Pohnpei tourism attractions and preserving our culture.
7.2.4.b To begin implementation of a program to preserve and promote knowledge and use of traditional music by 2017.	2017 has been selected as logical follow on to the development of a preservation and promotion program for traditional music.
7.2.4.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional music by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with traditional music prior to an increase in tourist visits, and provide a foundation for development of the preservation and promotion program, to be implemented in 2017.
7.2.5.a To develop a program to preserve and promote knowledge and use of traditional stories and storytelling by 2016.	2016 has been selected as realistic given our current manpower and financial resources. Preservation and promotion of traditional story telling is an important element in developing Pohnpei tourism attractions and preserving our cultural heritage.
7.2.5.b To begin implementation of a program to preserve and promote knowledge and use of traditional stories and storytelling by 2017.	2017 has been selected as logical follow on to the development of a preservation and promotion program for traditional storytelling.
7.2.5.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional stories and storytelling by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with traditional storytelling prior to an increase in tourist visits, and provide a foundation for development of the preservation and promotion program, to be implemented in 2017.
7.2.6.a To develop a program to preserve and promote knowledge and use of traditional food preparation by 2016.	2016 has been selected given our current manpower and financial resources and because traditional food preparation can be a powerful tourism attraction.
7.2.6.b To begin implementation of a program to preserve and promote knowledge and use of traditional food preparation by 2017.	2017 has been selected as logical follow on to the development of a preservation and promotion program for traditional food preparation skills.

<b>OUTPUT</b> (measurable objectives for each activity)	<b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)
7.2.6.c To create a task force to examine strategies to protect the intellectual property rights associated with traditional food preparation by 2014. **	2014 has been selected because the work of the Task Force will help define and develop a program to protect the intellectual property rights associated with traditional food preparation skills prior to an increase in tourist visits, and provide a foundation for development of the preservation and promotion program, to be implemented in 2017.
7.3.1.a To develop a program to preserve knowledge and use of traditional fishing practices by 2016.	2016 has been selected given our current manpower and financial resources and because traditional fishing practices are critical to the livelihoods of Pohnpeians and the growing tourism industry.
7.3.1.b To begin implementation of a program to preserve knowledge and use of traditional fishing practices by 2017.	2017 has been selected as logical follow on to the development of a preservation and promotion program for traditional fishing practices.
7.3.1.c To begin incorporation of traditional fishing practices and fish products into the Pohnpei tourism experience by 2015.	2015 has been selected to allow ample time to develop tourism experiences based on traditional fishing practices.
7.3.2.a To develop a program to preserve knowledge and use of traditional farming practices by 2016.	2016 has been selected given our current manpower and financial resources and because traditional farming practices are critical to the livelihoods and health of Pohnpeians and the growing tourism industry.
7.3.2.b To begin implementation of a program to preserve knowledge and use of traditional farming practices by 2017.	2017 has been selected as logical follow on to the development of a preservation and use program for traditional farming practices, thus creating a potential new tourism attraction.
7.3.2.c To begin incorporation of traditional farming practices and local foods into the Pohnpei tourism experience by 2015.	2015 has been selected given our current manpower and financial resources and because traditional farming practices are critical to the livelihoods of Pohnpeians and to the growing tourism industry. It will take some time to develop farming-based tourism attractions.
7.3.3.a To develop a program to preserve knowledge and use of traditional canoe and boat building skills by 2016.	2016 has been selected to allow ample time to develop a preservation of knowledge program for traditional canoe building. This is a potential new tourism attraction and should be prioritized.
7.3.3.b To begin implementation of a program to preserve knowledge and use of traditional canoe and boat building skills by 2017.	2017 has been selected as logical follow on implementation year to the development of a preservation and promotion program for traditional canoe and boat building skills.

<p><b>OUTPUT</b> (measurable objectives for each activity)</p>	<p><b>RATIONALE</b> (Why the chosen target amount and date? On what are these decisions based?)</p>
<p>7.3.3.c To begin incorporation of demonstration of traditional canoe and boat-building skills and boat sailing opportunities into the Pohnpei tourism experience by 2015.</p>	<p>2015 has been selected because of the long-standing Pohnpeian canoe heritage. This can be a powerful tourism attraction and should be prioritized for implementation as a demonstration program.</p>
<p>7.3.4.a To develop a program to preserve knowledge and use of traditional architecture, building materials, and construction skills by 2014.</p>	<p>2014 has been selected to allow ample time to develop a preservation of knowledge program for traditional architecture, building materials and construction skills. This can be a new tourism attraction and should be prioritized for development.</p>
<p>7.3.4.b To begin implementation of a program to preserve knowledge and use of traditional architecture, building materials, and construction skills by 2015.</p>	<p>2015 has been selected as logical follow on implementation year to the development of a preservation and promotion program for traditional architecture, building materials, and construction skills.</p>
<p>7.3.4.c To begin incorporation of traditional architecture and building materials into tourism accommodations and other facilities by 2014.</p>	<p>This has been selected for prioritization in 2014 to ensure the Pohnpei brand of traditional practices is incorporated into renovations and new buildings.</p>
<p>7.3.4.d To begin incorporation of demonstration of traditional construction skills into the Pohnpei tourism experience by 2015.</p>	<p>This has been selected for prioritization in 2015 to ensure the Pohnpei brand of traditional practices is developed as a new tourism attraction.</p>
<p>7.4.1.a To develop a Pohnpei State cultural center that serves multiple functions of artisan incubator, tourism demonstration, and outlet for sales of local handicrafts and other products by 2023.</p>	<p>2023 has been selected to allow ample time to develop a phased-in comprehensive State cultural center that is well planned, amply funded, and sustainable over time.</p>
<p>7.4.2.a To begin operation of the Pohnpei State cultural center facility and programs by 2023. <i>NOTE: This might be a phased project, with multiple outputs and dates identified in the future.</i></p>	<p>2023 has been selected as the logical opening year following the development phase of a Pohnpei State Cultural Center.</p>